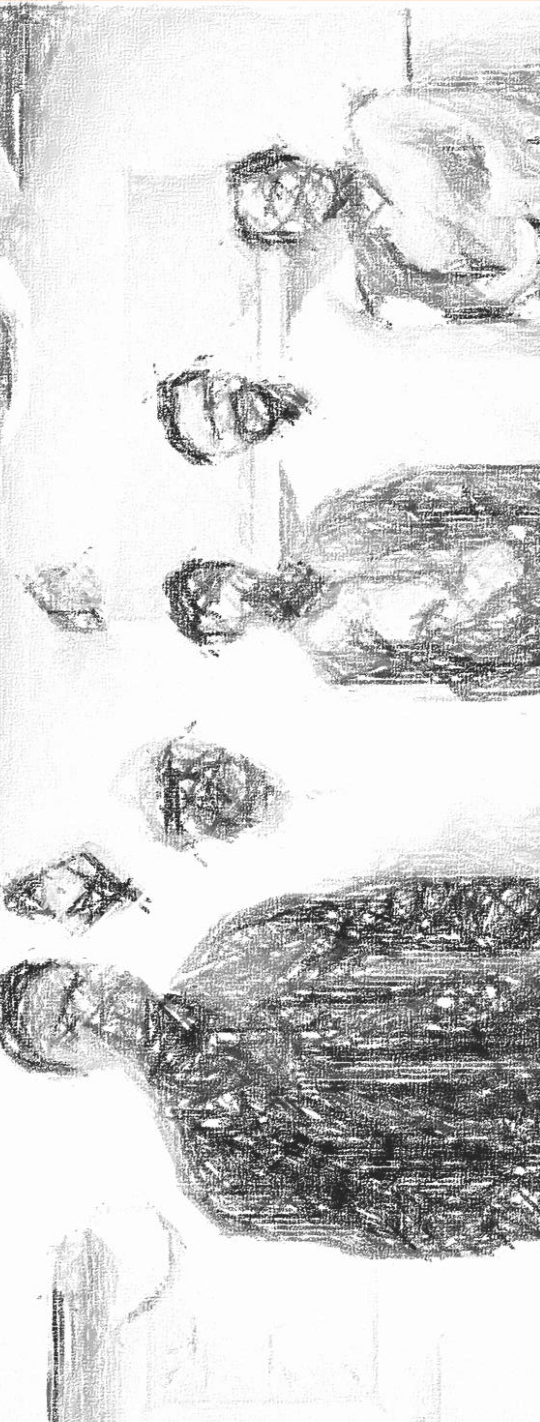




# POINT ONE PERCENT

What We Know And We Know, We Don't Know



**aidias**<sup>TM</sup>  
Research | Education | Strategy | Training



## Aidias Consulting Group Newsletter

[pointonepercent@aidias.in](mailto:pointonepercent@aidias.in)

Issue no. 1  
April 2023

# We Know What We Know We Know What We *Don't* Know

pointonepercent@aidias.in



## Bon voyage: Two decades and counting

Aidias Consulting Group was created as a knowledge-based enterprise 19 years ago. Knowledge is our critical capital and we are now on the cusp of completing two decades of dealing with the currency of knowledge. Right from Day One, we have been learning from our clients, collaborators and well-wishers, and this continuous sharing of knowledge and ideas has helped us embrace the breakneck changes happening all around us.

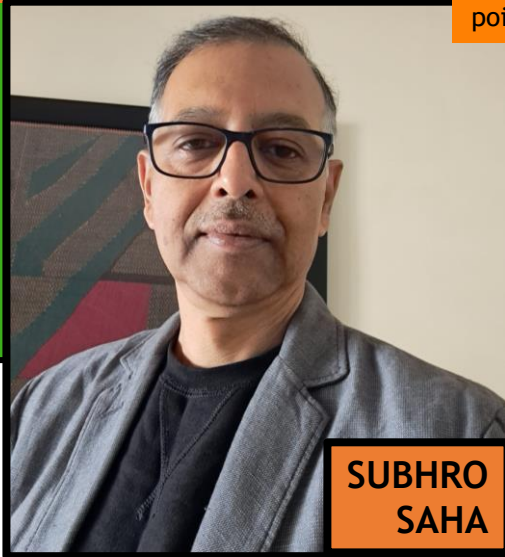
As we are about to step out of our teens, to celebrate that milestone, we are rolling out our ACG newsletter, **Point One Per Cent**. Why **Point One Per Cent**? Because that's about all we believe we know about the universe and also what we know that we don't know. In other words, we don't know too many things and are not even aware of it. Funny, isn't it? So, we want to plug into your knowledge base and also share our ideas with you. Let's put our thoughts into this melting pot and keep stirring. I'm sure together, we can brew a potent brew. The first issue carries a section on our learning curve besides industry trends and a sneak peek into 'Sales in a Rapidly Digitalizing World' penned by CEAT Tyres MD Arnab Banerjee. Since this is a platform for us to converse and share our views, do tell us what you would like to read more about and how often you want this newsletter published. Feel free to send in your suggestions and queries to [pointonepercent@aidias.in](mailto:pointonepercent@aidias.in). We will try our best to address those. More importantly, please share your knowledge with us. This is how we would like to grow our universe of knowing. Let's aim to exceed Point One Per Cent. Together... Happy reading...



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**SUBHRO  
SAHA**

## LETTER FROM THE EDITOR

Greetings from Aidias...A little something about me...I always wanted to connect with people and share their stories. I chose my vehicle to make that connect pretty early in life – that of a newspaper journalist.

In my 25-year stint in mainstream print media including The Telegraph, The Statesman, Business Standard and The Asian Age, I broke major stories in the domains of real estate, retail and infrastructure in Kolkata and East India, besides tracking game-changing trends in these areas. Later, representing Global Health Strategies (GHS) as Lead – Advocacy & Communications, in the USAID-funded THALI (Tuberculosis Health Action Learning Initiative) project, I with my team was instrumental in effectively sensitizing mainstream media on the enormity of the issue and help improve the project outcomes.

I take special interest in the areas of architecture and urban design, public health and new research in medicine, music and sports. Being a part of the extremely accomplished and vibrant Team Aidias and walking this path together is an exciting new chapter in my work life. This is a great opportunity for me to absorb new thoughts and dip into the fathomless well of knowledge my stalwart teammates from diverse domains bring to the table. As the point person for content and corporate communications in the organization, I am glad to bring to you **Point One Per Cent**. Tell us what you feel about this offering and we will strive to evolve in tandem.





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POINT ONE PERCENT

What We Know And We Know, We Don't Know

THE  
FOUNDER'S  
DESK



THE  
GUEST



THE  
EXPERT'S  
PODCAST



THE  
LEARNING  
CURVE



FIRST  
INTERNATIONAL  
OFFSITE:  
ODYSSEY 1



REFLECTIONS



WHAT'S  
NEW ?



CO-CREATION  
IS OUR  
PHILOSOPHY  
OF LIFE



WHAT  
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# CONTENTS

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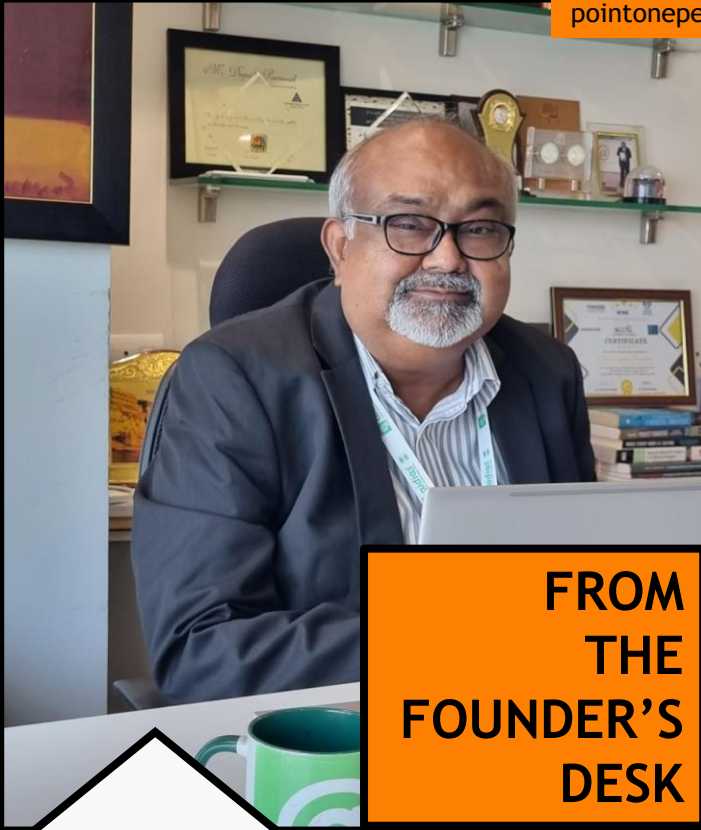


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## FROM THE FOUNDER'S DESK

### Motivation is the key to success

Point One Per Cent, the newsletter of Aidas Consulting Group (ACG), is our endeavour to foster continuous exchange of ideas to catalyse growth. Why Point One Per Cent? Because we know what we know and what we do not know. This is only point one percent of the total knowledge which exists in this universe. In other words, we don't know too many things and are not even cognizant of it.

ACG was created as a knowledge-based organization 19 years ago and we would like you to share your knowledge with us while we put forth our ideas to you. Through this exchange of ideas and sharing of our combined knowledge pool, we should be able to grow together and enrich one another.

In our nearly two-decades-long journey, we have witnessed many global ups and downs, including the great financial meltdown, the 9/11 terror attack, a series of devastating climate events including floods, famines and quakes, the Ukraine War, ...contd. next page



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**FROM  
THE  
FOUNDER'S  
DESK**

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and of course the mother of all crises, the COVID-19 pandemic, that turned our world upside down.

Our biggest learning from all these adverse events has been that human motivation is the engine that drives everything. While we always strive to cultivate motivation as the key DNA of our organization, we can all take massive strides together if this motivation can be spread across all our stakeholders including clients, well-wishers and collaborators.

At ACG, we have pledged to ourselves to become a support entity to help organizations to grow profitably. Hence, we have created a vast repository of business-enabler tools including CRM (customer relationship management) and IT solutions aligned to your business plans, Corporate Communication strategies, programs for developing efficient managers, PMS-driven operations for better cost-optimization and much more.

I would like to take this opportunity to thank every single person who has made this wonderful journey possible, including all the members of Team Aidias as well as the domain experts who have been handholding with us to help broaden our bandwidth. And 190+ client organizations which have helped us grow as individuals and as a team. Let's keep growing together.

It has taken us 19 years to come out with our first newsletter. It also took us 19 years to embark as a team on our first international offsite rendezvous. It is never too late for anything in life. Let us enjoy the journey ahead, together.

Happy reading...

Deepak.





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Arnab B.

**THE  
GUEST**

**MR. ARNAB  
BANERJEE**

MD & CEO,  
CEAT Tyres

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**THE GUEST**

## SALES IN A RAPIDLY DIGITALIZING WORLD

Sales is the second oldest profession in the world. How is this profession evolving in the current rapidly digitalizing world? Would sales disappear as a profession? Let us discuss some of the sweeping changes buffeting us today.

### 1. Automation of interfaces and seamless information flow:

In the past, information would flow both ways through layers of management. Today, information flows instantly and transparently.

- A) Accountability has gone up as visibility of sales has gone live as it happens. Everyone in the hierarchy has a simultaneous view of all activities. So, supervision is always on!
- B) Information processing by middle managers is no longer required.
- C) Float or buffer in financial transactions have disappeared. All payments are shifting to digital channels.
- D) Similarly, all financial flows from companies to channel partners are immediate and transparent. Hence, the commercial role of a sales team is less relevant.

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**THE GUEST**

## 2. Arrival of analytics and artificial intelligence:

Artificial intelligence is making some of the sales processes much more robust. Hence the primacy of the salesperson in providing inputs is reducing.

A) Demand Planning. Algorithms are becoming smarter, and they can consider micro causal elements while shaping demand at a granular level. The local nuances that a salesperson brings to the table, are understood over many cycles and we get robust algorithms, which provide better stability.

B) Sales recommendation engines. Today's cell phones recommend which SKUs are to be sold in which outlets and on the go. As the salesperson's live geo coordinates are ascertained, the analytics engine recommends the sales bouquet for the call, basis big data on what this outlet has been buying, what is being sold in other outlets in that area, relative competitive pricing on that day and similar causal factors. When a sales guy is told what he should sell, there is a problem!

C) BTL customization. Today, 'one size fits all' BTL strategy is passe. Through BTL analytics, it is possible to customize offerings to each outlet and by the day of the month, as the salesperson travels and makes the call. All this is flashed on the cell phone.

D) Image analytics. The cell phone can capture the image of an outlet as the customer sees it and an analytics engine can develop a causal relation, if any, between relative brand visibility and offtake of the brand. That's big data!

E) Influencer management. A micro influencer's influence can be measured today in a hyperlocal coordinate and decisions can be taken on the go by the sales guy on whom to invest in. This is empowering! ...contd.  
**next page**

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THE GUEST

### 3. Gamification:

When done well, this leads to much higher engagement, and one doesn't feel the pressure of getting things done. A) While this has made the job easier, at times, it builds peer pressure, especially when leader boards are used to share where each one stands. It would do well in a high-performing culture and may not take off in a collegiate set-up. B) As mentioned, when done well, it helps in enhancing productivity through higher engagement.

### 4. Online self-education:

In today's digital world, lot of content is free or comes at a low cost. A) Many sales organizations have the option of going in for self-education and self-certification. This can be gamified as well. Repeat training can also be done, by say, an annual certification process. B) Learning outcomes can be easily tested by randomized quiz questionnaires. Individual and team skill-building trendlines can be plotted and hence capability enhancement can be measured and improved.

Having said all this, coming back to the question whether the sales profession may disappear or not, the answer is a resounding NO. However, one must hugely adapt to acknowledging new technology as an enabling tool rather than a competitor which is trying to usurp power! A sales guy is today much more empowered because of tech support and doesn't need to spend time in less value-added jobs such as working as a messenger or resolving conflicts and confusion, because of information asymmetry. An owner's mindset and a servant leader approach worked best in the past and is very relevant today and shall be so, in future as well. Those are traits critical to the success of a sales leader. But that's for another discussion another day!



Arnab B.

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Arnab Basu



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# THE EXPERT'S PODCAST

With :  
**DR. ARNAB BASU**

B.E. (JU) ;  
MBA, IIM CALCUTTA ;  
PhD, MIT SLOAN

Press here to watch Dr. Arnab Basu converse with Mr. Deepak Pramanik in an hour-long discussion of how a business aligned with IT is the hallmark of a profitable enterprise.



**Business-IT Alignment,  
Business Model Innovation &  
Business Design Thinking to  
the Rescue**



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# CRAFTING NEW STRATEGIES FOR GROWTH IN YOUR ORGANIZATION

Change is an essential form of existence. In 2019, when organizations were preparing to compete and grow in a VUCA (volatile, uncertain, complex and ambiguous) world, little did they know that something like Covid-19 will strike and force all to rethink, realign, re-strategize. Fast forward to 2023, when we are all trying to come out of “THE COVID ERA” if we may call it, the question that every organization needs to answer is: How can we create and craft new strategies for growth where we have business-IT alignment on one hand and are able to innovate on the other to create an opportunity to thrive and sustain in the long term? Since Information Technology has to serve every business function nowadays and has become all-pervasive, a well-crafted Business-IT Alignment Strategy would ensure that the organization gets the right technology at the right time so that it can meet its key performance indicators. This will help in reaching its business transformation goals and objectives, whether those comprise improving customer service or developing new revenue streams, optimizing IT strategy and performance measures, aligning the human elements and driving strong execution capabilities. This lays the foundation for supporting future growth.

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Simply resorting to traditional strategic moves, expanding businesses and offerings would certainly not do the trick. What we need therefore is Strategic Innovation, so that we can grow existing businesses by bringing in alignment and also simultaneously discovering and seizing opportunities for new growth rather than by just being cheaper or different ....**Contd. to next page**





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...from previous



One approach therefore is to look beyond positioning your company in a larger, more holistic perspective that involves aligning the business vision with the technology realm and creating value for your customers, your firm and the entire ecosystem. Only by creating this value for a multitude of stakeholders – internal and external -- can your company become successful.

Another approach to achieving this is looking at it from a fresh perspective in the 3 areas:

WHERE TO PLAY	HOW TO PLAY	HOW TO WIN
Internal (Employees, Vendors, and Stakeholders)	Offerings	Customer Value
External Customers (Consumers) and Non Customers	Business Model	Firm Value
Customer Experience (CX)	Revenue Model	Ecosystem Value





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While strategic innovation focuses on the background and process of crafting the strategy, Business Design Thinking focuses on the on-ground practices that enable your team to achieve success more effectively and efficiently. In short, this is a collection of principles to solve business problems. It can also be considered a strategic mindset (way of working) that focuses on understanding audiences, visualizing ideas and information, working collaboratively in a co-creation mode for finding alignment and learning iteratively -- all while keeping an eye on the bigger picture. This approach has been proven to open new channels of creativity, actively engage participants and stakeholders, build clarity and consensus and accelerate speed to market.

Organizations-wide research and experiences in adopting new ways of working have shown that if the Business-IT alignment is achieved along with a well laid-down process of innovation, and implementation is done using a business design thinking approach, it empowers employees to use their judgement to make the right decisions, builds trust and respect for peers and supports and rewards them for their creativity and initiative. The impact that this internal shift has on customers may vary, but it is universally positive, ranging from improved product quality to more consistent brand experiences leading to new growth horizons. It is a journey, one of continual iteration.

*Get going!*



Arnab Basu





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THE LEARNING CURVE

“

2nd Five:  
(2009-2013)

What you can achieve alone is limited. Hence you need a team.

When you can put together a team of likeminded people so that there is mental alignment in all your efforts, the possibilities are endless.

”

“

1st Five:  
(2004-2008)

I learnt that those I thought were close to me were actually only close to my chair. This is when I learnt about and appreciated the value of personal branding, the importance of creating your own brand equity.

The three main learnings from this period were:

- 1) You must decide what people know you for
- 2) How you will communicate what you want them to know about you
- 3) The importance of consistency

”

THE LEARNING CURVE



“ 4th Five:  
(2019-2023)

Everyone can do more than they are doing at this point in time. You just have to be encouraging and proactive enough to bring out the best in them. The trick is always to make them believe that they haven't reached their potential yet. Hence, they can and should do more.. ”

“ 3rd Five:  
(2014-2018)

It is important to transition from a team to an organization. You must empower people and delegate responsibilities so that you can unlock your own time. It's all about creating ownership. ”





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SANDBOARD ABOVE AND  
COME ABOARD ON ODYSSEY 1**



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# REFLECTIONS



The Grand Palace  
Bangkok



Phi Phi Island  
Phuket

*Odyssey 1*





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# REFLECTIONS

Annual Business meeting 23'



Ripley's Believe It Or Not



En route to Thailand



# Odyssey 1



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## WHAT'S NEW ?



# CRM

ACG's new vertical "CRM" is designed to strengthen ties with customers, thus accelerating business growth for its clients. While it has kicked off in earnest, finding call centre providers willing to handle small volumes is a vexing issue. Nonetheless, Aidiias believes calls constitute a more intimate vehicle for customer connect and can squeeze out more lifetime value, boosting repeat footfalls and business.





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# CO

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PHILOSOPHY OF LIFE AT AIDIAS



AIDIAS is an innovation-oriented, futuristic business advisory and management education firm with deep commitment to partner with organizations at strategic & functional levels, to co-create the Future Success Practices, thus enabling their short-term and future-ready states; We want to bring in vertical (industry) and horizontal (subject matter) expertise from around the globe and hence would request industry experts and academicians in various domains to contribute in our vision to collaborate and create a thriving and sustainable business environment

Please send us your inputs, thoughts and articles which you would like to feature in Point One Percent at [pointonepercent@aidias.in](mailto:pointonepercent@aidias.in)





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# WHAT WE OFFER



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