

Technomusings

Adler Technoserve Quarterly

Hello! ! Welcome to our second issue. In the last quarter, we have successfully completed two major consulting projects. An owner's engineer project for a solar power plant and a strategy consulting project for a major Indian MNC. We have also embarked on an exciting journey with our strategic partners in the field of content creation and corporate education.

It is really satisfying to see a new business vertical coming up based on the insights and

advisory provided by us to our clients. We hand held the client till definition of the road map for their growth and ensured they knew whom to talk to and collaborate with. Last we discussed, the client was in discussions with the partner chosen by us for concluding an MoU for further collaboration.

We have also been discussing with an MNC client abroad for documentation for a complex marine project.

What's New?

Content for You Tube

Over the last few months, keeping pace with the dynamic *Learning and Development Sector*, we have been redefining ourselves. We have decided to expand our offerings beyond offline workshops to cater to the modern new learner. We are developing content on *Technology Management*, *Industry 4.0* and *Project Management* for our Strategic Partner Divinz Coaching and Development's You Tube Channel called [Divinz Master Management in Minutes](#). This is a great channel for students of MBA and colleges as well as young managers who want to understand management but are short on time.

e-Learning Packages

We are also in discussion with an edu-tech start-up for creating interactive learning solutions for kids studying in classes VI to X. Sticking to our core values of innovation and value addition, we are not only developing the content but we also advised the start-up as to how to improve the quality and provide an immersive learning experience to the children.



Long Read—Defence

Building the Defence Sector

The Central Government has set a target to build the defence sector into a US\$ 26 Billion behemoth by the year 2025. There is a lot of action in the sector and the government has a clear vision that India need not only substitute its defence imports but also grow into a defence exporter of some standing . In fact, for the year 2019-20, the government of India has set a target of producing equipment and defence materi-

al worth INR 90,000 Crore out of which equipment and material worth INR 35,000 Crore should be exported. Instructions have been passed and targets given to the Ordnance factories and the Defence Public Sector Undertakings (DPSUs).

The existing Indian defence sector is no slouch as far as infrastructure and capacity is concerned. The sector comprises 09 DPSUs building ships, missiles and aircraft. 41 ordnance factories building everything from tanks and artillery to uniforms and shoes. There are 50 R&D laboratories under the Defence Research and Development Organisation (DRDO). 70 large private sector com-

The government has shown its seriousness by taking a number of additional steps to develop India into defence manufacturing hub. Facilities which were unheard of earlier are now available to private companies. For example, companies developing large heavy weapon systems or vehicles can now get access to firing ranges and development tracks under the ministry of defence on payment of a small fee. This was just not available earlier.

The government had held a competition called iDEX for identifying start-ups which could contribute to the defence sector. The competition attracted 600 applicants out of



panies have been given licenses to produce weapons and systems from ships to submarines to aircraft and armoured vehicles. These companies represent some of the biggest business houses in India. These businesses and the other manufacturing establishments are supported by 8,000 Medium, Small and Micro Enterprises (MSMEs).

In a boost to these companies, and following the model of the IT industry, the government is promoting two Defence Manufacturing Corridors in Uttar Pradesh and Tamil Nadu. These corridors will provide incentives, land, connectivity and other resources to help manufacture defence products.

which 44 were shortlisted. These companies are eligible for a government funding/ grant of INR 1.5 Crore. Of these 44. companies, 7 have projects/ products in Artificial Intelligence. This clearly points towards the direction which the government is chalking out.

The Defence Minister has gone on record stating that he would see India grow into a defence components and subsystems manufacturing hub similar to the automotive components hub that India developed into in the 1990s.

Doing away with unnecessary secrecy, the ministry of defence has put up the future and

present requirements of the armed forces in the open domain. Companies can access these documents and approach the armed forces directly with a suo moto proposal if they think they can satisfy those needs with their products or technologies.

Another major initiative is the “*Strategic Partnership*”. This is a scheme under which the government has decided to develop strategic partners from the private sector for manufacturing the following: -

- Fighter Aircraft.
- Helicopters.
- Submarines.
- Armoured Fighting Vehicles.

Under this scheme, the government will shortlist strategic partners with minimum required capabilities. They will then shortlist the technology providers or OEMs. Once the government issues the Request For Proposal (RFP) the shortlisted strategic partners are to enter into agreement with the shortlisted OEMs and bid for the project. As part of the scheme, the OEMs are required to transfer technology to the strategic partners as well as develop an ecosystem for procuring components, sub-systems and systems locally for integration.

It is believed that such a system in place will help develop capabilities in design and manufacturing defence equipment in the country. It will also help develop a military-industrial base which can support the manufacturing of defence equipment and systems not only for Indian armed forces but also for export.

As a push to export Indian arms, the government has also entered into defence cooperation with countries in Asia and Africa which includes providing them with lines of credit for procuring weapons and other defence related products.

For Indian armed forces, the government of

India is placing orders worth 70,000 to 80,000 Crores on Indian companies to procure the following systems: -

- Pinaka Rocket Launchers
- Light Combat Aircraft
- Light Combat Helicopter
- Towed Artillery Guns.

It is also offering an opportunity for MSMEs in the form of agreement with Russia to manufacture spares for Russian equipment already in service, in India.

Another major step in improving efficiency of the defence sector is the move to corporatize the ordnance factories.

In Short—Strategy

Best Senior Management Combination for Merger and Acquisition

In 2018, Merger and Acquisition deals worth US\$ 4.1 Trillion were concluded. Merger and Acquisition is a fast forward way to grow a company. It is a key to opportunities and a prosperous future; provided it is done correctly. However, the fact remains that 80% of the mergers and acquisitions fail to achieve their goals. There are several factors which affect companies post merger and acquisition.

Cultures of the acquiring and acquired company is a very important factor and has been delved in detail. Other issues involve the valuation of the companies, the synergies between these companies, their product lines and their abilities to absorb each other and function as a single post merger entity.

All these topics have been covered in detail. However, recently I came across a very interesting study by Prof Guoli Chen from INSEAD and Prof Wei Shi from the University of Miami. They have studied the effect of the combination

of the CEO and CFO of the company on success of a Merger.

They have concluded that for a merger to be successful, the CEO should be an optimist and the CFO should be a pessimist. This allows the CEO to take a bright look at the future and possibilities while the CFO moderates the CEO by taking a more objective and pragmatic look at the financials. They found that such a combination resulted in fewer numbers of mergers but the RoA on these mergers were much higher making the mergers successful.



In Short—e-Learning

e-Learning Content

What is e-Learning? Well, e-learning is nothing but information passed on from the teacher or trainer to the student through an electronic format. There are several types of e-Learning models like Massive Open Online Course (MOOC). These are hosted by companies on the web and can be accessed by any one from the across the globe like SimpliLearn. However, e-learning is not restricted to only students.

You may want to educate your customer about a new product or service that you are offering. That is also e-learning for your customer. On the other hand you may want to train your sales team the features of a new product. Now the sales team is a busy group. So, instead of calling them all at one place, you can put up videos of your new product on the company website for

the team to see and learn. This is also e-learning. For educating both the customer as well as your own team you may want them to not only see the content but interact with them also. In case of employees, you may want to assess them for what they have learnt. All these can be done by e-learning videos and interactive sessions either on your website or on your company's Learning Management System (LMS).

Now the issue is where do you get such customised content from? Well leave it to Adler Technoserve, we develop customised, high quality interactive e-learning content to meet all your requirements, be it educating your customers, or employees. All our content is SCORM compliant to run smoothly on your LMS.

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