

Digital Drive: New Roles to Look For

A whole new range of digital jobs are being created as India moves towards a cashless economy, with a big push from the government's demonetisation drive. From cybersecurity experts to digital CXOs, a gamut of opportunities are set to open up for white-collar professionals over the next one year, report **Rica Bhattacharyya & Varuni Khosla**

1. DIGITAL SECURITY ARCHITECT

Growing digitisation and use of data for decision-making increase risk of hacking and fraud manifold. The drive towards a cashless economy is spurring demand for digital security architects, who will look into various aspects of cyber and digital security.

"As digitisation goes up, security aspect will be crucial. There will be a huge demand for people who can make transactions and digital channels (mobile banking, Internet banking, wallet, etc.) secure," said Rishi Aurora, managing director, financial services at Accenture.

Even big companies such as Sony and Yahoo have faced cyberattacks. This underscores the need for devising more robust cybersecurity systems.

"With digitisation, we will see a lot of data breaches in the future as well because semi-literate people are getting into the digitised payment system," said Jappreet Sethi, co-founder of YoStartups.

Startups will need digital security officers just like their established counterparts. "No startups in India are firm on this and Indian data is like fodder. One breach can cost an entire company to shut down since wallets aren't tight enough, security wise," said Sethi.

Role: Understanding the complexities of business and the risks involved, and suggesting and implementing solutions to make the systems more secure. It is a combination of forensics and cybersecurity functions.

Skills Needed: Knowledge of security solutions and strong business knowledge to understand the complexity of transactions. People who bring in design-thinking skills and who can build apps and websites. Proficiency in high-level languages and experience in ethical hacking – companies could do legal hacking marathons to identify younger people who are experts in this. Such staffers may not even have to come to office in some cases unless they are in a senior role. Many of these skills are predominantly seen in Israel, Pakistan, Russia and Ukraine.

2. ANTI-MONEY LAUNDERING UNIT'S PRINCIPAL OFFICER

The government's demonetisation drive has led to new risks, with a few unscrupulous elements attempting to misuse the banking system. Their modus operandi is to exploit existing banking products or services to undertake dubious transactions.



ANIRBAN BORA

This has a potentially debilitating impact on customer and investor confidence, reputational risk and regulatory impact that together add up to impact the reliability of a bank. In this scenario the

roles of the bank's anti-money laundering unit's principal officer and the fraud containment unit become crucial. "We will be able to detect abnormal transactions or patterns made more difficult

due to large volumes of such transactions in the current scenario. We will also be able to detect irregularities or fraudulent actions and documentation frauds which may be embedded in seemingly bona fide transactions," said Deodutta Kurane, group president-human capital management at YES Bank.

Role: Customer facing for early or real-time detection of such incidents; inward facing to detect if bank staff is working in collaboration with fraudsters.

Skills Needed: Thorough understanding of post-demonetisation banking process. Regulatory and compliance knowledge. Advanced customer insights using big data analytics to build a fraud indicator dashboard for robust monitoring to help provide real-time fraud alerts on customer transactions and internal violations, enable customer profiling and provide analysis to strengthen product gaps. Analysing possible deviation or suspicious activity by monitoring customer transaction patterns in relation to customer profiles.

3. BIOMETRICS, REGIONAL LANGUAGE PROGRAMMERS

One of the biggest challenges pertaining to demonetisation and digitisation is bridging the literacy gap. This will require a combination of biometrics, regional language programming and graphical UI design. Companies such as Apple that have managed to successfully pull these hardware, software and design elements together have managed to derive sustainable competitive advantage. "These skills aren't readily available in the labour market in India and employers will need to find people with core technical aptitude and train them up to specification," said Rakshit Desai, managing director of FCM Travel Solutions.

Role: To design, develop and implement different regional languages programmes. Candidates have to be knowledgeable about the latest technology trends and be able to work in team settings.

Skills Needed: People with knowledge of robotics, artificial intelligence and machine learning will become quite valuable in this evolution.

4. DIGITAL CHAMPIONS

These are people who can translate business requirements into digital language and when digital geeks come up with solutions they can connect that to the core business strategy. "There will be a huge de-

mand for such people who can connect what technology provides with business solutions to create new opportunities for business," said Raghu Gullapalli, managing director, products at Accenture.

In consumer facing businesses such as automobiles, fast-moving consumer goods, airports, real estate, etc., there are three main challenges thrown up by digitisation – externally serving customers, internally leveraging digitisation across organisation to unlock efficiency and looking at digital technology to transform and disrupt digital models. Digital champions will play a crucial role in acting as a bridge between various solutions and business processes.

Role: To work closely with the strategy team and digital leaders, and help them translate the new and changing business requirements while working closely with the geeks – analysts and people with knowledge of Internet of Things (IoT) – and synchronising their solutions with the business.

Skills Needed: Strong business and domain knowledge, along with an MBA degree.

5. DIGITAL CXOs

Digital CXOs are people who understand the digital trend and think strategically about digitisation to unlock value. This category includes key decision-making people such as the chief technology officer, chief digital architect, etc. "This is a new role that is evolving and coming into the limelight more with the transition to a digital economy," said Prince Augustin, executive vice president-group human capital and leadership development at Mahindra & Mahindra.

Sinosh Panicker, partner at Hunt Partners, said: "CMO (chief marketing officer) roles will be extremely critical, with the key focus of not only acquiring customers at a fast pace but also responsible for increasing the usage of consumers in terms of frequency as well as ticket size."

Deep experience in analytics-based marketing will be the key differentiator, he said. **Role:** To look at customer facing, product facing functions and unlock the value chain. To ensure customer connect is made as efficient as possible. Product digitisation for creating customer experience. Framing the digital architecture to provide satisfying customer experience.

Skills Needed: Senior business professionals with knowledge and understanding of the core business and customers.



Keep the Performance Bar High for the Team

A crucial task for a leader is to keep motivating the team so that all members perform to their fullest potential. **Rica Bhattacharyya** finds out how a leader can keep the performance bar high.

1 Challenging Goals

As team leader, introduce interesting and challenging goals for your team. "The more challenging the goals, the more involved will the team be and try to surpass their previous performance to reach new heights," says Swapnil Kamat, CEO of corporate training company Work Better Training. Encourage team members to think of creative ways to reach team goals, thereby keeping their performance bar high. Also, set small goals. "When you have to reach your destination, it's best to reach several pit stops and then evaluate whether this is where you wanted to be or not," says Sudhir Dhar, director of human resources at Motilal Oswal Financial Services.

2 Create Accountability

Instilling a sense of accountability in team members regarding their tasks, which will ultimately result in meeting team goals, is a great way of ensuring that their performance remains high. "When people know that they are accountable for their tasks, they automatically put in more concentrated effort, which in turn increases their performance efficiency," says Kamat.

3 Regular Reviews

As team leader, you may feel that you have the right knowledge and capability to complete a certain task. However, to boost your team's performance, you must delegate work. "This will make them feel empowered, and empowered professionals always strive to outshine their previous performance," says Kamat.

4 Formalise & Articulate Norms

The leader should celebrate the small wins of team members as these boost employee confidence. "Provide constructive feedback too when the performance is not up to the desired level and continuously monitor the performance," says Dhar.

5 Daily Planning

With your focus on the goal, define your daily activities and ensure they are done by the end of the day. Ensure that you set achievable limits and don't forget that no matter how urgent the task, you have to respect that all individuals have to have some time to unwind.

English Language Missing Out on Scientific Advances, says Cambridge Study

LONDON Over a third of new scientific reports are published in languages other than English, which can lead to important science being missed at international level, contributing to biases in understanding, said a Cambridge study that seeks translations of studies' basic summaries in multiple languages. Besides the international community missing out on important science, language hinders new findings getting through to practitioners in the field. "Languages are still a major barrier to global science" paper published in PLOS Biology journal last week said. In the paper, the Cambridge University researchers called on scientific journals to publish basic summaries of a study's key findings in multiple languages, and universities and funding bodies to encourage translations as part of their outreach evaluation criteria. Dr Tatsuya Amano from Cambridge said, "Language barriers continue to impede the global compilation and application of scientific knowledge."



REQUIRES FACULTY FOR GREATER NOIDA CAMPUS

Areas:- Marketing, Retail, Economics, Operations & Decision Science, Insurance (Non-life), Strategy, Innovation & Entrepreneurship.

Faculty should be focused on research, new pedagogy and experienced in interaction with business, industry and government.

Qualifications and Remuneration: As prescribed by AICTE. For details please visit the website: www.bimtech.ac.in

Please e-mail your application in the prescribed format (available on our website) latest by January 15, 2017 to Ms. Himani at e-mail hr@bimtech.ac.in. For any query please contact : 0120-2323001-10 (Ext. 305)

Birla Institute of Management Technology
Plot No.5, Knowledge Park-II, Greater Noida, U.P., India



RECRUITMENT OF SPECIALIST CADRE OFFICER IN SBI

Online applications are invited from Indian Citizens for appointment in following Specialist Cadre Officer in State Bank of India.

- Chief Manager (Risk)
- Manager (Risk)
- Manager (Statistician)
- Chief Manager (Forex)
- Deputy Manager (Interest Rate Market)

For eligibility criteria, terms & conditions, online registration of applications and other details, please refer to our Advertisement No. CRPD/SCO/2016-17/14 available on bank's website www.sbi.co.in/careers or www.statebankofindia.com/careers. Candidates are advised to go through the detailed advertisement for ensuring eligibility & vacancy etc. before applying and remitting fees.

1. Online Registration of Application & Payment of Fees starts from : 29.12.2016
2. Last date for Online Registration of Application & Payment of Fees : 13.01.2017
3. Last date for receipt of the print out of Online application along with enclosures : 20.01.2017

Place : Mumbai
Dated : 29.12.2016
General Manager
CRPD, Mumbai



Vidita Cleaning Products vs Rainbow Market Research Services

Vidita Cleaning Products (Vidita) was a partnership firm, born out of the entrepreneurial enthusiasm of Malini Ahuja (Malini), MBA from a reputed B-school in Udaipur, Rajasthan, in 2008. The other partners in the business were Malini's B-school Professor Dr. Ranjan Vasavada (Dr. Vasavada) and Malini's MBA classmate Mukul Chakraborty (Mukul).



Dr. Jayasankar Ramanathan



Dr. Keyoor Purani

Around 2011, Malini, Partner and Marketing Manager at Vidita, was mulling the launch of a new dishwashing liquid for which she needed to find the pulse of consumers to decide further. She designed a survey for collecting data from people in Mumbai and engaged the services of Rainbow Market Research Services (Rainbow) for executing the fieldwork. However, she found the agency to be un-cooperative and found the data supplied to be fudged.

What followed was a legal battle between Vidita and Rainbow. Malini filed a civil suit in a Mumbai court against fudging of field data by Rainbow. The issue of contention was the trustworthiness of data supplied by

the market research agency. This eventually required Rainbow to file a written response to the court. The defendant, Uday Mirchandani (Uday), Managing Director, Rainbow, refuted the allegations in the written reply.

While waiting for the case to be called for hearing in the court, Malini wondered if the lawsuit filed by her on behalf of her partnership firm was an appropriate decision. What could have been the alternative actions? Upon reading again the written reply filed by Rainbow, Malini started evaluating the chances of her winning the case, even if she was right in taking Rainbow to court. Was she on a sticky wicket without the formal contract? Was her research design of using MTNL directory for sampling appropriate? Could she prove fudging by Rainbow? If yes, what evidences would be needed?

DR. JAYASANKAR RAMANATHAN, Assistant Professor, Indian Institute of Management Indore

DR. KEYOOR PURANI, Professor, Indian Institute of Management Kozhikode

Quality Improvement in Healthcare: Can 'Lean' Lead the Way?

Raghuram Prasad (Raghu), a middle-aged private employee was diagnosed with Acute Cholecystitis and advised to undergo a surgery. As advised by his friends and peers, he chose one of the best multi-specialty hospitals in Hyderabad for the surgery.



Dr. Bhawna Gulati



Dr. N Jhansi Rani

Though the surgery was successful, Raghu left the hospital disappointed due to his prolonged stay in the hospital. Raghu was not happy with the delay in surgery from the time of admission to the waiting time in the pre-operative area before entering the operation theatre. Before being discharged, Raghu voiced his concerns about the delay in process in the 'patient speak' section of the hospital's website, which was acknowledged by the administration and the case was forwarded to the quality department. What could have been the possible reasons for Raghu's unhappiness in spite of getting treatment at one of the best hospitals? How can hospitals minimize length of pre-operative stay by applying relevant quality control tools and lean principles? These questions, the hospital administration decided to do a root-cause analysis. A third-party agency was ap-

pointed by the hospital administration to study and further analyze the root-cause of delay in the length of pre-operative stay and waiting time at the hospital.

After receiving the report from the third-party agency, the hospital administration had to determine ways to improve quality of patient care and hospital utilization by reducing the length of pre-operative stay of patients in hospitals. The answers to the following questions were to be identified: How should the hospital take corrective action to overcome any delays? Most importantly, what were the possible reasons for delay? Was it the poor interdepartmental communications, delay in investigative procedures, practice style of individual clinicians, lack of coordination between operation theatre staff or sudden change in patient's vitals in the pre-operative area?

DR. BHAWNA GULATI, Associate Professor, Administrative Staff College of India

DR. N JHANSI RANI, PGDHM, Administrative Staff College of India

For more insightful case studies rooted in the Indian context, log on to www.etcases.com

Freshers in Demand for Software Development Jobs

A survey by job assessment firm Aspiring Minds, conducted by job portal Myamcat.com, has revealed the hottest job trends for freshers in 2016, after studying 40 lakh applications for more than 6,000 jobs posted by recruiters across India, covering largely tier 1 and 2 cities. Sreeratha D Basu gets the highlights:

- The most in-demand job role based on the number of applications received was of software developer. 38% of the applications were in the field of software developers/Web architects.
- The second top job for freshers was in marketing & sales. Within marketing, digital marketing emerged the most popular, accounting for 21% of the jobs available in that segment.
- With the rise in big data and data science, the number of job postings for data analyst, data scientist and data engineer saw a 30% increase year-on-year.

- Apart from technical jobs, non-technical fresher job roles that were popular with a large number of companies included marketing & sales, content writing, communications & research
- There was a drop in the number of job roles offered in the finance profession by over 20%
- While the range of salaries offered to the candidates (graduates with 0-2 years of experience) varied between ₹1 lakh and ₹30 lakh PA, the maximum number of salary offers were in the range of ₹2-3 lakh PA

Interestingly, the number of jobs offered with a salary package of ₹6L+ grew 85% from 2015



This year we saw a good mix of technical and non-technical job roles for freshers looking to find a footing in industry. In line with the current trend, software developer in technical roles and digital marketing in non-technical took the top two spots in the popular job categories.

Himanshu Aggarwal, CEO, Aspiring Minds

'Understand Priorities of the Company'

My First Year at Work



ABHINAV SINHA, Chief Operating Officer, OYO

What I did in the first 100 days at work

MY FIRST JOB was with ITC where I started as a project engineer in a manufacturing set up. I was in charge of machine maintenance and operations – and results of my efforts were visible to the whole organisation every day. If machine was down any day, it meant a clear failure of maintenance. This experience has always pushed me to establish clear measurable metrics for projects and roles. This stint also helped me build a keen attention to detail – accuracy in work comes from effort to know every detail associated with processes, technology and people around it.

My biggest innovation

WHILE WORKING ON a shop floor set up at ITC, I redesigned a machine such that it could perform the job of two different machines on the floor. Execution of this exercise meant efficiencies on space and operating manpower. During this project, I realised value is created only when you champion an idea end to end – from ideation to implementation.

The worst mistake I made

IN THE INITIAL days, I did not realise the significance of having mentors who could share their experience and help me become a better leader. When I meet a young person in the initial stages of his/her career now, this is the first advice I share.

How I managed my work-life balance

I HAVE NOT been very good on this front, but trying to improve this every day. I try to spend an hour every morning with my daughter before heading to work. Also try to take short 2-3 day breaks with family once every 3-4 months to re-energise.

The best leadership lessons I learnt

WHENEVER I USED to present an insight to my first boss, he would always ask, "labh-ta ki?" (what's the benefit, in Bengali). Constantly answering this question forced me to understand priorities of the organisation and my function, and above all understand the difference between what's interesting, what's important and what's necessary!

How I had fun at work

INTERACTING WITH COLLEAGUES apart from discussing work is my way of having fun. During my first job where I was working at a Kannada-speaking factory, I used humour to bridge diversity around language and age. (As told to Prachi Verma Daddhwal)