

*From the School Of Management Sciences...*



TEZPUR UNIVERSITY

# UTTARAN

FEBRUARY, 2013



Windows 8

WORK PLAY TOGETHER

redBus.in

ONLINE BUS BOOKING



ENTERS INTO FMCG

Idea

HONEYBUNNY



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# FROM THE EDITOR'S DESK

## TEAM UTTARAN

### EDITORIAL

Managing Editor - Dipankar Das.

Executive Editor - Dhruva Jyoti  
Sharma.

### Joint Executive Editor

Litan Roy.

### Feature Writer

Tapan Poddar, Manimugdha Das.

### Content Writer

Simanta Bora.

### CREATIVE

### Layout Designer

Pranab Kr. Sarkar.

### Cover Page

Partha Jyoti Borthakur.

Write to us at-

**uttaran@tezu.ernet.in**

*It always feels great to begin a semester with new plans and goals. The team Uttaran has also geared up with its new hopes and dreams, and passionate enough to turn them to reality. With the beginning of the new year 2013, we also came up with a new pattern of Uttaran. With every new issue, we are bringing in something new for the readers to enjoy reading the magazine, and our journey of innovation continues. The team Uttaran puts in some real hard work and dedication to give this issue a new colour, and it's always a pleasure to be a part such a team.*

*While everybody is busy criticising the government, the market forces or the Indian cricket team, we become a bit optimistic. Here we cover up the new colour of Indian market, the market which is inclined more towards the youth of the nation. Rather than being worried of such a huge population of the country, we boast of being the part of a country having world's largest number of youths. We see how different brands have changed their way of marketing and their prime target being the youths of the nation.*

*This issue also features on the most talked technology recently, Windows 8. Also we have Dr. Tridib Ranjan Sarma talking on Kingfisher and its linkages with oil companies. Apart from these, we go deep into the Honey Bunny jingle of Idea, which has become an instant favourite.*

Dipankar Das

(Managing Editor, Uttaran)

# TUMBA TRIBUNE

## ❖ SENSEX TOUCHES 20,000 MARK !!!

Finally after long 2 years SENSEX gone passed to 20,000. After 6<sup>th</sup> January 2011 it has been seen in January 2013 that the BSE index is showing more than 20,000. This indicates strong market conditions for the coming days.

## ❖ DIESEL - NO MORE CHEAPER !!!

Government is likely to hike Diesel prices by 40-50 paise per litre every month. The major reason behind this move is the complete wipe of Diesel losses which is at present almost Rs. 10.80 per litre. Actually this hike is to charge those large sectors of the economy such as Defence, Railways and State Transport etc. just to have a saving of estimated Rs. 12,900 crores annually.

## ❖ RBI CUTS RATES BY 25 BASISPOINTS

For the first time in 9 months RBI lowering the key interest rates by 0.25% as expected. The supreme

monetary authority has decided to inject about Rs.18,000 crores into the system by this policy.

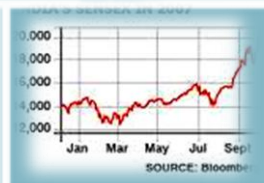
## ❖ STEVE JOBS - BEST CEO FOR LAST 17 YEARS !!!

According to latest survey of Harvard Business Review, Steve Jobs remains to be the best Global CEO. Including this year he has been in the top slot for 17 consecutive years i.e. from 1997-2011. And most probably he will be unbeaten for next couple of years also. His credibility increased the market value of Apple by almost \$ 360 Bn. The good news is that in the same list 8 Indian CEOs could make it to be in the top 100. Among them Y.C. Deveshwar of ITC, A.M. Naik, A.K. Puri of BHEL, Mukesh Ambani, Sunil Bharti Mittal, Naveen Jindal, V.S. Jain were there.

## ❖ RESEARCH IN MOTION BACK IN ACTION !!!

RIM finally launched BlackBerry 10 to fight the cut-throat competition in Apple, Samsung dominated market. It named the models as BlackBerry Z10 & Q10 which are loaded with a new operating system to be at par with iOS of Apple and Android. Both the models have some extra salient features to make it more user-friendly. This move is considered to be a very significant one in the history of Research in Motion.

Pranab Kr. Sarkar





# **COMMENTS**

## **Question :**

***After Steve Jobs, has Apple lost it's shine?***

## **Answer:**

A good company is never dependent on a single person. Apple is also one of the most trusted and frontline companies in the world and eventually they will cope up with the loss of Steve Jobs. Though it's true that Steve was the guiding force behind the company and no one else can replace him. The company is now headed by Tim Cook, who was handpicked by Jobs and he's also as passionate as Jobs about his task.

If we look at the history of Apple, we can see that certain products launched by them never worked and certain others made history.

***By,***

***Dr.M.K. Sharma***

*Dean, School of Management  
Sciences, Tezpur University*

## **Question:**

***What can be the effect of falling interest rates on Investors and borrowers?***

**Answer:** The Interest rates that has fallen down by 25 basis points recently

can just be a one sided solution. This is mainly because the reaction of the borrowers may not be the same as the fall in interest rates. Moreover 25 basis points is a very minimal change that took place. There are borrowers who may be waiting for more of such kind of fall, and expecting a fall of 50 basis points in the interest rates.

Also interest rate is just one of the factors, for the borrowers. Other market forces also come into play when it comes to borrowing. Moreover huge investors who are investing on a high profitable venture would anyways invest, irrespective of such a minimal fall. So the presumption of RBI that this will encourage entrepreneur to take more loans may not be successful. Objective of RBI may be fulfilled if the borrowers also respond the same way, as the interest rate also falls.

Thus, the control in Inflation should take a holistic view, taking the supply side economies into control.

***By,***

***Dr. Subhrangshu Shekhar Sarkar***  
*HOD, Department Of Business  
Administration,  
Tezpur University*



## *The glass half full* (Success story of redBus)

Necessity is the mother of invention - the history of human progress in all walks of life is the history of man's endeavor to reach new goals. Once again it has been rightly proved by three young BITS-pilani graduates, Phanindra Sama, Charan Padmaraju and Sudhakar Pasupunuri. This is all about the success story of redBus.in, India's biggest online bus ticketing company.

E-ticketing in India has experienced tremendous growth in the last few years and has become a common and popular media for booking airline and rail tickets online. However, the idea of bus reservations through e-ticketing did not materialize in anyone's mind considering the fragmented nature of this segment. It was Phanindra Sama (Phani) who transformed this hurdle into a potential business opportunity. It was in the month of October 2005, when Phanindra Sama as an engineer working with Texas Instruments in Bangalore struggled to book bus tickets to make it to home for Diwali and spend the vacations with his family. He searched for all possible bus agents located in every nook and corner of Bangalore. Diwali is one of the peak times in the year and every single bus agent in the city seemed to be booked and he could not make it to home in time. Since he had no other work, he went to a bus ticket agent and

asked how the whole process worked. When the operator explained how the bus-ticket booking worked, Phanindra figured out that there was much inefficiency in the system. He felt there might have been a bus which went vacant as there was no centralized database of bus operators, bus routes and information based on availability of seats. He realized the need for a convenient, hassle-free portal where customers could book their tickets from the comforts of their home.

Later, within a year, with adequate market research and mentoring from The Indus Entrepreneurs (TiE), Bangalore chapter, Sama

set out on a mission to launch an enterprise that would fill the gap in India's bus transportation system. In this endeavor, he was accompanied by fellow Birla Institute of Technology & Science-



Pilani mates, Charan Padmaraju (then with Honeywell) and Sudhakar Pasupunuri (then with IBM) to set up a bus ticketing company with a centralized information database, online ticketing and an offline distribution network. They named their company Pilani Soft Labs and their brand redBus. The firm is currently the largest bus ticketing organization in India.

Redbus had made it to the list of the world's top 50 most innovative companies drawn up by US business magazine, Fast Company, in the first quarter of 2012. The magazine stated, "Customers can view open seats from multiple operators, purchase tickets, and post



ratings. Meanwhile, bus operators can track seat availability in real time, and travel agents can pre-book passengers. RedBus tripled sales last year, adding 4.25 million riders”

In the progress ladder, RedBus has crossed the ten million mark in the number of tickets sold so far. It has over 2 million registered users and is rapidly approaching the \$200 million GMV (gross merchandise value) mark. The company lays emphasis on keeping their costs low. The company has never run an advertising campaign and appears to have grown purely through the word-of-mouth publicity. It does not own any plush offices, nor are its locations anything to boast about. Most of the properties are in nondescript locations, often close to the bus terminal. Unlike any other e-commerce venture, redBus’s growth has been funded entirely by profits and not by burning VC money. According to AnjayAnandaram, an early investor in the company and a board member, “Almost all the funding they’ve raised is still in the bank.”

### The opportunity

In India, the bus transport sector is highly fragmented and unorganized. There are generally two types of bus services. The first category of bus services, with around 20,000 buses are being operated by 2500 private bus operators in the long distance routes. The buses are known as “contract carriages” and the tickets are usually to be bought in advance. The second category constitutes the Short-distance carriers, called the “stage carriages” in India; to ride these buses, the

commuters need to buy tickets on the vehicle itself and can get on and off at multiple points. However, RedBus operates in the “contract carriage” segment of bus services.

However, a few contract carriage operators are the owners having large fleets of about 100 buses each but most of the operators are small players with five to 10 buses. There are some small firms which operate with only one or two buses each. But these bus operators are all regional players lacking a countrywide presence in India. Given the scale of their operations, majority of them do not offer computerized ticketing or reservations. Instead, these companies rely on a network of travel agents to handle bookings. Agents are given quotas on seats from the bus operators; they inform the bus company by phone each time a seat is sold to a passenger.



But the travel agents do not have any information regarding the status of the seats given to the other agents. The end result: a losing proposition for the bus operators, the agents and the customers -- who often end up seat less. The system has other limitations as well. In most cases, there are no provisions for booking return tickets. Usually, there are no published fares and the customers end up paying what the agents demand for a ticket. There is no standardized system of seat numbers, meaning customers are not assured of their seat preferences. The bus operators often have cash flow problems because agents usually pay them monthly. Meanwhile, the agents are at the mercy of the bus operators for seat allocations. “The whole system is non-authentic,” notes Sama. “This is what we are addressing at redBus with the use of technology and processes.”



## Implementation

After doing a rigorous market survey, Phani and his two co-founders felt they understood the business, and as such they developed a strategy and submitted it to a TiE (the Indus Entrepreneurs) mentorship competition - they were among the three winners.

With the initial seed funding and mentoring provided, the founders launched their own portal and service. Although the initial response did not provide a very rosy picture, but later on went on to yield huge amount of profits. The team then, invested a further \$1 million from Seed Fund, an early-stage venture capital firm.

Phani says, "When we started raising funds,



we had only one office in Bangalore and we had 60 destinations on our schedule. Post angel funds, we opened offices in four more cities. The funds helped us increase our bandwidth."

## Men behind the scene

Redbus.in is a vibrant example of how a small idea can be converted into a large business house. The three founders - Phani, Sudhakar Paspunuri and Charan Padmaraju - were classmates from BITS Pilani, and all held jobs

at IT multi-national companies in Bangalore. They stopped working for their respective jobs, keeping in mind that they would not work for someone else and thus followed their dreams. Later, within a year this prolific idea reached every Indian doorstep in the form of redbus.in.

RedBus started with 63 employees, with a leadership team of five and today it has crossed the range of 500 employees.

## The Company - today and tomorrow

When redBus was started, they had a turnover of Rs 2.5 crores, with no external investment or marketing. Now redBus is estimated to have a market share of 65 percent. However, RedBus is facing stiff competition from many new players such as Mantis (TravelYaari), AbhiBus and SimplyBus, but it is believed that none of the other companies have the convenience or bandwidth of Redbus' offerings that combine consumers, operators and travel agents

Today redBus is offering its services across the length and breadth of the country putting all their criticisms aside. The company has recently increased the convenience of its services by introducing home delivery of tickets, pick up points for tickets, and mobile phone payment systems.

"We are looking at buses all over India," says Phani, foreseeing a pan-India reach.

Nabaneel Goswami.

Courtesy -  
India Knowledge warton.  
Wikipedia.



## YOUNG INDIA'S YOUNG MARKET

Living in a country like India, where the staggering population of 1.2 billion apparently seems to be a serious problem, but when more than half of the population is below the age of 25, it becomes a boon. Having such a large number of youths in the country, makes it more potential in any aspect. In this age of furious competition when the youths of the country are trying their best to boost the economy, their careers, and the society, the Indian market also reacted the same way. The market is no more traditional in nature, its YOUNG INDIA'S YOUNG MARKET.

The brands are transforming themselves, upgrading their products, bringing in new technology, giving new looks, using flaunty attractive colours and what not. Even we have seen some of the well known brands changing their logos, with the changing time. The market is nothing but youth oriented. Whatever product is it, if you can sell it to the youth, you are successful. The teenagers and the young adults are the king of Indian market.

Even small companies are entering the market focusing the youth as a growth perspective. Companies like Micromax have been successful in this league. The company started with mobile phones which look alike other Indo-Chinese phones in the market. But gradually they captured the market by making some stylish and trendy phones in the low price range, with all the benefits of a good brand. Rigorous marketing efforts placed them in the market along with other well known brands. They also sponsored big events like the recently held Enrique Iglesias tour of India. Even the company came up with the new *punch logo*, which has been an instant favourite of the youth. Now the company not only produces mobile

phones of latest technology but also has diversified their operations to others items such as 3g USB dongle, tabloids and television.

The market has changed dynamically in the past few years. The way people shop, to the way companies advertise, there has been a huge revolution keeping the youths in mind. Online shopping has become a new trend with the youths. Youths have not only become more brand

conscious but

also they seek

maximum



benefits they get from the brand they choose, and how much trendy the brand is. Keeping this in mind, Titan has come up with their new product chain Fastrack. Fastrack is now one of the most popular brands in India. Fastrack started with watches, but now they have products like bags, belts and wallets added. They have also come up with different showrooms for Fastrack products, and brand ambassadors like Genelia D'souza brings in more glory to the product chain.

In this league where new companies are entering the market with new and youth oriented products, the old companies are not lagging behind. They are giving new looks to their product, to make it more trendy and attractive. Videocon came up with a new logo and tag line and opened up new production chain of mobile phones, moving away from its traditional product, television. Reliance also opens up new fashion mall for the youth, naming it as *Reliance Trends* which deals in clothes and accessories for the youth. Piaggio motors can be another example, which recently launched Vespa, a scooter based on vintage model but with trendy colours and looks. The same strategy was

followed by Volkswagen few years back, when they launched their car named Beetle.

It is not only about the youth of the market, that the companies are concerned for. Even the teenagers play a big role in the Indian market. Many companies are producing specialised and customised products for the teenagers. Who would have ever thought that Chyawanprash would be available in different flavours, but Dabur made this possible and came up with flavoured range of Chyawanprash. Not only this, the traditional energy drink Horlicks is now available in different flavours. Also the famous *Kellogg's Corn Flakes* now comes in flavours of strawberry, honey etc. Even companies like Amul have now flooded the market with its different variety of ice creams, drinks, and other dairy products.

When we talk about the young Indian market, how can we ignore the telecom sector. There are many players in India in this sector, but only those are successful which have provided customized offers for the youth. Be it Reliance communications, Bharti Airtel or Tata tele services, all of them are focused to the same age group. The advertisements of these companies clearly speaks out that they want more subscribers from the youth segment. These are the companies which sponsors most of the college events to the television reality shows.

Online shopping is relatively new concept in India but within a very short period of time it has gained considerable momentum. Websites such as ebay, flipkart, myntra, inkfruit etc are becoming more popular day by day. Now the irony is that, one has to walk to the nearest shop to buy his necessities such as rice, bread etc, but one can buy a mobile phone or footwear sitting at home and paying cash on delivery. This is how the scenario has changed in India. The youths have seen and experienced a new era in marketing. Any company which wants to place their product in the market is now going for all kinds of promotion techniques, be it the regular



television advertisement, or a pop up on the computer screen or a large hoarding before your favourite coffee stall.

Inflation in the Indian economy also helped many new products find a place in the Indian market. Now the youths do not think twice before spending Rs.30000 on a mobile phone if they like it. Now its not the money that matters to the youth, its trend which matters. Young India is more inclined towards the west and that is why Converse is more successful than Khadims, even though Khadims is much cheaper comparatively. Even when we look at different food chains in India, which always remain crowded by the youths, we can hardly find any Indian food chain in the list. Mc Donalds, KFC, Pizza Hut, Cafe Coffee Day are to name a few. Not only this, even the automobile market is full of non Indian brands like Hyundai, Honda, Chevrolet etc., and they have also come up with cars matching up the style statements of the youths. Cars like i10, Brio, Beat, Spark, Uva are quite popular among the youths.

Therefore the Indian youths are fortunate enough to be born in an era, where the Indian market takes a totally new dimension. An era where everybody is trying to market their products and give something or the other in addition, for the same value or even cheaper, than that of its competitors.

Dipankar Das



# *"Time is Money"*



In this generation of G.I. Joe's and Angry Birds, where there has been the Global Financial Crisis making the most of the players in market losing ground, there has been an industry which is scoring home runs now and again. It's the industry which keeps us reminding of the good or the bad time ahead-The Watch Industry.

In an interview last year the secretary general of ASSOCHAM, Mr. D.S. Rawat has expressed his thoughts of the Indian Watch Industry. According to ASSOCHAM the market size of Indian watch industry which is currently estimated at Rs.5,000 crore will be worth Rs. 15,000 crore by 2020, growing at 15% every year due to emergence of strong middle class and a large number of high net worth individuals. Watch penetration in India is currently estimated at 27 per cent, which is amongst the lowest in the world. Only 3.5 per cent of the country's total population own multiple watches, it said.

Till the 1980's HMT was the king of the mechanical era of the Indian watch industry bringing an ambience of monopoly in the watch market, more than 80% of the market was under their reign.

But reins have changed hands and since the last three decades we have a new Czar, whose market captivity is more

than 65%, it is by the name implies-Titan. In the country where 50 million wrist watches are sold every year, it is smooth sailing for the timekeepers. The other players are not doing bad either with the Timex India, Maxima and HMT having their own share of the market.

Due to globalization and increased international travel, modern Indian consumer became more aware of various brands available globally and willing to purchase in India. With more international brands foraying in Indian market to cater to the growing demand of fashion and luxury watch consumers. Tissot has emerged as the largest selling International brand in India. It is estimated that Tissot's volume sales during 2012 in India crossed 50,000 watches with average retail price recovery of Rs 15,000 per watch. In terms of volume, Citizen, LVMH, Seiko, Tag Heuer and Raymond Weil also became very popular.

To cope up with the rising demand of watch in India, both national and international watch brands are seeking alternative manufacturing hub to China. Seiko Watch India Vice President Sales and Marketing Niladri Mazumder was found saying, "For most of the international watch brands, India is one of the top priority markets in the world. Companies are looking for an alternative to China to set up their manufacturing base and the government can play a vital role to make India the next destination".

Gone are the days when watches were just a time keeping device, it has now transformed into a lifestyle product, a means to supplement one's identity. Whether good time or bad time a look at your coveted watch tied in wrist serves dual purpose of time keeping and ego extension to a greater degree. It is the era where man has realised the importance of time like never before and the phrase "time is money" has a whole lot of meaning.

Gauravendu Deb Roy

## THE TOURISM DIARY

Tourism is one of the driving force which helps regional development and economic development. The Government of India understood the importance of tourism as an industry in 1980's. So tourism is a late-started industry in this country. Recent study shows that the globalization and open economy helped tourism to emerge as one of the biggest FOREX earner of this country. It brings the opportunity of infrastructure development. The overall development of any country depends specially on the improvement of road, vehicles, communication, water supply, airports, and railway stations. Economic progress and industry development depends completely on the overall development of country. And tourism plays a major role on this overall infrastructural advancement. Directly and indirectly tourism helps agriculture and other industries. Few examples can show the importance of tourism in Indian economy. 1) Tourism industry can generate 5 million job opportunity. 2) Foreign tourists buy handicrafts of almost of one thousand crore INR in a year. 3) Total income from this smoke-less industry in this country is almost 20000 cr INR and that is again without any factory. 4) Regions like Aurangabad in Maharastra, Khajuraho in MP, Jammu & Kashmir, Raghurajpur in Orissa etc emerged with the help of tourism only.

Tourism is the largest service industry of the world. Whether in the private or business travel market, the range of tourism offerings is more diverse and international than ever before. Attractive tourist offers are created from a combination of services provided by hotels, club resorts, congress centers, airlines, and car hire companies around the world. These developments have created challenging and fascinating job areas in the tourist business. A special challenge in this respect is the overcoming of cultural and language

barriers when working with international business partners. There is a demand for staff in middle and senior management who have a sound grounding in business administration and tourism and who are able to operate confidently within an international working environment.

There has been an uptrend in tourism in the last couple of years. The Indian tourism has not only great potential but also expanded rapidly over the past few years. Much of this is because of the raise in income levels, government initiatives and international sports and business conclaves.

International tourists grew by about 4% to a record 1 Billion in 2012 \* worldwide despite the economic slowdown. In Asia and Pacific region the growth was over 7 % during the same period according to a survey done by the UNWTO. The top 3 countries in terms of tourist arrivals are France, America and China. By region Asia and Pacific (+7%) was the best performer while by sub-region South-East Asia, North Africa (both at 9%) and Central and Eastern Europe (+8%) topped the ranking. Emerging economies around the world performed better (+4.1%) as compared to advanced economies (+3.6%). Sadly enough India doesn't figure in the top ten list. According to the survey of World Tourism Organization tourist movement throughout the world can touch the 1600 million mark within 2020. And that's why the specialists of this industry think that "it is a new economic phenomenon, a new business, a new industry of vast dimension and magnitude." The biggest feature of this industry is that it can generate maximum employment opportunity. And it's simply because of the number of subsidiary industries.

In the current 12<sup>th</sup> five year plan commencing from 2012-13, the Ministry has proposed a budget

\*sources: UNWTO barometer, Indian Tourism Statistics 2011-12



requirement of INR 22,800 crore for various activities relating to development of tourism. 1163 has been sanctioned during the 11<sup>th</sup> five year plan, up to December 31, 2011. The Foreign Tourist Arrival (FTA) in India witnessed an impressive growth of 8.9% during 2011 as compared to 4.4% for the world as a whole. During the first quarter of 2012 growth in FTAs has been 8.3%. To propel and sustain this development, Government is bringing an infrastructure development such as roadside amenities and cleanliness at tourist destinations, developing niche and rural tourism and having a better online presence for the net connected generation today. In a novel move to counter the tenacious move to problem of Cleanliness, the Ministry has launched the 'Campaign Clean India' to create collective mind sets of hygiene and make cleanliness an indispensable norm at all tourist destinations. Studies to analyze market identify key factors, income figures and holiday habits and psyche of people are undertaken to identify the sectors driving this growth and tackle issues that deter the scope of tourism. The inputs from these studies are also utilized to make plans and strategies for tourist satisfaction. Allocation of conveniently located lands to set up tourist facilities like accommodation, convention centers, amusement parks, Shopping Malls, Entertainment Centers, Travel Shops, Human Resource Development Centers, Medical facilities etc are some of the major requirements of the Tourism Sector. To meet the demands of the business tourists, availability of high quality accommodation, transport, MICE facilities, entertainment and security has to be met. Provision of suitable packages, modern facilities and soothing

environments for tourists is prerequisites for promotion of medical and wellness tourism.

Attraction which is a major driving force to pull tourists in a country there are other factors which leads to the growth of tourism industry in a country. The other requirements of tourism can be classified under Accommodation, Transportation and Support Services. As for India we see lack of proper connectivity, non-standardization of rates and fairs, lack of proper hygiene conditions, availability of accommodation during the peak season, lack of sound marketing and promotional strategies, poor maintenance of heritage, issues regarding security and harassment, gap between demand and supply of man-power, Excessive formalities for an issue of special permit to view restricted areas to name a few.

India is a cauldron of a charismatic past, vibrant present and promising future. A one-stop destination for all those who come here to experience its judicious mix of culture, heritage, spiritually and natural charms. The government of India has done whatever it can do to encourage the inflow of tourism to this country but if we ask ourselves has we done our part. We still see people of white skin only as a dollar not as a tourist. We don't bother about proper disposal of our waste, people still urinate in public areas, we don't bother to help anyone on the streets unless its someone we know. For tourism to flourish the very outset of our society towards tourists should change its only then we could compete with the world in this sector. Ours has been a country where guests are treated as God let's not forget this and together we could develop our country to a top tourist destination of the world.

***Simanta Bora***



By Dr. Arup Roy

### Broader Market Directions

**T**he New Year 2013 has started with a great upswing and lot of hopes for the investors to break the earlier stock market peaks in India and abroad. But the billion dollar question is whether 2013 is going to be a market for the BULLs or for the BEARs. As far as the broad market direction is concerned, the stock markets in India continued with the trend seen in past 4-6 weeks. The investors' interest is waning fast in the broader markets and positive action is confined to the top end of the market. If we analyze the market movements carefully, we find that the volatility is however, suggesting that the market peak may still be a few weeks away. At present level of 6000, buying NIFTY is recommended for a very short time horizon with a tight stop loss and regular monitoring.

According to my estimations, the chances of market peaking before this fiscal year ends are more than 85% now. The correction in midcap should gain further momentum in this period. A sharp up move with higher volumes and rise in volatility will signal the peak and the fall from there may be equally sharp. I expect 12-18% correction from the peaks to be recorded in January 2013. With Reserve Bank of India policy and most third quarter 2013 results out of way, the market shall now be focused on global developments and budget expectations. A hyperactive finance ministry may also make few announcement aimed at boosting investors' confidence.

While predicting the broader market for the



next 2-3 years, I see the markets repeating 2010-2011 movement, where the two major indices

NIFTY and SENSEX made a high on 5th November 2010 and lost over 20% in 2011. I feel 2013 could mostly be a bad year for market due to domestic political events, worsening of global demand and rising fiscal concerns both globally



*and domestically. It is important to note that we might have a market cycle without economic cycle like the one we had in 1999-2000 on the back of global optimism and liquidity. However, this cycle like the previous will not be sustainable and reversal would be much sharper and deeper. It is important to note that the quantum of losses suffered by the investors in 2001-02 were at least five times the gains made in 1998-1999.*

*February 2013 may prove to be a negative month for equities market participants. The market may be volatile in the beginning of the month. From 3rd week of the month decline might be more visible.*

*Being OPTIMISTIC, five things that will make us bullish on market in 2013:*

- (a) Final clearance for implementation of GST from April 2013.*
- (b) Good Rabi crop and fall in global energy prices leading to fall in inflation to RBI acceptable range of 6%.*
- (c) A sharp fall in NIFTY to below 5280 level led by banks.*
- (d) Sharp sustainable fall in global energy prices.*

- (e) A truly coalition government at the center post election.*

#### **Stock Strategy for 2013**

- 1) Shift your investments into defensive sectors like FMCG, Pharma and IT. I would highly recommend Tata Global, Lupin, Divis Lab, Mahindra Satyam for short term trade.*
- 2) For the Long Term traders Buy HUL, Dabur, Tata Global, Maruti, Ashok Leyland, Lupin, DIVIS Lab, Cipla and Havells for mid to long term.*
- 3) Do not invest in commodities and PSUs from mid to long term perspective.*
- 4) For the Futures & Option traders, it is highly recommended to add 6000 March NIFTY puts.*
- 5) Do not short sale till NIFTY appears closing below 5850 level convincingly. Build aggressive short positions only below 5800 NIFTY.*

**!!! Careful Investing !!!**

## Oil Company's NoC to Kingfisher Airlines

### : Making of the latest Corporate farce :

*By Dr. Tridib Ranjan Sarrma*

**T**he 'Good Times' airline is in terribly Bad Times. On last count, it has incurred a debt of USD 2.5 Billion, and has come up with a revival plan of USD 119 Million. For the uninitiated, a billion is thousand times more than a million. And if you're interested in zero's, then a billion has three extra zeros after a million is exhausted with six zero's. In plain words, the company has therefore placed a bailout plan for  $(119 \times 10^6)/(2.5 \times 10^9)$ , a fraction less than five percent! Bailout indeed!!

The airline owes about INR 7,500 crore to a consortium of banks led by State Bank of India. Of this overdue, loan servicing payments of the airline alone amount to over INR 2,000 crore. The lenders (read banks) are mulling legal options to recover their money and have sought repayment of the remaining dues by 2014-end. For this, the amount of around INR 650 crore was committed to be provided by the UB Group and associates. Obviously, this the lenders found to be too less. No wonder the lenders are terribly piqued if news reports of 18<sup>th</sup> January, 2013 are of any indication.

State Bank of India (SBI) had about a year back declared Kingfisher Airlines a non-performing asset due to default in loan servicing. SBI is the largest creditor and leader of the consortium of banks in the DRP

(Debt Recast Package) and has an exposure of Rs. 1,457.78 crore (US\$ 265.32 million). In addition, by February 2012, Kingfisher has been declared a non-performing asset by Bank of Baroda, Punjab National Bank(PNB), IDBI Bank(IDBI), Central Bank of India, Bank of India(BOI) and Corporation Bank. So much for support of the industry for the King of Good Times!!

The only way to save face, and avoid going under the hammer (well almost), was to get operational support for reactivation. This had three technical as well as economical hurdles, viz. aircrafts, airports and fuel. These apart from operational personnel - which includes pilots, ground staff, maintenance crews and cabin personnel - who were already being living in defaulted salaries. The aircrafts - most of which were on hire-lease - were being repossessed by the lessors. Airport Authority of India - who operates (most of) the airports in the country refused to allow operational and maintenance related usage of airports, including parking!! And the oil companies were repeatedly refusing to refuel the aircrafts. All for defaults in payment.

With the few aircrafts that are still in possession with the lessee agreeing to extend lease, the airlines are planning to take wings by the oncoming summer season (beginning March, 2013). This is based on the premise that Airport Authorities allow usage



of land and air space. The airline, which lost its operating license at the end of 2012 and has not flown since the start of October, has not secured approval from airports to fly again, as of January 2013, if information of DGCA is to be believed.

Now comes the most important input resource - fuel. If that can be assured of, at least on paper, the lenders can be deferred for the moment.

Thus, with a little support of the government for its sitting Member of Parliament - *who had been conferred an honorary degree of Doctorate of Philosophy in Business Administration, by the Southern California University for Professional Studies of Santa Ana, California (a correspondence school since renamed to California Southern University, and not to be confused with the University of Southern California or the University of California, Irvine) in 1997* - Vijay Mallya managed to get NoC from Oil companies for refueling.

Assurance of credit extension is thus received from a sector which is reeling under high deficit. Oil companies are already operating with a negative kitty. This added supportive gesture for the sick airline may be viewed as additional burden on taxpayers for indirectly revamping a venture which even the promoters are hard put to support. It was heard in the media recently that Mallya was trying to sell off Kingfisher House, located at Vile Parle, Mumbai. It was also in news that the Airlines had demurred on depositing the TDS amounts which were deducted from its employees.

Of course the cash-n-carry option is being offered by Oil companies, as heard from the

media. Does it mean that if pilots do not carry enough cash in their pockets, they may not be able to refuel for proceeding onwards to continue the flight. That cash has to come from the company's coffers which are already empty, and banks are not in a mood for allowing further loans.

Thus the scenario is

- a) Operation to continue with a very limited number of aircrafts, operating with personnel who are not paid their salaries;
- b) Onto airfields where space usage permission is not assured;
- c) Using fuel to be purchased on cash-n-carry basis;
- d) By making payment using cash that is not available as no loans are forthcoming.

Of these, NoC from Oil companies is just a simple and small subset of point c) above. In plain words, that is only a fraction of operational requirements. More importantly, this small step has warded off legal hawks off Mallya's back for the time being, which he was in desperate need. As for Kingfisher actually taking to the skies this summer - only time will say.

Can we still see the Kingfisher flying into 'Good Times' banking on the two fractions above - a miniscule fraction posing as revival plans, and an abysmal fraction of operational requirements.

This drama has all the trappings for makings of latest corporate legal farce of India.

Stay tuned...



Idea's new communication campaign jingle- '*honey bunny*'- made a 360-degree media spread using TV, Radio, Digital, Outdoor and Cinema. The song and TV Commercials are going viral in the online space generating a lot of buzz and conversation in the social media. It faithfully translated all the objectives of the seller homologous to zoo zoo of Vodafone and radioactive jingle of Docomo. The '*Honey Bunny*' page on the company's Web site recorded more than one million visits during the first nine days of the campaign's launch. The YouTube page got about 1.9 lakh views, while the Facebook page received more than 2,000 likes.

So, what can be attributed to such a phenomenon response?

Was it the release platform, which was during the highest viewed television show *Kaun Banega Crorepati* and subsequent strategic release in the various other digital media. Or the musical inventiveness of Amit Trivedi of *Dev D*, *Wake Up Sid* and *English Vinglish* fame.

The lyrics being penned by Amitabh Bhattacharya, who shot to fame with the song '*Emosanal Attyachar*' from the film *Dev D*. So does he infuse the same aura of '*Emotional Attyachar*' which augmented the viral outbreak of a 'honey bunny' hum?

**The '*Honey Bunny*' page on the company's Web site recorded more than one million visits during the first nine days of the campaign's launch**

The add film by the Lowe Lintas creative agency flagged the demographic change in contemporary India, with large number of working people moving and relocating in different places away from home, thereby making the 900 million plus mobile subscriber and others realize the need of a seamless strong pan-India network like that of 'Idea' to connect with their '*Honey Bunny's*'!

In February 2012, the Supreme Court cancelled Idea Cellular's 13 licences, of which seven were operational. During the spectrum auction in November 2012, the company won spectrum in eight circles, which included seven circles where its licences were cancelled. Idea Cellular has now become a pan-India network with operations across all the 22 telecom circles. So the ubiquitous promotional campaign strongly portrayed the presence of the mobile phone carrier in the domestic market.

Idea managed to be one of the best-performing telecoms stock last year, with 11 percent hike in annual revenue. It clearly provides enough testimony of the pronounced communication effects of the 'What an Idea, Sirji' campaign followed by the catchy 'Honey Bunny' campaign.

**Dhrubajyoti Sharma**



## WORK PLAY TOGETHER

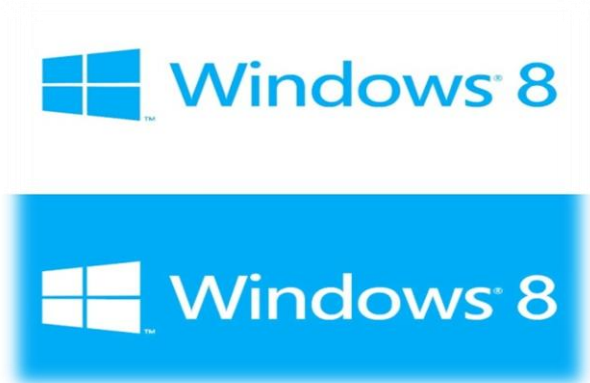
This month Windows 8 from the house of Microsoft has been the talk of the month. Be it PC's, tabtops, laptops, or other mobile devices, windows 8 is all that they need. Windows 8 of microsoft herald the dawn of a new era where it combines its software, services and devices for amplified quality output. Windows 8 is developed keeping in view with this changing technological vogue of touch operation, mobility, low-power devices such as tablets with the facility of downloading software from app store .

### **Business utility of windows 8**

Windows 8 is designed to meets users' needs for speed, multi-device access and touch-screen capabilities. The new OS is packed with innovational advancements in mobile productivity and security that has the potential to maximize ROI.

The three Windows 8 versions  
Windows 8 (for x86, Intel/AMD)  
Windows 8 Pro (for x86, Intel/AMD)  
Windows RT (for ARM)

Some specific way in which windows 8 can be proved beneficial to business



### **1. Enhanced Mobile Productivity for Managing Remote Workers**

Windows 8 is particularly useful in extending seamless and secured IT environment to employees located in remote location

- It provides its users (including contractors and employees) a corporate Windows image that includes custom applications, settings and corporate data on a compatible USB storage device. Be it work-issued or personal PCs, users get a rich, consistent, personalized Windows 8 experience in a secured environment.

- There is a provision of directly accessing a corporate network by remote users without the trouble of launching a separate connection, making it more convenient than a Virtual Private Network (VPN). Hence administrators can monitor connections and remotely manage client computers.

### **2. Better End-to-End Security for a More Stable Foundation**

Windows 8 is packed with a strong anti-malware for the purpose of securing and protecting its applications. Here are a few

features which make windows 8 the most secured operating system till date.

- Trusted boot and measured boot processes stop malware programs before and during boot.
- BitLocker Drive Encryption helps protect data theft due to lost, stolen or inappropriately decommissioned computers.
- AppLocker allows IT administrators to specify the apps that users can run.
- Windows SmartScreen app reputation protects against malicious software.
- Claim-based access control enables you to set up and manage data usage policies.

### **3. More Possibilities for Line of Business (LOB) Application Development and Management**

LOB apps, such as point-of-sale applications, help you customize and streamline business processes. The results: increased employee productivity, easier deployment and a more intuitive experience for PC users. With Windows 8, developers can program in the languages they already know—C#, C++, JavaScript and Visual Basic..

### **4. Deployment Tools for Smoother Implementation**

The Application Compatibility Toolkit (ACT) and User State Migration Tool (USMT) help identify compatibility issues and automate

data migration from a previous Windows installation (including Windows XP).

### **5. Happy Users = More Productive Workers**

The Windows 8 graphic interface is deeply personalized, fast and fluid. The touch-enabled experience translates seamlessly to a mouse and keyboard, and extends to all sorts of devices; from high-performing desktop PCs to low-power tablets (think longer battery life). With cloud connection, users can instantly access the people, files and settings they care about—Start page, themes, language preferences and browser favourites—when they sign in.

The process of upgrading an operating system in a corporate house to windows 8 from its predecessor versions is expensive and time consuming thereby discouraging although the brand-new OS is endowed with lots of features that can be beneficial to a corporate house but windows 7 is well tested and generally well accepted, thereby making a safe pick for corporate houses.

Reference : <http://pinpoint.microsoft.com>

*Himangshu Pathak*

*&*

*Dhrubjyoti Sharma*



## **LET'S SHOP WITH "SA HA RA"**

The Fast Moving Consumer Business (FMCG) particularly the retail sector is likely to prosper manifold in the coming years mainly due to the ever increasing consumer aspirations and affluence. A recent study from the Boston Consulting Group and the Confederation of Indian industry states that by 2020 in India expenditure levels should reach \$3.6tr compared with \$977bn in 2010.

Undoubtedly, the country is offering great opportunities for brand owners and retailers.

The study further added that at least 70% of Indians will be of working age by 2025 which will further lead to economic expansion and better consumer spending. Even Nitin Paranjpe, CEO of Unilever Limited has appreciated the fact there are tremendous avenues of retail marketing in India and therefore the dimension should be properly ventured and helped in opening up the close market. Now with the FDI opening up this process is going to speed up *all the more*.

Taking this into account, conglomerate Sahara India has already entered into this operation line. In August 2012 Sahara India has made a decision of opening up a chain of retail shops and packaged goods namely Sahara 'Q' shops where Q stands for quality.

The outlets will offer products under 73 different categories with 800 SKUs (stock-keeping units) in staples, processed foods, personal care products, home care

products, general merchandise and lifestyle products. The company plans to launch 800 standalone stores which will exclusively offer Sahara's Q Shop products in the first phase. The company plans to launch 60,000 standalone stores but no time line was divulged.

Sahara India's venture into retail is a unique business model via a Rs. 3,000 crore investment, the company plans to push out its own 'home brand' products. The company will tie up exclusively with manufacturers to

deliver its own range of products to its customers. The products that are to be sold at Q Shops will be adulteration-free 100% Quality Consumer Merchandise and will have 100% right weight/quantity, claims the company's website.

To shop at Q Shop, customers will need to become members. The company plans to develop a strong membership by tapping its significantly large existing customer base supported by already well established Sahara India Pariwar network over pan India. Subrata Roy said "Our one million workers regularly visit 6.5 crore depositors and it would be easy for them to enter those houses and sell our other products".

Once people become members, they can buy products directly from retail outlets or through their home delivery system. Customers can simply place orders at designated call centres and avail home



delivery facilities. It is reported that the backend of the initial phase will consist of more than 300 warehouses which will work as distribution centres to supply products to Q Shops, and to customers who call for home delivery. The concept of home brands and in-house products has been adopted since decades in the western retail markets. Taking advantage of thousands of customer walk-ins every day, supermarkets in the west are known to shelve their own home brand products alongside those of other brands. For example, Australia's largest supermarket chain Woolworths stocks its own product range of everyday household products branded as 'Home brand'. From food and processed food products like milk to commonly used household products like dishwashing liquids, they have their in-house products for just about everything. Taking advantage of bulk volumes among many other factors, the chain can supply its products at prices a tad lower than other products, whose price tags may include the cost of branding. For this wholesome process to be successful, it needs to have one of the best supply chain management system, so ultimately it is going to provide jobs for the younger generation. It is also been expected to provide jobs to around 1.5lacs people in 18-20 months time. The efficiency of the supply chain management system is further going to determine the future of this retail venture.

The company's brand campaign will focus on the issue of adulteration in food. If the products are found to have been adulterated then the company will

compensate the customer from anywhere between Rs.2-5 lakhs.

Additionally and unlike other supermarkets where consumers will have a choice of buying from many brands, it appears that Q Shop customers will only have access to the company's own product line. It will be interesting to see that price will play a definitive role among other factors like customer service, quality and overall shopping experience.



The company also plans to foray into organic and dairy food business in the coming months.

With the already existing infrastructure line that is spread across all over the country in the form of residential homes of Sahara group may helped them to harness their business with a positive morale boosting.



Hence this business proposition is a demanding one considering the avenues that it has planned plus it has been done by a conglomerate like Sahara India so it will

be worthwhile to see how it shapes up in future and whether it can established itself as a quality component as the name Sahara Q shop suggests.

***Tapanjyoti Poddar***

References:- IANS India Private Limited-13 August,2012, post.jagran.com, Sahara in Rs3000cr 'Q shop' retail foray- Hindustan Times.



## *Changing taste of mass viewers*

As we are celebrating 100 years of Indian cinema, 2012 has been an interesting year for Bollywood. It is for the first time we have seen so many movies grossing more than 100 crore Indian Rupees in a year. The year presented some great variety of movies from various genres. Some movies made by Indian cinema fraternity which were released in 2012 were good, some were

really good and some were too awful. Star power still rocks. Masala movies with the superstar banners and brand names did well on the box office. The positive point of 2012 however for Bollywood is that quite some countable movies without any (little masala) or star power were also released and the results were surprising! (Vicky Donor, OMG) Many of them did well on the box office. Unlike the usual Bollywood trend this year we have seen some woman centric movies too which were well accepted by the people (Kahaani, EnglishVinglish). Now that is some change! This makes 2012 an important year for Bollywood.

The eighties saw the advent of women film makers such as Vijaya Mehta ('RaoSaheb'), AparnaSen ('36-Chouwringhee Lane', 'Parama'), SaiPranjpaye ('ChashmeBaddoor', 'Katha', 'Sparsh'), KalpanaLajimi ('Ek Pal') and Meera Nair ('Salaam Bombay'). It was also the decade when sultry siren Rekha

wooed audiences with her stunning performance in 'UmraoJaan' in 1981.

Earlier women powered film like Bandit Queen, Mother India were also a great success in the Indian film industry mostly due to a strong storyline, patriotic scenes and songs. But gradually these women lead films were unable to put a spot in the silver screen.



Surprisingly in 2012 we saw change with films like, Kahaani and English Vinglish which were enjoyed by all age groups. The achievement of this films were fully depended on the efforts laid by the women leads in the film and its really appreciable for such an unimaginable power performance. In this two films though the story was good but the success credit goes on the shoulders of these lead women actors.

The offbeat films of 2012 like Pan Singh Tomar, VickyDonor, O My God etc addressed the contemporary social issues which are prevalent in the society were also well received at the box office in spite of being devoid of star power, big banner or huge budget. But earlier this type of non-commercial film got lukewarm response at the box office.

Over the years the Indian film industry endures to amuse, entertain not only in India but all the corners of the globe. *Be the film times of Raj Kapoor which were very*

*in Russia Japan or Shahrukh*



*popular and*

*khan's*

*hypnotising*

*the*

*world talkies (mostly female fans).* 2012 brought some change on the typical Bollywood taste buds of the viewers. The viewers eye welcomed to accommodate their viewership towards some serious issue based films along with the entertaining movies like Dabaang2, Son of Sardar etc.

Despite the fact that the big starrer films are making big bucks but along with it has been seen that the small budget films has also tremendous moves in the last 5-6 years. Basically what does it indicate??....

It can be mostly attributed to the fact that masses have become all the more socially concerned with widen mindset and improved set of social values. Globalisation has also played its vital part along this whole process.

Now the filmmaker can take the risk of making good films without any glamour, item songs, star power because of the changing market trend and a sea change in viewer's preference. So lets hope that this change can bring out the hidden



potential of our Indian film makers on the international market.

### **BOLLYWOOD IS MOVING....**

1. Dabangg 2 - 158.50 cr
2. Jab Tak Hai Jaan - 120.65 cr
3. Son Of Sardaar - 105.03 cr
4. English Vinglish - 40.00 cr
5. OMG Oh My God! - 81.5 cr
6. Barfi – 120 cr
7. Ek Tha Tiger - 198 cr
8. Vicky donor - 40.01 cr
9. Kahaani - 59.26 cr

**Manimugha Das**



## WHAT'S IN A NAME...?

A quintessentially December afternoon in Tezpur and we still had 2 full years to oppugn Maya's prophecy of Doomsday. Apart from counting down days left to face the fury of assignments, classes etc. etc. in the next semester, I was busy making fugitive arguments with Umananda over phone and internet simultaneously to zero in on the presentation for some B-School competitions. Finally, we could finish the presentation and I was free to cook something else in my devil's factory. With all the apprehensions of being shouted at by Uma for spoiling her sparse free time, I called her and...

As usual, for the first five minutes I held the phone away from my ear as far as

my hand permitted and after that, expectedly our prolonged discussion (or should I say arguments?) shaped up the *idea into a concept* (I love to use clichéd MBA jargons, which no one truly understands including me!).

*"The price of consent is measured in the heat of arguments"* by Biswajit Garg (I know, I have sheepishly copied George R. R. Martin). But to build the castle which was still in the air, I need some more *Mungerilals* like us!! So, who else?? The one and only Mr. Chauhan aka Debojit Chauhan. I must admit it is always relatively easy to convince Debojit than to make him work!!

How could I spare Upasana, the impregnable Harry Potter fanatic and she is ever ready to be a partner in such crime! After Upasana, Firubi and Ankur were next in the pipeline. So, we were ready to make it happen and to *make it large*...But how? I was sitting in Tezpur, Uma, Upasana and Ankur in Tinsukia and Debojit in Guwahati, connected with the blessings of Graham Bell. Inevitably, the obvious question had come up. No matter how many times you say "What's in a name?" It is always followed by *"that which we call a rose by any other name would smell as sweet"*. So how to name our small but aspiring initiative, which was still nameless?



Biswajit Garg

So, all of us started brainstorming to find a name, which had to be apt, invigorating to the extent that we could identify it with ourselves and something 'hatke'. Towards the midnight of the chilled December, we came up with UTTARAN, a TUMBA Initiative, the Students' Magazine of Department of Business Administration, Tezpur University. Uttaran, which is an Assamese word, means measuring heights in the ladder of success.

The first issue of Uttaran saw the light of day on February 4, 2011, on the eve of Sampark 2011, which was the flagship industry-academia event of the Department. The first issue of Uttaran boasted of articles on contemporary business issues, inter alia, dedicated pages for

Business Quizzes and current affairs. Through the last page of Uttaran, we encouraged the readers of Uttaran for 'write ups' on issues like bold ideas, unapologetic views, wildest dreams, and anguish against the system etc, which one could not 'speak up'.

The pages of aspiration, filled with innumerable colours of our voices, today percolating through two generations, have been espoused by TUMBA 2012-14. I really don't have any words to express my pleasure that I am writing for the Volume III of Uttaran. I wish Uttaran to live in perpetuity and extend my heartfelt wishes to the new Team Uttaran.

**Biswajit Garg**  
**Export-Import Bank of India**

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**PS:** The *Daastan-e-Uttaran* will be incomplete without recognising Sanjib's rigorous editing. No issue of Uttaran could be finalised without due approval from Sanjib. In fact for this article too the final checkpoint is our dearest Sanjib. Thank you Sanjib!



# PEN FRIENDS



Md. Arif Hussain

**W**hat is a pen friend? According to Wikipedia, “Pen friends are people who regularly write to each other, particularly via postal mail”.

So the straight thing is that pen friends are people who use the traditional way of writing letters and then wait for possibly a month to get a reply. Try and put it in a different way, pen friendship may mean a friend to share knowledge and learn the different languages, cultures, and the politics on the interest of the other person all over letters.

But today we get information by phone calls, SMS, e-mail, BBM (Black berry messenger) and what not. These are usually very fast and extremely cheap. So, the habit of thinking over and penning down every thought and share them with someone else far away seems like a herculean task for the upbeat generation. Now a days people wish to have information exchanged in the click of fingers and wish to have them as cheap as possible, not to mention the uphill task of writing long letter in a formal language.

But on the other hand you will be surprised that how much beneficial it can get to have a pen friend.

This is a great way to make lifelong friends. Such friends will be with you in the good and bad times. You can also visit the other friend’s country and it could get no better than have your friend in a foreign country that would help you there. Also you develop a bonding with a country outside your own country.



Popularly, pen friends are two people who live in different countries. Looking forward to a letter addressed in your own name bearing a stamp of a foreign country is a feeling of excitement. And while sending someone a letter from your own country sometimes makes you realise the value of being a citizen of your motherland.

Connecting with each other and sharing information will tell you a lot of the different cultures, dressing styles, traditions etc. Although information about these are available in the books but learning about a new culture through letters and photographs is not only

exciting but thoroughly informative and it's something that you enjoy as well. Also, while telling the other person about your own cultures, you yourself re-discover your own traditions and cultures. It makes you feel proud of who you are and the society that you belong to.

Not only this but having a pen friend is a fantastic opportunity to learn a foreign language because it is much easier to learn a different language with the help of a friend, than to attempt to do so through books or other sources. Also writing letters to a pen friend improves the writing ability and proficiency in the language. You can also conversely teach your friend your own language. That I am sure will make you fall in love with your mother tongue once again. Making Pen friends has been so popular that it has turned out into a great hobby. International societies are established for making pen friends and they have been flourishing. Magazines, websites, dedicated to pen friends are also there. Actually, one can fill those long boring times with the happy moments by writing letters to their friends.

I would like to conclude by saying that, writing to a pen friend has a lot of benefits although the experience is different from having a friend in your own place. I would definitely urge people to start this hobby and make some pen friends. Writing to them is not only a means to spend the

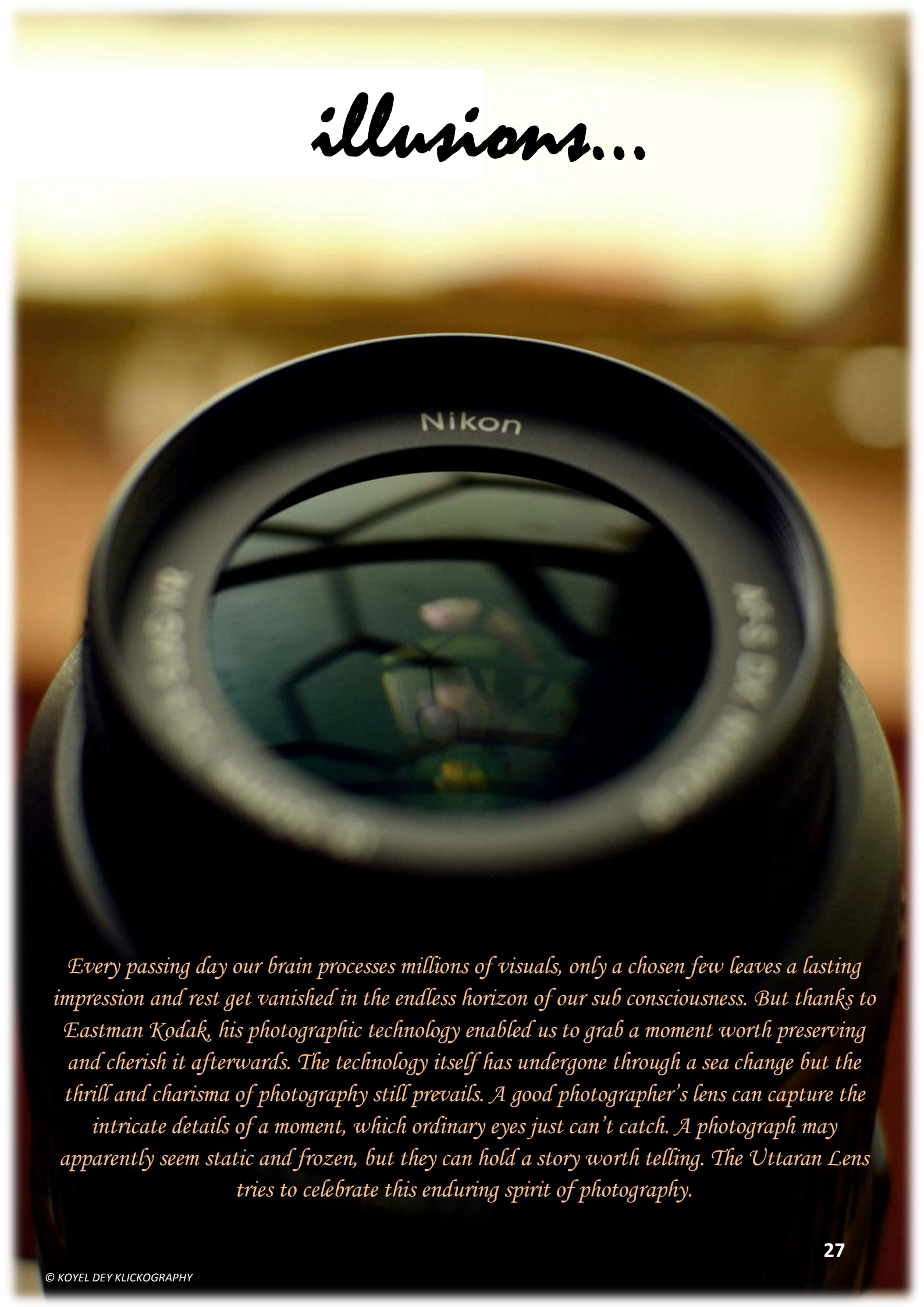
leisure time but it is a means to bring out some benefits from that too. It gives you a chance to explore the culture of other people and also makes you love your own country more and more at the same time.

*The concept "Pen friend" is somehow moderating it's name towards 'Web friend'. This is because of the evolution of a new era where friendship can be done using the social networking sites such as Orkut, Facebook, Twitter etc. But the beauty and eagerness of having a letter from a Pen friend is always ahead of all other excitements in the Universe*





# illusions...



*Every passing day our brain processes millions of visuals, only a chosen few leaves a lasting impression and rest get vanished in the endless horizon of our sub consciousness. But thanks to Eastman Kodak, his photographic technology enabled us to grab a moment worth preserving and cherish it afterwards. The technology itself has undergone through a sea change but the thrill and charisma of photography still prevails. A good photographer's lens can capture the intricate details of a moment, which ordinary eyes just can't catch. A photograph may apparently seem static and frozen, but they can hold a story worth telling. The Uttaran Lens tries to celebrate this enduring spirit of photography.*



*himangshu's photography*



*ASPIRING ANTS - Ants are a symbol of mass unity, and it is yet another symbol of such unity.*

*himangshu's photography*



*CHAMELEON - Chameleons are a distinctive and highly specialized clade of lizards. There are approximately 160 species of chameleon and fortunately one of them comes to our sight.*





*NIGHT FLOWERING JASMINE – This is the official flower of Indian province, Paschim Banga and also for Kanchanaburi province , Thailand. It blooms in the Autumn season which makes the beautiful season even more special.*



Deepankardas32@yahoo.com

*Innocence is thought charming because it offers delightful possibilities for exploitation.*  
*Mason Cooley*





*"The man who has no money is poor, but one who has nothing but money is poorer. He is only rich who can enjoy without owning; he is poor who though he has millions is covetous"- Orison Swett Marden*

*TO THE SKY – This is the famous 8-lane, cable-stayed bridge connecting Bandra and Worli (Mumbai), officially known as Rajiv Gandhi Sea Link, one of the mega-structures India has ever created.*







*We love life, not because we are used to living but because we are used to loving.  
-Friedrich Nietzsche*



*EVERYTHING YOU WANT IS ON THE OTHER SIDE OF FEAR..*



# QUIZFREAKS

*By Litan Roy*

## (LOGO MANIA)

Logos are now ubiquitous in our surrounding. We can easily relate and identify an organization or brand with it's distinct logo and at times it seems fascinating. The "Quizfreaks" column of this month Uttaran issue tries to make us familiarise with some popular logos.



- (1) Which international body involved in humanitarian activities, uses this logo



- (2) It's the famous Nike logo, we all know that. It has an interesting name too. What?



- (3) Logo of a leading brand in manufacturing agricultural machinery products. Name the brand.





(4) Which multinational coffee chain endorses its products with this logo?



(5) Which media giant uses this logo ?



(6) Glaring and controversial revelations by them stirred the media all over the world. What am I talking about? The logo given above should help.



(7) A global leader in the aerospace and defense segment. Who ?



(8) If you are a movie buff, probably you haven't miss that. Identify the famous Hollywood film studio.



(9) Identify the automobile company.



(10) Which world famous organization uses this logo?

.....  
Answers:

- (1) Amnesty International
- (2) Swoosh
- (3) John Deere
- (4) Starbucks coffee
- (5) Aljazeera
- (6) Wikileaks, founded by Julian Paul Assange
- (7) Boeing
- (8) Dreamworks Pictures
- (9) Mazda
- (10) UBS (Union Bank of Switzerland),  
popularly known as Swiss Bank



## **ATTENTION PLEASE!!**

Team Uttaran invites all the aspiring managers and entrepreneurs, from all B-schools across the country, to submit their article related to business world. Please do not forget to cite the references wherever necessary. The best article from 2 consecutive issues of UTTARAN would be selected and awarded with a cash prize of Rs. 1000 and a certificate.

## **INSTRUCTIONS:**

- ✓ Send in your articles before 25<sup>th</sup> of February, 2013.
- ✓ The subject of the mail, must be "Article for Uttaran".
- ✓ Please send the article in MS word format.
- ✓ Do not forget to mention your name and institute's name.

*Your feedback is precious, Please feel free to comment*

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Thanks,

TEAM UTTARAN.