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- Ideology and Praxis of the Telangana Armed Struggle
Dr. Kandukuri Ramesh

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Dr G Sreenivas Reddy & Dr Raghunaga Prabhakar

- Digital Marketing: An Overview
Dr.V.D. Santosh Kumar & Dr.A. Kishore Kumar

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Dr Raghu N. Prabhakar

- Change and Continuity in Marriages and Matrimonial Practices in a Telangana Village
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April-June 2017



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Aurora's Business School
Chikkadapally, Hyderabad -500020.
Telephone: 040-2335 1892, 2335 0062
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CONTENTS

3

Articles

- | | |
|--|-------|
| Ideology and Praxis of the Telangana Armed Struggle
Dr. Kandukuri Ramesh | 6-21 |
| Vani Kola: The Mother of Venture Capitalism In India
Dr G Sreenivas Reddy & Dr Raghunaga Prabhakar | 22-31 |
| Digital Marketing: An Overview
Dr.V.D. Santosh Kumar & Dr.A. Kishore Kumar | 32-50 |
| Competency Mapping: Conceptual Under Pinning for Human Resour
Management In Government
Dr Raghu N. Prabhakar | 51-56 |
| Change and Continuity in Marriages and Matrimonial Practices in
a Telangana Village
Dr.G. Sreenivas Reddy | 57-74 |
| Document: Information Technology Industry in Hyderabad: Industry Profile
Dr. G. Sreenivas Reddy, C. Kameswari, Dr.V Sree jyothi & P. Pratyusha Reddy | 75-95 |

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IDEOLOGY AND PRAXIS OF THE TELANGANA ARMED STRUGGLE

Dr. Kandukuri Ramesh,

Deputy Director, Indira Gandhi National Open University
(drkramesh64@gmail.com)

Abstract

The glorious Telangana Peasant Armed Struggle was the first of its kind in India that shook the Governments of the day. The movement was native in its origin, regional in scope and nationwide in impact. A cultural organization that was founded for cultural renaissance of Telangana was successfully transformed into a strong political movement by the then undivided Communist Party of India. The under privileged and poorer sections of the populace such as artisans, peasants and the common masses plunged into a heroic struggle for the land, food and relief from slavery to landlords and their agents and fought against the oppressive rule of Nizam and later of the Indian Union Army. The Telangana armed insurrection sustained itself for five long years i.e. 1946-51. The movement that was from time to time subjected to many ideological shifts and political fallouts became a testing ground to the CPI on Marxism as a liberation ideology. The Communist Party of India (CPI), could have evolved an Indian path of revolution had they not fallen a prey to the cross currents of the Russian path, the Chinese path and the path of Communist International. Despite its shortcomings and failings, the Telangana Peoples Armed Struggle showed and offered to evolve an Indian path to Marxism, no less no more. The Communist parties and Maoist splinter groups of the present day are often forgetting the lessons of Telangana Armed Struggle. This article attempts to briefly recapture the political line and Ideological ethos and the action scenario of

the poignant Telangana Peoples' Movement.

Key Words

Peasant armed struggle, Praxis, Vetti, Passive Resistance, Revolution, Peace mission, Marxism, Razakars, Communist International.

Introduction

A historic armed struggle was waged during 1946-51 by the people of Telangana, in the erstwhile part of the biggest Princely State of India i.e. Hyderabad State. Initially, the struggle started as sporadic skirmishes by artisans and lower classes against a form of forced labour locally called vetti. At a later stage it was joined by peasant masses who greatly suffered due to the arbitrary and oppressive practices of feudal elements and the landed gentry. Finally, the movement was transformed into a Peoples' Armed Insurrection against the autocratic regime of the Nizam. The armed struggle, at its climax, turned into a 'liberation struggle' against the Union Government and petered off subsequent to the ushering in of a new constitution and democratic elections.

The ideology of the political movement of Telangana Peasants' Armed Struggle was formulated and enforced by the then undivided Communist Party of India (CPI). The CPI has dogmatized Marxism, which was a guide to action and fell prey to self-destructive ideological shifts. Irony is that, leaders' personal moorings have taken away the strength and command of the movement and pushed the movement to the brink of disaster.

The result was that, the movement had to be withdrawn abruptly and unceremoniously without securing any safeguards.

An attempt has been made in this paper to understand the core ideological lines of the then CPI and political bickering of the leadership in the back drop of the movement on the ground. An effort is also made to recapture the lessons of this glorious movement.

Awakening of Telangana

Telangana region under the Nizam was left untouched by the progress made by other parts of India. According to a 1937 estimate, while the average rural indebtedness in India was roughly of the order of Rs 15 per head, the indebtedness of a peasant in Telangana was Rs 30 per head. Centuries of feudal rule left the economy of Telangana stagnant and undeveloped. The people were reduced to destitution and penury. Medieval and primitive social evils were both deep rooted and rampant in the Telangana region. Generations together the underprivileged sections of the society, were crouched low to the feudal elements and dominant upper caste people saying 'baanchen dora nee kallu mukkutha' literally meaning 'Oh Lord I am your slave! I prostrate before your feet'.

'Andhra Jana Sangh' was one of the cultural organizations formed in the Telangana Region in 1921. It was formed to protect the socio-economic and cultural identity of the people of Telangana. There were many other organizations in the Telangana region with broadly similar objectives. All such organizations merged into one common entity to form the 'Andhra Jana Kendra Sangh'. Subsequently it (Andhra Jana Kendra Sangh) resolved to change its name into Andhra Maha

Sabha (AMS) in its meeting held at Jogipet in 1930. AMS also resolved to fight against social practices such as child marriages, prejudices and social sanctions against widow remarriages and other similar social evils. Though there was a stiff opposition from orthodox elements within Telangana the radical youth of the AMS began to move resolutions supporting the civil rights of common man. The radical youth of AMS also actively mobilized people on various issues and brought them in to the path of struggle.

The AMS comprised of people having disparate backgrounds. Based on their class nature, members of AMS can be grouped into three categories viz., Leftists, Rightists or Moderates and Nationalists. The Nationalists were very few in numbers and their influence in AMS was also very limited. The prominent Moderate leaders in the AMS were: Burgula Rama Krishna Rao, Mundumula Narsinga Rao, Pulijala Rangaiah etc. These leaders opposed any resolution moved in the AMS that would harm their domination and class privileges. Thus, the focus of this section of the AMS was on constructive activities such as library movement, development of Telugu language and other similar activities. In the AMS the front-line leaders of the radical minded youth activists were Ravi Narayan Reddy, Baddam Yella Reddy and Arutla brothers. They engineered to build up mass activities by mobilising the rural people against vetty and oppression of landlords. Thus, AMS was treated as a 'political organization' by the Radical youth, whereas the Moderates treated it as 'cultural organization'. The dissensions between these two sections on taking up the activities and programmes reached an unbridgeable gap in course of time. With the infiltration of the

Communists into the AMS, the radical youth chose the path of armed struggle and mobilized the masses against feudal forces. Moderates and Leftist groups in AMS were at logger heads in its annual session held in 1938 in Malkapuram, wherein the resolution on welcoming the Nizam Government appointed Iyengar Committee for proposing some constitutional reforms came up for discussion. A resolution rejecting the reforms of the Iyengar Committee proposed by the Leftists had won the majority. Having sensed the prospect of losing their majority in the subsequent AMS annual sessions, Moderates boycotted the annual session of the AMS held in Bhongir in 1944. They had organised a rival session in March 1945 at Madikonda and changed the name of the AMS into 'National Telugu Session'. The press stood in favor of Moderates and resorted to frontline criticism of the Communists for causing division in the AMS. As a retaliatory move the AMS printed and distributed leaflets on the class nature of the Moderates. Many songs were written against Moderates for forming a rival organization. The gist of their argument is contained in a song written by C.Yadagiri, a Communist Party activist for the occasion. It reads:

Why the hell rival sangham Mundumulaiah?

Is 'nt the one enough Pulijal Rangaiah?

Thus, both the Moderates and Nationalists who were instrumental in forming the cultural organisation, left the AMS when their class interests were at stake.⁵ By the year 1944 the Communist-led AMS started mobilizing its cadres for militant mass struggles against the practices of vetty, illegal extractions of taxes and evictions of cultivators by landlords from their lands. Chakali Ailamma, a washer

woman and a native of Palakurti village had become the target of notorious Deshmukh of Visnur Village due to her active participation in the AMS activities. The Communist Party and AMS cadres protected the crop of Chakali Ailamma from the imminent attacks of goons of the Visnur Deshmukh. They took up slings, sticks, catapults and cudgles both for self-defence and retaliation. From this time onwards, the AMS was nick named as 'Gutupa Sangam' literally meaning the 'sticks brigade'. The high-handed and tyrannical Visnur Deshmukh continued his brutal attacks unabated on the AMS cadres. He impleaded many peasants in court cases. One of the best example of foisting cases was the Bandagi case, who despite winning the case against Visnur Deshmukh in the court was murdered by the henchmen of the landlords. On July 4, 1946 AMS volunteers took out a procession at Kadivendi village protesting the murder of Bandagi. When the protest procession had reached the Visnur Deshmuk's gadi(fortress) one of the henchmen of the landlord fired at the procession. Doddi Komarayya, who was in the forefront of the procession, was hit by a bullet and was killed. The heroic death of Komaraiah incited and infuriated thousands of people to take to the path of struggle. It set ablaze the pent-up fury of the Telangana peasantry.

A Spark that Ignited Fire

Doddi Komarayya's martyrdom was a spark that kindled the flame of a movement against feudal oppression and exploitation and against the autocratic regime of the Nizam. In some villages these struggles transformed into 'class struggles'. But the ideological line of the Communist Party was not in approval of engineering the class conflicts. The policy of

the CPI in 1946 was in continuation of its Second World War time policies i.e., the building of a broad united front with the Congress Party. P.C. Joshi, a moderate Communist leader, was the General Secretary of the CPI at that time. He sought to build an image for the CPI as a democratic, nationalist and constitutional force functioning through parliamentary and peaceful means.⁷ This policy, had defused the class struggles in Telangana region and liquidated mass agitation against the Government and its feudal henchmen in the villages. Hence, the emerging class struggles in Telangana had to be subdued with passive resistance.

The CPI's understanding of the nature of class composition of the Indian National Congress was that there were two divergent groups within the Congress party. One section, headed by Nehru, the leader of National bourgeoisie, was seen as a progressive one. Another section headed by Sardar Patel, was seen as consisting of reactionary and conservative forces, as well as landlords and guardian of feudal set-up. To defeat feudal elements and to uphold progressive section, the party supported and co-operated with Nehru's section in the Congress Party. Similarly, two sections had existed in the Hyderabad State Congress too. One of these sections was headed by Swami Ramananda Thirtha while the other section was led by Burgula Rama Krishna Rao. As Devulapally Venkateshwer Rao, one of the founder member of the Communist Party in Telangana says, "C.P.I. Hyderabad committee had its share in the adoption of Joshi policies. Ravi Narayan Reddy and his men in Telangana and B.D.Deshpande in Marathwada were close to Swamiji and his companions. Swamiji and his

men presumed and recognized these men were Communists. These Communist men viewed Swamiji Congress was real Congress".

During the year 1946-47 the CPI followed only legal forms of struggle and shunned extra legal methods. Even the cadres were accordingly trained¹⁰ even though the aspirations of the AMS and the Communist Party cadre were militant in nature. When the Nalgonda District Communist Committee unit intensified the class struggle, the State Committee intervened and ordered to confine their struggles to passive resistance only. Arutla Ramachandra Reddy, a frontline Communist leader from Telangana, says, "Comrade Ravi Naryan Reddy firmly asked me not to go into other villages in view of the impeding struggle that would engage us against the machinations of the landlords."¹¹ Bhimireddy Narsimha Reddy, a hard core native Communist who toed the militant path in Telangana says, "Up to beginning of 1946, the Communist Party banned use of guns and other weapons. Because of these influences the movement has led to ugly turn and fantastic changes."¹² The P.C. Joshi line of the CPI that advocated building a broad united front and for a peaceful co-existence with the Congress, failed to reinforce the Telangana people's uprising and fell short of leading the political movement and its spirited cadres. Although, the CPI's official line of cooperation with the Congress Government was continued, the Leftist elements in the party began to voice a sharp criticism against PC Joshi line and pressed for a radical change in the party line.¹³ However, the CPI realized the mistake and categorically accepted it in its self-critical report thus: "One patent fact that emerges from the events of 1945 and 1946 is that our party had not understood the depth of the revolutionary upsurge of the masses in the

immediate post-War situation. Its reformist understanding and functioning during the War period made it difficult to foresee these developments and prepare itself and the people's organizations for them".¹⁴ In the last fragment of 1946 the Nizam's army raided on the villages which were strong holds of Communists. The party had to face severe reverses and loss of cadres when they failed to retaliate the Nizam's onslaught as they were fighting back with mere slings, sticks, stones, chilli powder etc. The party cadres demanded the party to supply guns to effectively retaliate the violent raids of the Nizam police. Due to the mounting pressure from the cadre, the Communist Party was compelled to take a historic decision on September 11, 1947 for 'Armed Resistance' against the Nizam. The 'Razakars' wing of 'Ittehadul Muslimeen Party' (IMP) was formed around this time in Hyderabad to protect the 'Nizam's Regime'. The Muslims in the Hyderabad State were made to believe that they were the Ananmalik (ruling race) by the Razakars. They were also told that the sovereignty of the ruler was nothing but a symbol of their sovereignty.¹⁵ With the Qasim Razvi taking over the reins of 'Ittehadul Muslimeen Party' in 1946 a reign of terror was unleashed in the villages of Telangana. Qasim Razvi equipped Razakars with latest weapons and military uniforms.¹⁶ The Communists resisted Razakar atrocities and rented slogans such as 'land to the tiller' and 'tiller is the rightful owner of the land'.

Telangana Way is our Way

The Second All-India Conference of the CPI was held in Kolkata in February 1948. In this conference the moderate leader P. C. Joshi was replaced by a radical leader B.T. Ranadive (BTR). Under the latter's leadership, the CPI passed many resolutions which are radical in nature. The political thesis adopted at the Second Congress of CPI emphasized that

“revolutionary upsurge” was in motion in India and that the final phase of the revolution, the phase of Armed Struggle had arrived. The democratic revolution under the leadership of Communist Party would complete the task of democratic revolution and the simultaneous building up of socialism" in India.¹⁷ In this conference, the party upheld and hailed the Telangana Struggle and raised the slogan, “The Telangana way is our way". It had declared its all out support to the armed struggle of Telangana people. It had called for developing similar struggles in many other parts of the country. It had also given a call to develop the working-class movements in support of Telangana struggle which should ultimately lead to armed insurrection".¹⁸ The comrades from other parts of India who attended the Second All-India Conference at Kolkata promised that they would start similar revolts in their states to strengthen the Telangana Armed Struggle, which would ultimately lead to a country wide insurrection. Presuming, that situation in India was ripe enough for democratic revolution to oust the Nehru Government, the Calcutta conference of the CPI gave a call to Railway strike in March 9, 1948 which was expected to lead into an All-India workers 'general strike' supported by the peasants of rural India. The Government of India immediately responded and crushed the movement by cracking down on the party inflicting a death knell.

Thus, the Right reformism or Right opportunism of P.C. Joshi was replaced by the Left adventurist line of B. T. Ranadive. Like, Joshi line, the BTR line too failed to evolve a suitable path to Telangana Armed Struggle. However the party's tactical line changing from an anti-Nizam one to an anti-Union Government one after the integration of Hyderabad State into the Indian Union. Soon after the surrender of Nizam to the Union

Government, the Union forces directed their entire attack to liberate villages in Telangana from the Communist occupation. On the very third day, after 'Operation Polo' (17th September 1948) the Government of India's army surrounded Pindiprolu Forest Region. The 50,000 strong military posse was deployed to annihilate Communists in the Telangana region.¹⁹ The Communist Party was not fully geared up to sustain this sudden and unprecedented attacks of the Union Army. The party in its self-critical report later admits to the same lapse. "This police action attacked the Communist Party while it was unready and unprepared for it. Nobody had ever presumed that this would come at such a speed and come to an end in such a haste." There was a feeling among squads that there was no need to continue struggle after the departure of Razakars and the end of the Nizam's regime. Squads and squad leaders were disbanded and were sent to their respective homes. Thus, a considerable chunk of party cadre got disillusioned on the nature of the Union Government. They had wrongly expected that a democratic setup had come into the power after the fall of the Nizam. Even though the CPI had a correct assessment about the nature of Indian Government, practically it was not able to inject similar ideas into the minds of the cadres. Nehru categorically stated that, "It was the duty of new government to save the poor peasants of Telangana from their self-appointed saviors".

The Military Governor of Hyderabad State, banned both AMS and the CPI after three days of completion of Army Action on Hyderabad State. Landlords, Patels and Patwaris, who were the three main pillars of the feudal order, had migrated to cities and border areas due to the Communists' sway, had slowly retreated to

their villages. Rich peasants, landlords and the Congressmen became agents of the Army in locating the Communist hide outs. During their raids and ambushes, the Union army had indiscriminately butchered the Communists. Thus the people's relief on account of merger with the Indian Union was short-lived. Under the mounting pressure of impending attacks from the Union Army, the Communist Party gave a call to its cadres to retreat to forests and to build up a party base there.

Demand for Stoppage of Armed Struggle

A serious question was raised over the continuation of the Armed Struggle in Telangana after the accession of Hyderabad state on the 17th September 1948 into the Indian Union by a section of the Hyderabad State Communist Committee led by Ravi Narayan Reddy (minority section, since they were in minority)²². In support of his arguments, he distributed a document entitled, 'Naked Truths of Telangana Struggle'. The document contains attacks, criticisms, allegations and slanders over the 'genuineness' of the continuation of the struggle and its leadership after the Army Action. The document of R.N. Section was a 'willing tool' of the arch rivals of the Communist movement and the Communist Party as well. Minority section argued for the immediate and unconditional stoppage of the movement after the accession of Hyderabad State and demanded that the struggle should run more 'openly' with legal forms or methods. It was a fact that the anti-imperialist stage of the struggle was over with the accession of Hyderabad state into Indian Union, but unconditional stoppage of struggle, it was feared, would definitely affect the hard-earned peasants' 'gains'. Countering the attacks of

Ravi Narayan Reddy, with the same intensity, the State Communist Committee under the leadership of P. Sundarayya (majority section), which was for the continuation of Armed Struggle posed a straight question to R.N. Section thus:

“If we withdrew the struggle unconditionally (immediately after army action) would the Government of India declare amnesty and not persecute the thousands of guerilla squads and cadre and members of the party and Sangam? Would it leave in the possession of the peasants, the lands they seized and cultivated? We are sure that it would not and if that was so, would not the peasants resist such attempts at seizure and if we did not stand by them and defend them even with arms as we did in the past, would they not consider us betraying them?”²³.

Validity of P.Sundarayya's above question cannot be denied.

Sharply divergent and contrasting views were expressed by two sections of the CPI mainly on the following five issues.

1. Safety and Security of the Squads: R.N. Section argued that the Government would declare 'general amnesty' to the squads if they abandon the violent methods⁷. But the fact was that the Union army unleashed a 'reign of terror' and indulged in butchering the Communists as they were running parallel Government in nearly 3000 villages. Dr.Jayasurya (son of Sarojini Naidu), a Democratic leader of Hyderabad, approached the Military Governor, to give him six weeks' time to contact the underground Communist leaders to arrange a settlement and make them withdraw the Armed Struggle. But General Choudary, the Military Governor shot back

him by saying that he would 'liquidate' the Communists within six days, by giving no scope of 'clemency' to the Communists.

2. Guarantee to the gains of peasants: R.N. Section argued that the distributed land of the landlords would not be confiscated by the Government. The intention of the Union Government in resorting to 'Police Action' on Hyderabad State was both for its accession and to crush the Communist movement as well. A confidential dispatch of the Union Government sent in the form of telegram reads; “The immediate intention of Indian forces in Hyderabad was to round up the Communists in South Eastern districts (of Telangana) and to go around Taluq by Taluq tracing out Rjakars (Militant Muslim volunteers) and disarming the population”²⁵. Thus, the landlords used the Indian Army as a 'safety valve' to safeguard and get back their confiscated lands and traditional privileges.

3. For a change in the policy of the party: Minority section of the CPI had advocated P.C.Joshi's idea of a 'broad united front' with the Congress Party. But the peasants were looking at the Congress (as it was supporting feudal elements like Patels, Patwaris etc.) as their 'class enemy' the question of co-operation with the State Congress Party was ruled out. The CPI's official line changed from a 'broad united front' to an 'adventurist policy' of general strike and armed insurrection ala the B.T.Ranadive line. Due to shift in the political line of the party, the entire armed struggle that was directed against the Union Government, instead of protecting the gains of peasants.

4. Over the land issue: The R.N's document argues that, after the army action the distributed land totally went into the hands of

landlords, even one acre was not in Ryots possession.²⁶ The Home Department's confidential file contradicts this position. The file reads; “The Communists have already distributed lands of many ZAMINDARS amongst their tenants and others, both prior to Police Action and after Police Action”. It was a fact that the 'rich peasant class' or 'kulaks' who were supporting the movement took 'hostile' stand after army action, due to the 'sectarian stand' of the party on land issue!

5. Over the Movement: Minority section argued that the entire movement, after army action had started weakening. To counter this argument two worthwhile statements may be quoted. Rabid anti-Communists and prominent State Congress leaders like Burgula Rama Krishna Rao and Marry Chenna Reddy, after an extensive and intensive tour in Communist prone Telangana, in a press meet told that: “The village Panchayats organized by Communists are working as before Army Action. These Panchayats decide every dispute in the village. They are throwing pattadars and occupying lands. Because of the Communist activities Patels and Patwaris dare not to enter their villages”²⁸. Special Commissioner of the State Government Nanjappa expressed the same feelings, with more intensity in the co-ordination campaign conference held with the Heads of the Governments of Madras, Hyderabad and Madhya Pradesh, He said:“I would earnestly request the Government to finalize and implement all their schemes of agrarian reforms as urgently as possible. Every day lost means hundreds of villages gone over to the Communists, at least a declaration of policy and announcement of specific date by which the reforms will be implemented could be made with advantage”.

In the light of above facts, the unilateral and unconditional stoppage of the struggle after Army Action would have been a 'great betrayal' to the gains of the peasants. To save its cadre from military onslaught, the Communist Party changed its tactics entirely by giving instructions to the squads to 'retreat' to forests. It followed the Guerilla tactics like, “sudden raids”, “night raids” , “two steps forward and one step backward” and gave a programme to the squads to extend the movement in the forest regions inhabited by Koyas, Chenchus and Gonds. On April 19, 1950, the Press Trust of Indian reported that the Communist Guerilla strategic action was prevalent over about fifteen thousand square miles of area that is more than one-sixth of the princely state of Hyderabad. The Union Home Minister Sardar Patel, while making a statement in the Parliament on Communist-led Telangana struggle remarked: “For the last two months (January to February 1950) activities of Telangana Communists continued unabated, they had guns etc., arms in plenty in their possessions, about 3000 were activists arrested so far and the number of activists who have been leading in cognito is beyond possible calculation”.

The Andhra Thesis

From the experiences of the Telangana Armed Struggle, the Central Committee members of CPI from Andhra and Telangana Regions, C.Rajeshwar Rao, D.V.Rao, M.B.Punnaiah and Chandrasheker Rao prepared a document identified as 'Andhra thesis' and named it as majority document. It invoked the Chinese path of liberation struggle. The draft written by Puchalapalli Sundarayya is called minority draft. P Sundarayya opposed the majority document

and likened the stage of Indian Revolution to that of the February Revolution of Russia in 1917. However, he agreed that the Chinese path of a long drawn out armed struggle was also applicable to India.³² These two drafts were sent by the Andhra Provincial Secretariat to the Central Committee of the CPI for approval. The Andhra thesis reads; “Our Revolution in many aspects differs from the classical revolution but it is, to a great extent, similar to the Chinese Revolution. The perspective is likely not that of general strike and armed uprising leading to the liberation of the rural side, but the dogged resistance and prolonged civil war in the form of Agrarian Revolution culminating in the capture of political power by the Democratic Front in the process of bitter struggle for the New Democracy”. It further adds: “The course of our struggle is and will be basically on the lines of the Chinese struggle i.e., establishment of all liberation bases through prolonged Guerilla warfare and nourish the liberation army to completely liberate the country from the imperialist, big business and feudal clutches”.³⁴ In September 1949 the Chinese Communist Party publicly extended its support to the CPI declaring that the “Telangana Revolt was the result of the triumph of Mao-tse-tungs' thought.”³⁵ As the Left adventurist policy of the CPI (BTR line) did in no way strengthen or consolidate the Telangana Peasant Movement, BT Ranadive was replaced by Chandra Rajeshwer Rao (C.R.Rao) from Andhra Region as the General Secretary of the CPI. In passing it may be mentioned that C R Rao, was himself the chief proponent of the 'Andhra thesis'. A new Central Committee consisting of nine members including four from Andhra, were elected. The Chinese Communist Party

welcomed the new Central Committee as, “rectification of the Left sectarian errors of the former leadership”. Under the leadership of C.R.Rao the party followed the policy of “war of liberation” against Nehru Government by toeing the line of Chinese Revolution. Thus, BTR's policy of 'general strike' was replaced by 'liberation struggle' of C.R.Rao. This line further pushed the Telangana Movement to the verge of disaster as Telangana peasantry never understood the new line.

The Three 'Ps' Document

Sensing and experiencing the invalidity of ideological lines that were foisted and thrust on the Telangana Movement, the Central Committee of the CPI appointed a three-member committee consisting of Ajoy Gosh, S.A.Dange and S.V.Ghate to study the prevailing conditions on political and ideological grounds and to evolve a suitable line for the CPI. The three-member committee, had prepared a document generally called the Three 'P's Document and submitted it to the Central Committee on September 30, 1950. About Telangana Struggle the document reads, “...We have to stress the defensive of the Telangana struggle the justness of the demands for which the peasants are fighting, the conditions which forced them to take to arms, and the atrocities that are being committed by the Government forces. We have to rouse our entire people against the Government by emphasizing these points not that we are organizing Guerilla struggle to overthrow the Government”. This document chose the path of “protracted armed struggle” and widely criticized the party lines followed until then as sectarian, mechanical, and as ignorant of the role of working class. The document recommended the party to seek

fraternal assistance from the Communist International for an authoritative interpretation of the Telangana Movement and the Indian path for a Socialist Revolution.

Four Pronged Strategy of the Government

To liquidate the guerilla armed struggle of the Communists in the Telanagna region the Union Government undertook the following four important measures;

1. Military Measures: Government opened police outposts, improved the intelligence system and countered the 'misleading' propaganda of the Communists. A coordinated campaign was launched and periodical conferences were held with officials of the border provinces and joint action was planned. The Nehru Government opened 'concentration camps' and conducted 'Brigs plan', 'encirclement raids' and 'fake encounters'. The local people were forcibly recruited as 'home guards' to show the hideouts of the squads.

2. Administrative Measures: 'Military Governor J.N.Choudhary was replaced by civil officer or Chief Minister K.M.Vellodi.

3. Economic Reforms: State Government appointed Agrarian Committee in 1949. Based on the committees' report, it brought into force the 'Hyderabad Tenancy Agriculture Lands Act, 1950'. According to this Act all tenants who held lands for six years were declared protected tenants and were given the tenure for ten years. Over 6,00,000 tenants, who were together cultivating over one quarter of the cultivated area of the entire State of Hyderabad, were eventually declared protected.⁴²

4. Political Measures: The State Congress

formed "Hyderabad Communist Menace Controlling Institution"⁴³, geared its entire 'force' against Communist propaganda, published anti-Communist literature in bulk, and staged dramas and burra kathas (a kind of folklore storey telling to the beat of pot like musical instruments called burras) targeting the Communists⁴⁴. Government had also played 'resignation dramas' by taking fake resignations from the sympathizers of Communist Party, to demoralize the squads⁴⁵.

Vinoba Baves' Peace Mission

Vinoba Bave, a disciple of Mahatma Gandhi, undertook visits to many interior areas of Telangana on a peace mission. Based on these visits, he had categorically told the Government that the land issue was the only cause for the Telangana Armed Struggle and that the Government should see the issue in that angle. Vinoba Bave's peace mission evoked a partial response in Telangana Region resulting in bhoodan (land donations) on a considerable scale.⁴⁷

Ideological shifts of the party and the four-pronged, strategy of the Government, considerably weakened the Communist movement during 1951. The strength of the squads was 'melting' and people were showing only 'lip sympathy'⁴⁸. In the absence of people's participation the squads indulged in 'individual terrorism' which was a sign of dwindling position of the party. Now the people began questioning the party, saying it was improper to continue the struggle when the Government has brought about Tenancy Act of 1950. Definitely this was the positive step taken by the state government to liquidate the struggle.

Offer of Negotiations

Prime Minister Nehru's special envoy Kachru came down to Hyderabad to participate in the negotiations with the Communists. Nehru further sought mediation through Dr. Jaya Surya. But the implacable and immutable stand of the Communist Party bore no fruits. The party's stand then was pitted on the ouster of the Nehru Regime. Chandra Rajeshwar Rao, in this regard observed later thus: "Nehru asked the CPI leaders repeatedly to relinquish the Telangana Struggle. But the party did not give any chance or scope till the death of Patel (1950)". Thus the Communist Party did not utilize the offer of negotiations in 1950. The Communist Party however came to an understanding for negotiated settlement later in the last quarter of 1951. At this stage the Government took an adamant stand on negotiations.

Outcome of the Moscow Delegation

With a view to resolve inner party ideological conflicts and to have a correct understanding over the nature of Indian Government for taking a decision over the future course of Telangana Armed Struggle, the CPI as suggested in the 'Three Ps document', had sent a fraternal delegation to the Communist Party of Soviet Union. This delegation was sent in the form of a secret mission to Moscow. It comprised of the CPI's Central Committee members Ajay Gosh, Makiraju Basava Punnaiah, Chandra Rajeshwar Rao and S.A. Dange. The Communist Party of the Soviet Union (CPSU) agreed to the request of the CPI and constituted a four member committee headed by Stalin. After discussion with the CPSU, the Indian delegation to Moscow made an attempt to differentiate between the meaning and scope of partial partisan

struggle, partisan struggle and individual terrorism.⁵¹ On the whole three divergent opinions were expressed by the Telangana leaders on the outcome of meeting with CPSU. Basava Punnaiah said that it was correct to continue the struggle after Army Action. But C.R. Rao said that the CPSU never supported the Telangana Struggle after Army Action. Devulapalli Venkateswar Rao told that no clear cut suggestion was made by the CPSU to withdraw the Armed Struggle.

The minutes of the discussions held between CPSU delegation led by Stalin and the Indian Delegation are kept open by the Russian State Archive of Social and Political History. Below mentioned are a few of the excerpts of record of the discussions that Stalin had held on 9th February, 1951 with the representatives of the Central Committee of the CPI;

Query of Indian delegation: What is your appraisal of the impending Indian Revolution?

Stalin: We, Russians, look at this Revolution as mainly agrarian. It signifies the liquidation of feudal property. It means the liquidation of feudal private property in the name of the affirmation of the private property of the peasantry. As we see this, none of this is Socialist. We do not consider that India stands before the Socialist Revolution.

To a question of Dange on theory of partisan warfare as fought in Telangana, Stalin replied, ". . . In Telangana land was seized but it proves little. This is still the beginning of the opening of the struggle but it is not the main form of the struggle from which India is still distant. The peasant needs to learn to struggle on the small questions-lowering lease rents, lowering of share of the harvest which is paid

to the land lord etc. It is necessary to train the cadres on such small questions and not speak at once of Armed Struggle. If you begin a broad Armed Struggle, then serious difficulties will arise at your end as your party is weak.

The conversation of Indian delegation with Stalin continued over 4-5 sessions with each session running over three hours. Finally, the Indian delegation thanked Comrade Stalin and declared that on the basis of the instructions of Comrade Stalin they will reconsider all of their activity and would act in correspondence with these instructions. Stalin replied that, "I have given you no instructions, this is advice, it is not obligatory for you, you may or may not adopt it". When Stalin was conveyed the CPI's stand on the Telangana movement, he asked his foreign policy advisor Molotov to recount how many guns and armed soldiers were present to launch the historic October Revolution. As Molotov's figures ran into hundreds of thousands, Stalin, looking at the tiny Telangana on the map of India, told his guests, "hope you understand the realities."

The Kishan Document

In the backdrop of the outcome of the discussions held with the CPSU the Central Committee of the CPI prepared a tactical line called the 'Kishan Document' in April 1951 and circulated it among its cadre secretly. It further adopted an exclusive resolution on the Telangana Struggle. For the first-time the Central Committee yielded for negotiations and withdrawal of Telangana Armed Struggle. The document reads; "...At the same time the Central Committee wishes to state that it is prepared to solve the problem by negotiations and settlement, intended to preserve and protect the interest of the peasantry and the

people and to restore peaceful conditions in the area".

Deviations of Leaders

After the Central Committee meeting the Central Committee members from Andhra met separately to assess the situation that prevailed in the Telangana Region and to explain the leaders about the new outcome of the Central Committee meeting. Though there were some initial differences amongst them on the further continuation of the Telangana Struggle, they were able to overcome those differences and go united before the party ranks and the people.⁵⁹ Central Committee members from Andhra were asked by the Central Committee to consult the cadre, who were deep in forests whether they would be able to continue the armed struggle. Unfortunately, R.N's section took the advantage of the changed party line and began to press the party to withdraw the struggle unconditionally. The State Government, knowing full well about the growing conflicts among Telangana leadership, took an adamant stand on the negotiations. M.K.Vellodi made it clear that unless and until the Communists desist from their violent methods, there could not be any kind of negotiations between Government and Communists.

Unsuccessful Central Committee Delegation

The Central Committee of the CPI deputed a three-man delegation consisting of A.K.Gopalan, Jyoti Basu and Muzaffer Ahemed to Hyderabad to hold negotiations with the Hyderabad State Government and to discuss the matter with the leaders who were in jail or in interior forests. This delegation met the State Government and put four

conditions for the withdrawal. They were:

- 1) Lifting ban on the Communists in the state.
- 2) No evictions of the peasants from their occupied lands.
- 3) Release of all detunes.
- 4) Withdrawal of the military from Telangana and providing congenial atmosphere for people to participate in the elections.

The Government however did not evince much interest and simply said that “it would look into the matter.”⁶¹ Sensing the adamant stand of the Government, the delegation reduced their preconditions to two. One was, release of all detunes and protection of squads in the forests and the other one was that there should not be evictions of peasants from their occupied lands. Government did not heed to this new proposal either. Even it did not grant permission to A.K.Gopalan to hold discussions with underground leaders.

Political Ramifications

The pressure from the Central Committee on the State Committee of the CPI for immediate withdrawal of the movement was so much that P. Sundarayya was compelled to say that, “Ajay Gosh (CPI, General Secretary) if you do not end the movement no relations exists between us”. In reply to this threatening, Chandrasekhar Rao, a State Committee member, said, “If you so declare, we announce that there is no relation between you and us”. One section of the Central Committee supported and even backed R.N. section for immediate stoppage of the Armed Struggle.

The Indian Constitution that had come into force on January 26, 1950 changed the situation markedly. The Union Government

declared its intention of holding general elections towards the end of 1951. Both, the people and larger section of the CPI party was in a willing mood to take part in the elections. People in general welcomed the general elections and began to tell the party: “Now that the Congress Party had announced elections we have an opportunity to elect our own government by participating in elections as the masses were with the CPI party. In this way we capture power without much hard effort”. Even when the party cadres were still in the battle field A.J.Gosh formed a preparatory committee to deal with general elections by excluding all comrades who were in the deep forests. So, the pressure on the party increased for withdrawal. The Central leadership of the CPI and subsequent ideological lines hardly guided the party and its cadre in Telangana Region. “Everyone knows that the central leadership of the party had no contribution in developing the Armed Struggle in Telangana since its earlier stages. In fact, it was the victim of the wrong policies adopted by the leadership from the very beginning. The Telangana Armed Struggle had developed and survived in spite of the right opportunist and left adventurist policies of the central leadership without any concrete guidance and help”.

Ideological moorings of the CPI

The seeds of vertical split of the CPI in 1964 were already sown in 1951 on the issue of withdrawal of Telangana Armed Struggle. The stand of the present CPI is that it out rightly opposes continuation of Telangana struggle after Police Action of September 1948. On the occasion of the 25th Anniversary of Telangana Struggle the split away CPI leader C.R.Rao wrote; “If we had changed our political lines

after the Police Action in Telangana and utilized the opportunities which came at that time, our party's position and movement would have been far stronger than what it became continuing the Armed Struggle". Those who subscribed to the decision of the then CPI i.e. on the withdrawal in 1951 by and large are in CPI (M). A section of the party, who demanded the continuation of Armed Struggle after 1951, is now in the form of ultra-Leftist groups. Chandra Pulla Reddy, leader of a Maoist splinter group, on the withdrawal issue argued that, "On the basis of 1951 party programme, tactical line document and situation of the struggle were not suitable causes to withdraw the movement".

Conclusion

The Telangana Armed Struggle had held out the prospect to evolve an Indian path to Marxism in a situation where in the Communist International, Russian Path and Chinese Path Central leadership of the party could not guide and lead the movement. This glorious movement has proved as a good dress rehearsal for the Indian Communists to evolve an Indian path for Peoples' Democratic Revolution. The Communist parties and Maoist splinter groups in India are often forgetting the lessons of the historic Telangana Movement. Building a united mass and militant movements supplemented with parliamentary struggles for the entire under privileged classes, exploited sections of the society by using all forms of democratic platforms can only be a true legacy of the glorious Telangana Armed Struggle.

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VANI KOLA: THE MOTHER OF VENTURE CAPITALISM IN INDIA

Dr G Sreenivas Reddy & Dr Raghunaga Prabhakar,

Aurora's Business School, Hyderabad

Abstract

Vani Kola is an Indian techie-turned a serial entrepreneur-turned a venture capital pioneer. She is, an inspiring speaker, a visionary thought leader and a widely sought after mentor. After higher education in US and a successful professional management-cum-entrepreneurial career in Silicon Valley wherein she founded two companies, she returned to Bangalore, India in 2006. She is a renowned investor and a visionary known for identifying emerging markets. She was listed as one of the most powerful women in Indian business by Fortune India. She is presently the Co-Founder, Managing Director and Partner of Kalaari Capital, one of India's leading early-stage venture capital firms. Her leadership at Kalaari Capital centres on the development of entrepreneurs. She is one of the most active and successful contemporary venture capitalists in India. Her conviction is that the Indian companies are poised to become global players. She is profiled in many books and is identified as one of the most powerful business woman. This article gives a brief profile of Vani Kola and her successful journey through professional management, entrepreneurship and venture capitalism piecing together fragmentary secondary source material. The aspects covered include her education, personal life, earlier career, current engagement, her views on important matters and her achievements.

Key Words

Venture capitalism, Start-up, Entrepreneurship, Emerging markets,

Inventory control, Serial entrepreneur

Introduction

Vani Kola is an Indian serial entrepreneur turned venture capital pioneer. She is an inspiring speaker, a visionary thought leader and a widely sought after mentor. After higher education and a successful professional management-cum-entrepreneurial career in Silicon Valley wherein she founded two companies, she returned to Bangalore, India in 2006. She is a renowned investor and a visionary known for identifying emerging markets. She was listed as one of the most powerful women in Indian business by Fortune India. She is presently the Founder and Managing Director of Kalaari Capital, one of India's leading early-stage venture capital firms. Her leadership at Kalaari Capital centres on the development of entrepreneurs. She is one of the most active and successful contemporary venture capitalists in India. Her conviction is that the Indian companies are poised to become global players. She is profiled in many books and is identified as one of the most powerful business woman.

Personal Life and Education

Vani was born in the year 1964. Her mother was a home maker and father was an accountant. She is the younger of two daughters. She grew up surrounded by a large extended family. She was brought up and educated in Hyderabad in the state of Andhra Pradesh, now Telangana, India. She hails from a puritanical middle class family. Her father, who was a master story-teller, used to tell her many bed-time stories from Indian

epics. She had a happy and secure childhood that gave her confidence to go about her dreams. As a teenager she grew up reading the works of libertarian Ayan Rand and British humorist P.G. Woodhouse and science fiction. Books are Kola's calling curd. This reading habit is reflected in her style of work in later years. When networking with friends or professional associates she often sends books to people she has talked to.

Vani was very good at Mathematics, which put notion in her mind to become an engineer which at that time was mostly a male preserve. She joined Bachelor of Engineering course in Electrical Engineering at the Osmania University in 1980 at the age of 16 and obtained the degree by standing among top ten. There were only six girls among the 400-and odd students of engineering at Osmania. Later Vani moved on to the United States to do her Master's degree in Electrical Engineering from the Fulton Schools of Engineering, Arizona State University. She obtained her Master's Degree in the year 1985. Her father was aghast when Vani did not take up a good public sector job offer and went to US to pursue higher studies.

Vani is married to Srinivas Kola, along with whom; she did her Master's in Electrical Engineering from the Arizona State University, USA. Srinivasa Kola is Chief Executive of C9 Network, a data networking firm at Sunnyvale, California. He was also a consultant to Sisco Systems and Just. com and Staff Engineer to National Semiconductor. He first saw her as an undergraduate when she was always happy, cheerful and full of life. Theirs is an arranged marriage although their families were friends for many years prior to marriage. The couple has two daughters, Tara and Sandhya.

Vani Kola is an adventure lover, dog-lover and practitioner of meditation. She meditates daily, runs without music and spends time with her husband, two daughters, and two dogs in Bengaluru. She is an avid hiker and runner who has tackled marathons and climbed Mount Kilimanjaro. She also practices yoga devotedly and aspires to teach it one day. She believes in sustainable living and grows enough produce in her garden to meet her family's daily kitchen needs.

Like other working women Vani balances both her home and work, and if there is any conflict she has her own way of resolving that. One good example of her concern for work-life balance is when she went round for raising funds for her venture RightWorks she was pregnant with her younger daughter. Her world comprises of her business, children and husband. She said: "I look at in the context of being important, whether it is business or pleasure, it all depends." Coming to her personal qualities she has high energy levels; is proactive and has boundless optimism. She wouldn't take a "no" for an answer.

Early Career as a Hardcore Techie

After doing the Master's while her husband Srinivasa Kola became a consultant for Cisco Systems and went on to doing his Ph. D., Vani Kola took up engineering and technical management positions at well-known companies Empros in Minneapolis and Concilium Incorporated. At Consilium she was responsible for building a scheduling system used by the pharmaceutical industry for manufacturing and inventory control. At Empros, a division of the Control Data Corporation, she was responsible for building a real-time software application for the management of power generation and transmission by electric utilities.

Entrepreneurship

By mid-1990s Vani found herself working in the epicentre of global internet entrepreneurialism. After working for about 12 years Vani Kola realized that the growing Web enterprise computing was ready for a revolution and that she could build heavy duty corporate computing systems. After her research at the Sunnyvale Public Library and writing a business plan, she graduated to the next step: raising money. It proved to be easy. Investors and engineers from prominent companies like Cisco and Silicon Graphics listened to her and gave advice, encouragement and support. While taking a plunge into entrepreneurship she was absolutely sure that running a company with her husband as a co-partner would not work. She thought that her husband having another job was a safety net as "It was not wise to put all your eggs in one basket."

Among the first to show interest in her ideas was Prabhu Goel, one of the most successful of Indian venture capitalists in Silicon Valley. She met him at an event connected with an education program in India started by Goel with his US\$ 10 million. Introducing herself after the event and following up with phone calls, she impressed Goel who later reminiscently told the Wall Street Journal that "She was very persistent but in an engaging, not obnoxious, way". Goel soon becoming her key adviser Vani Kola was on a roll. She and her staff honed her Web-based technology from start to finish corporate systems and made her pitch, successfully to Fujitsu's US computer corporate procurement systems.

Vani Kola founded her first venture RightWorks, an e-procurement firm, in the year 1996. She was its Managing Director from 1996 to 2001. She was pregnant with her younger daughter while she went out to raise

funding for this company. This is a San Jose based company that maintains sales offices in Atlanta, Calgary, Chicago, Denver, Los Angeles, New York, Toronto and Washington D.C. It was just like any other bootstrapped start-up initially but shaped up pretty fast. It offers software solutions to purchasing professionals. It is a web-based procurement package that allows purchasing departments to negotiate the best deals with suppliers and streamlines the order and approval process. The result is saved time and money and no more chasing paper trails.

After successfully running it for four years she sold 53% of the company's shares for a whopping sum of US\$657 million to the Internet Capital Group. Subsequently, she also sold off her remaining stake in the company for US\$ 86 million in August 2001 to i2 Technologies. This company however had later become a successful e-procurement company. Her success at this company earned her the reputation and a nickname as "the queen of B2B".

Vani Kola later founded another company named Nth Orbit through which she launched a software venture called Certus Software Incorporated in 2001. She was the President and CEO of this company from 2001 to 2005. This company was started with a vision to help other companies make good governance a valued corporate asset. Nth Orbit was a supply chain software developer based in San Jose. This venture went on to become a leader in financial compliance market with a global customer base of 70. Vani sold off Certus Software to Securac Corp in 2005.

Return to India

After 22 years of stay and work in the Silicon Valley, USA, Vani Kola returned to Bangalore, India in 2006 after a stint in

technical-managerial career and then successfully founding, developing and selling two software firms. It took her 60 days to decide to move forward.

Once in India, for nearly a month, Vani spent all her time researching, travelling, meeting people, sitting in a mall and observing, to understand the Indian market and its new mindset. Even while Vani was preparing to start her firm, a lot of questions seemed tougher than what she might have thought. Would there be enough entrepreneurs in the start-up or early stage ecosystem? Was the Indian start-up market really ready? What kind of ideas and companies should they start off with? To add to that, India was not ready yet or was a favorite for Silicon Valley- type venture capital investing. After all, a lot of money was involved and these questions were bound to popup. But all that she had was deep conviction, but no validation! But during this one month of wandering, she had noticed a lot of positive signals hinting at the changing face of corporate India. A huge transformation was on its way. I young India with a lot of confidence, without limitations, with an eagerness to experiment was waiting to be unveiled.

NEA IndoUS Venture Partners

Moving ahead Vani Kola, in collaboration with Silicon Valley-based serial entrepreneur Vinode Dham and former Intel Capital India chief Kumar Shiralagi, launched a \$189 million India fund backed by New Enterprise Associates (NEA) through a venture named as NEA IndoUS Venture Partners. Vinod Dham is best known as the father of the Pentium chip, had already set up a venture capital fund called New Path in the Silicon Valley. The trio had together leveraged their knowledge, recognition and experience in India in running this new firm. Vani Kola was the Managing Director of this firm from 2006 to 2011. NEA,

those days, was one of Silicon Valley's largest and most influential venture capital firms with US\$8.5 billion in committed capital. Four years later NEA decided to move out of the Joint Venture and to enter directly and individually in the Indian market. One of the reasons of the collaboration was that NEA back then did not have any presence in the Indian market, hence, they had agreed to back NEA IndoUS Venture Partners, but when they decided to have a direct presence here, it clicked to Vani that a grave confusion was on its way. Of course both these constituent entities had separate focuses wherein, Vani's company was doing early stage investments, where as the NEA were inclined towards growth stage companies. Hence, NEA IndoUS Ventures became just IndoUS Ventures in 2010. This was more an identity evolution than a strategy evolution for them.

Since the inception, the investments made individually as IndoUS Venture Partners with the backing of NEA include – Compass Labs, Workday, Connectiva Systems, Pressmart, Conviva, Attero, Bay Talkitec (P), Gingersoft Media, Minekey, Alien Technology, Conviva, etc, out of which Workday led towards an IPO.

Kalaari Capital

Thus upon returning to India Vani has donned the role of a venture capitalist instead of taking up the entrepreneurship route that she took in the US. As mentioned earlier her initial venture in India was the Indo-US Advisors which she founded in partnership with New Enterprise Associates. She parted ways with NEA in 2010. In 2011 along with her old partner Kumar Shiralagi rebranded this company as Kalaari Capital. This name was formalized after deep and long hours of brainstorming. The name Kalaari is derived from Kalaripayattu, a form of martial art that originated in Kerala. This art form is known

for its power, artistry, creativity, collaboration, focus and rapid and soaring movements. Vani Kolas partners strongly felt that the qualities and fundamentals of Kalaaripayattu are best related to a successful entrepreneur. And that is how Kalaari Capital was born.

Kalari Capital began operations with a US\$150 million in funding and under her leadership grew to a US\$650 million company. Kalari has invested in more than 55 companies since inception. Mostly in early-stage technology oriented start-ups in India. It has also invested in some of today's hottest e-commerce start-ups.

Vani is the Co-founder (Rajesh Raju is another founder), Managing Director and Partner of Kalaari Capital. Unlike in the past she is now guided by a strong advisory team. Kalaari Capital has now become one of India's leading early stage venture capital firms. The company, with its headquarters in Bangalore, started its operations with a US\$150 million fund in September 2012 with the tagline "Empowering Entrepreneurship". Under her dynamic and imaginative leadership it grew into a US\$ 650 million company over the years. Kalaari Capital has made as many as 104 investments in 64 companies across India in diverse sectors like e-commerce, mobile services, education and healthcare. Her funding is availed, among others, by Snapdeal, Myntra, VIA, Apps Daily (mobile app developer), Urban Ladder (online furniture retailer), Zivame Power 2SME and Bluestone. Kalaari is among few who have two unicorns (companies valued at 1 billion or more) viz., Flipcart and Snapdeal in its portfolio. Kalaari Capital made investments into Snapdeal in 2009 which was then an online couponing venture called Moneysaver. Kalaari Capital has soon earned reputation as e-commerce bulwark because of its valued presence in the funding of e-commerce

ventures. Vani bet on Mukesh Bansal of Myntra which was initially a gift and merchandise website. Myntra later became an online fashion retailer and was acquired by Flipcart in 2014. Thus Kalaari Capital has stake in two of India's largest e-retailers.

There are several big names associated with her work at the Kalaari Capital. To cite a few examples, former India Chairman of Microsoft Ravi Venkat Raman and Silicon Valley veteran Ram Gupta are working with start-ups in the Kalaari Capital portfolio. In February 2005 the Chairman Emeritus of Tata Sons Ratan Tata took an advisory role at Kalaari Capital. He has agreed to a mentorship role to all Kalaari Capital portfolio companies. Kalaari Capital had also roped in former CISCO Chief Technology Officer Padmasree Warrior and Airbnb's global expansion head Varsha Rao to mentor start-ups under its seed investment program KStart.

Being a successful entrepreneur in Silicon Valley herself, Vani prefers to work with the first-time entrepreneurs and helps them create and construct strong and globally scaled companies. Because of her high success ratio, she has also built a solid reputation of picking the best young minds and mentoring them to build successful enterprises. Her area of focus remains on the technology companies in India. Other than that, she is also a frequent speaker at entrepreneurial forums like TiE, TED, DLD, and INK.

Board Memberships

Apart from working for Kalaari Capital Vani Kola is/was on the Boards of Directors of many companies including many top grade ones like Snapdeal, Myntra, Urban Ladder, Bluestone, Zivame. Her commitment to excellence and integrity directs her approach

to building companies, developing products and empowering people through her association with the companies in her capacity as a board member. The list of companies with which she is associated as a Director, in addition to those mentioned already includes:

1. Indiaplaza(India) Pvt. Ltd.
2. Jasper Infotech Pvt. Ltd.
3. Seventymm Pvt. Ltd.
4. Flight Raza Travels Pvt. Ltd.
5. KRK Labs Incorporated
6. Apps Daily Solutions Pvt. Ltd.
7. Lapis Marketing Services Pvt. Ltd.
8. Urbanpotion Technologies Pvt. Ltd.
9. BEBB India Pvt. Ltd.
10. Trip Hobo Network Pvt. Ltd.12.RKSV Securities Pvt. Ltd.
11. Actoserba Active Wholesale Pvt. Ltd.
12. Medplus Health Services Ltd.
13. RKSV Securities India Pvt. Ltd.
14. Lipis Marketing Services Pvt. Ltd.
15. Descasa Home Décor Online Pvt. Ltd.

She has resigned from the Snapdeal Board on May 2nd, 2017.

Mentoring Aspiring Entrepreneurs

Vani Kola is liberal in guiding and mentoring aspiring entrepreneurs. She speaks widely on entrepreneurship and leadership at leading business forums. She has delivered lectures at the Indian School of Business and speaks regularly on entrepreneurial forums such as TiE, TED, DIE and INK. She says that to be an entrepreneur one should have boundless optimism. Her advice to young entrepreneurs is: "Be what you want. Chase your dreams.

Only you know what you want and what you are willing to settle for". She also advises them to be open to new ideas. Herself being a first time entrepreneur she prefers to work with first time entrepreneurs and helps them create and construct strong and globally scaled companies. As one of only a few women in her position, she frequently mentors other women who aspire to be entrepreneurs and business leaders. She says "You have to navigate your course, check the direction of the wind. With the smart ideas, you have to weigh probability". Talking about women entrepreneurs Vani said: "To be successful entrepreneurs, women have to put on blinders and run. The race gets easier as you go along.... The hurdles are high at the beginning of the path.

Once you cross each hurdle, it gets easier." Further she said: "If you have passion, perseverance and problem solving ability- these three Ps can get you anywhere."

When Vani Kola meets entrepreneurs for the first time, she typically shoots a rapid-fire round of questions that helps her grasp how well they understand the problem they are trying to solve. It was after one such encounter that a Wharton graduate felt that Kola did not understand his business or was not interested. Then he got a call from Kola with more questions. Soon a deal was signed, which was Kalaari Capital's only new investment in 2009.

Views on 'capital dumping'

In December last year, Sachin Bansal, co-founder of India's largest e-commerce company Flipkart and Bhavish Aggarwal, co-founder of ride hailing service Ola hit out at foreign-origin firms on their capital dumping practices and asked the government for a 'level- playing field' for India's startups. Vani

Kola, has also joined this controversial debate with her candid views. In a post on online publishing platform Medium.com, she has extended support to Indian entrepreneurs in their fight against foreign-origin rivals. She has been the first venture capitalists to call on the government to protect Indian start-ups from global competition. In a recent blog she accused global taxi aggregator Uber and online marketplace Amazon of dumping capital in India to capture market unethically. Her views in this regard are note worthy. She said:“The first experience of well-executed ecommerce experience for most Indians came from Snapdeal or Flipkart, and the convenience of hailing a cab from anywhere using an app came from Ola. Amazon and Uber weren't around when these entrepreneurs were busy converting skeptics into customers”. It should also be noted that Kalaari Capital is an investor in both Snapdeal and Flipkart-owned Myntra.

She highlighted the consequences of a lack of regulation against capital dumping practices in the e-commerce industry. She cites the example of China and Europe, whose market value in the Internet sector is \$1 trillion and \$50 billion, respectively. This is because while China banned companies like Google, Twitter and Face book, Europe did not, she explains. She has further reeled out statistics on consequences of capital dumping for employment generation thus:”Chinese internet firms have created over two million jobs In India OLX has 300 employees to Quikr's 2700; Uber has 1500 employees to Ola's7000; WhatsApp has 20 employees to Hike's 500. Amazon has 24,000 employees to Flipcart and Snapdeal's45,000.”

“India has policies to protect milk, steel, and other commodities from anti-dumping. If you want to import a foreign car, you pay a hefty

duty. Even service sectors like Banks and Insurance have specific norms to ensure long term viability of these industries,” she added. Besides market share, capital dumping would affect foreign investment in local firms, she states.

Foreign investment in Chinese Internet companies soared between 2004 and 2014 to \$200 billion once multinationals were prevented from setting up shop in the country, Kola writes. On the other hand, local firms in Europe did not attract much foreign investment because of the presence of MNCs, which require little additional capital.

Capital dumping would also result in fewer jobs being created, if Indian Internet firms failed, she writes: “Chinese internet firms have created over 2 million jobs. In India OLX has 300 employees to Quikr's 2,700; Uber has 1,500 employees to Ola's 7,000; Whatsapp has 20 employees to Hike's 500; Amazon has 24,000 employees to Flipkart and Snapdeal's 45,000,” she stated.

Investing in start-ups

In an exclusive chat with ETech, Vani Kola laid out things that she looks for in a start-up before investing in, the kind of funding environment and what can get start-ups funded in the coming years. While elaborating about the challenges start-ups are facing now, she emphasizes on the importance of building an IP-rich company. We can take Kunal Bahl's online coupon venture Moneysaver as a case in point. His company has since morphed into Snapdeal . Kola's venture capital firm made the investment at post-money valuation of \$4-5 million in the company, which is now valued at over \$3 billion, making it one of her best investments.

When it comes to India's e-retailing sector, Kola boasts of an enviable record of spotting entrepreneurs capable of building large companies. Kola also bet on Mukesh Bansal of Myntra, which was initially a gifts and merchandise website. Myntra became an online fashion retailer and was acquired by Flipkart in 2014, giving Kalaari stake in two of India's largest e-retailers. Elaborating on the idea behind these successes Vani Kola added "We want to be part of disruptive ideas which create high impact in India and work with entrepreneurs to build a lifelong relationship."

The entrepreneur-turned-investor said that while she was touched by ET's recognition of venture capital investors, the award is reflected glory of what entrepreneurs are able to achieve after much struggle and making difficult decisions. "I always think of awards in the context of entrepreneurs and they are the real heroes. Having sat on the other side of the table, it is a lot harder to be an entrepreneur than a VC," said Kola.

Awards and recognition

Vani kola has received honors and awards for her noteworthy and path breaking work. As part of the first ever startup awards launched by the world's leading business daily Economic Times, Vani was awarded the Midas Touch Award for best investor in 2015. She had also won the NDTV Women of Worth award for leadership excellence in business and entrepreneurship. She was named by Red Herring magazine as one of the top ten entrepreneurs for 2001 and was profiled in numerous books and top-level business publications. Business Today featured her in its Most Powerful Women in India Inc. List of 2016.

When Vani meets entrepreneurs, she typically shoots a rapid-fire round of questions that helps her grasp how well they understand the problem they are trying to solve. It was after one such encounter that a Wharton graduate felt that Vani did not understand his business or was not interested. Then he got a call from Vani with more questions. Soon a deal was signed, which was Kalaari Capital's only new investment in 2009. That entrepreneur was Kunal Bahl, who was then running online coupon venture – Moneysaver. His company has since morphed into Snapdeal.

When it comes to India's e-retailing sector, Vani boasts an enviable record of spotting entrepreneurs capable of building large companies. Kola bet on Mukesh Bansal of Myntra, which was initially a gifts and merchandise website. Myntra became an online fashion retailer and was acquired by Flipkart in 2014, giving Kalaari stake in two of India's largest e-retailers. Her other investments are online furniture retailer UrbanLadder, mobile app developer AppsDaily

An Assessment

Vani Kola is an exceptionally dynamic and successful business woman in contemporary India. She has said no to a good and secure job in public sector in India and went to US for higher studies. After higher studies she worked and scaled up in her professional line. She had left a lucrative job and took to serial entrepreneurship in Silicon Valley and achieved mighty success therein. She left behind a stellar career as an entrepreneur in US to gamble on the start-up ecosystem in India that was still in its infancy. She is one of the top ten women in the Indian ecommerce ecosystem. She has accomplished success in all the four roles she played in the world of business first as a hardcore techie, as a

professional manager, as an entrepreneur and as a venture capitalist. She fuelled the entrepreneurship culture and stood as a strong mentor for start-up ideology in India. The impact she had on Indian entrepreneurial ecosystem can only be termed as phenomenal. She has a varied and productive association with umpteen lines of activity such as venture capital, Start-ups, mergers and acquisitions, technology, adventure travel, women entrepreneurship, and women issues. It was not a smooth sail for her all the way as she did not go on the beaten track. She worked her way up by inviting risk.

She has been a trend-setter. She is an inspirational figure and guiding light to every entrepreneur who dreams it big in the start-up space not only in India but all over the world. This amazing achievement should be seen against her personal background. She was a female from a large middle class family. She was neither from a business family nor did she have any business education. Yet she is at the top her line of work.

Despite all her successes she is modest and says: "The essence of what I accomplished, I feel it is not that hard. The most important criterion is drive. You have to be compelled to give it all, all you have," she said. Kola believes that what she had achieved was due to a combination of training, enterprise and determination. The real secret of Kola's success is her focus and never give-up philosophy. Being smart and savvy has also been a plus point in advertising her company and communicating with executives. For example, Kola sent Fortune500 CEOs a product pitch printed on oversize cardboard that no one could throw away as it was too big and too hard to crumble. Kola has the uncommon capacity to identify visionary ideas at an early stage. She is deeply

committed to the success of entrepreneurs in Kalaari Capital's portfolio. Her leadership at Kalaari centres on her commitment to the development of entrepreneurs and her conviction that Indian companies are poised to become global player. Vani is an idea lover and a trend spotter.

The real secret to Kola's success is her focus and her never-give-up philosophy. Being smart and innovative has also been a plus in advertising her company and communicating with executives. For example, Kola sent Fortune500 CEOs a product pitch printed on oversized cardboards that no one could throw away it was too big and too hard to crumble. She was pregnant with her second child when it was time for a scheduled print advertisement campaign. She posed for the pictures. She took the newborn to the East Coast when she demonstrated her product to companies.

Vani Kola is a business leader who is respected and admired. Having been an entrepreneur herself she understands what all it takes to build a venture from the ground up. She appreciates and understands the stories and what stories could do and be. She understood the intent behind a person's story and the strength and weaknesses too. She is very sharp, and knows what you tell her and gets what you don't tell her too. It requires tremendous amount of empathy and intelligence you succeed in her line of work and she's got an abundance of both. She is not one to give an arm-chair view of things. She gets it and helps you like a true partner. She takes joy in making the entrepreneurs shine.

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DIGITAL MARKETING: AN OVERVIEW

Dr.V.D. Santosh Kumar, ,

ISTTM B-School, Gachibowli, Hyderabad & Dr.A. Kishore Kumar, Principal,
Sidhartha Institute of Computer Science, Hyderabad

Abstract

Digital marketing(DM), also known as data-driven marketing, is an umbrella term used for referring to the marketing of products or services using digital technologies-mainly on the Internet, but also on mobile phones, display advertising, and any other digital medium. DM may also be defined as the process of promotion of products or brands through virtual environment by the deployment of Information Technology (IT). DM is a booming industry which mostly deals with the analytical part of a website. The latest aspects of digital marketing are SEO, SMO, SMM, PPC, etc. Digital technologies provide massive opportunities for more accurately measuring key metrics and seeing how marketing is affecting sales. Calculating the all-important ROI is only possible when we have accurate data on what is driving traffic and conversions.

The present paper is an attempt to analyze the role of digital marketing in the contemporary world.

Key words

Digital Marketing, Online marketing, Web marketing, Data-driven marketing, Search engine optimization, Pay-per-click

Introduction

You can't deny it. Digital marketing is catapulting past analogue. People are devouring increasingly more digital content than in the past daily by using their smart phones, desktop computers, laptops, tablets, and more. In view of this, companies need to recognize that they need to alter their

marketing strategies and adapt to the changing reality of virtuality.

Digital marketing is a customised strategy that boosts digital channels so that a company's business can dominate the business of others. It is also viewed as the promotion of products or brands through virtual environment by the deployment of Information Technology (IT). Digital marketing is a booming industry that mostly deals with the analytical part of a website by focusing on the latest aspects of digital marketing like SEO, SMO, SMM and PPC.

In India, the digital content is increasingly being consumed on hand held devices and over-the-top (OTP) platforms as the current generation of people entering the job market is in a tearing hurry, does not have the patience to wait for a show or movie to be screened on a linear platform like television. Between Hotstar, Voot, Sony Liv, OZee, Netflix and prime video an Indian consumer perhaps has a wider choice for content than consumers anywhere in the world. The Reliance Jio, launched in October 2016, got into the main stream over 70 million mobile internet users with free hi-speed 4G internet. That opened the floodgates for OTT players and helped the companies add new subscribers and increase time spent on the platforms, for most players, catch-up TV is the mainstay

Concept of Digital Marketing

Digital marketing(DM), also known as data-driven marketing, is an umbrella term used for referring to the marketing of products or services using digital technologies-mainly on the Internet, but also on mobile phones-,

display advertising, and any other digital medium. DM may also be defined as the process of promotion of products or brands through virtual environment by the deployment of Information Technology (IT). DM is a booming industry which mostly deals with the analytical part of a website. The latest aspects of digital marketing are SEO, SMO, SMM, PPC, etc. Digital technologies provide massive opportunities for more accurately measuring key metrics and seeing how marketing is affecting sales. Calculating the all-important ROI is only possible when we have accurate data on what is driving traffic and conversions. Digital marketing is also referred to as 'online marketing', 'internet marketing,' 'data driven marketing' or 'web marketing'. The term digital marketing has grown in popularity over time, particularly in certain countries. In the USA online marketing is still prevalent. In Italy, digital marketing is referred to as web marketing. In the UK and worldwide, however, digital marketing has become the most common term, especially after the year 2013.

History

Although the term digital marketing was first used in the 1990s, the concept has its roots in the mid-1980s, when the SoftAd Group, now ChannelNet, developed advertising campaigns for automobile companies. People sent in reader reply cards found in magazines and in return received floppy disks that contained multimedia content promoting various cars and free test drives. Digital marketing became more sophisticated in the 2000s and the 2010s, with the proliferation of devices' capability to access digital media at almost any given time led to great growth. Statistics produced in 2012 and 2013 showed that digital marketing was still a growing field.

Importance

Digital media growth is estimated at 4.5 trillion online ads served annually with digital media spend marked by a growth rate of 48% growth as in 2010. Digital marketing is also more eco-friendly than more traditional forms of marketing. Digital marketing is advantageous for sustainability. Today, digital footprint is much more important than the physical footprint of a business. Digital channels are relatively cheap compared to traditional media. Therefore, they have come within the reach of practically every business of every size. Digital marketing is making a strong impact in the world of marketing and advertising.

Digital marketing's development since the 1990s and 2000s has changed the way brands and businesses utilize technology for marketing. As digital platforms are increasingly incorporated into marketing plans and everyday life and as people use digital devices instead of visiting physical shops, digital marketing campaigns are becoming more prevalent and more relevant.

There are a number of ways brands can use digital marketing to benefit their marketing efforts. The use of digital marketing not only allows brands to market their products and services, but also allows for online customer support through 24/7 services to make customers feel supported and valued. The use of social media interaction allows brands to receive both positive and negative feedback from their customers. It helps them in determining what media platforms work well for them. As such, digital marketing has become an increased advantage for brands and businesses. It is now common for consumers to post feedback online through social media sources, blogs and websites on their experience with a product or brand. It has

become increasingly popular for businesses to utilise and encourage these conversations through their social media channels to have direct contact with the customers and manage the feedback they receive appropriately.

Harish Karia, co-founder of digital agency Schbang gives us a break up of digital advertisement related spending for major brands in India thus:

1. 35% on Facebook
2. 30% on Google
3. 10% on Instagram
4. 15% on Snapchat
5. Remaining 10% on others.

Advantages of Digital Marketing

It is important for marketers to take into consideration both advantages and disadvantages of digital marketing when considering their marketing strategy and business goals. We look at the potential advantages first.

.1. Mass Communication: The whole idea of digital marketing can be a very important aspect in the overall communication between the consumer and the organisation. This is due to digital marketing's ability to reach vast numbers of potential consumers at one time.

2. Seamless Accessibility: Another advantage of digital marketing is that consumers are exposed to the brand and the product that is being advertised directly. The digital advertisement is easy to access any time and at any place where internet is available and thus it contributes to seem less accessibility. As digital marketing continues to grow and develop, brands take great advantage of using technology and the Internet as a successful

way to communicate with its clients and allows them to increase the reach of who they can interact with and how they go about doing so.

An advantage of digital marketing is that its reach is so large that there are no limitations on the geographical reach it can have. This allows companies to become international and expand their customer reach to other countries other than the country it is based or originates from. Digital technology and the internet allows for 24 hours a day, 7 days a week service for customers as well as enabling them to shop online at any hour of that day or night, not just when the shops are over and across the whole world. This is a huge advantage for retailers to utilise it and direct customers from the store to its online store. It has also opened up an opportunity for companies to only be online based rather than having an outlet or store due to the popularity and capabilities of digital marketing.

3 .Business Metrics: Another advantage is that digital marketing is easy to be measured allowing businesses to know the reach that their marketing is making, whether the digital marketing is working or not and the amount of activity and conversation that is involved. Thus DM facilitates business metrics.

4. Career Option: With brands using the Internet space to reach their target customers; digital marketing has become a beneficial career option as well. At present, companies are more into hiring individuals familiar in implementing digital marketing strategies and this has led the stream to become a preferred choice amongst individuals inspiring institutes to come up and offer professional courses in Digital Marketing.

5. Ending social segregation: The digital communications creates a multi-communication channel wherein information

can be quickly exchanged around the world by anyone without any regard to whom they are sending. Social segregation plays no part through social mediums due to lack of face to face communication and information being wide spread instead of being targeted to a selective audience. This interactive nature allows consumers create conversation in which the targeted audience is able to ask questions about the brand and get familiar with. The traditional forms of marketing may not offer this facility.

6. Ease of access: A key objective is engaging digital marketing customers and allowing them to interact with the brand through servicing and delivery of digital media. Information is easy to access at a fast rate through the use of digital communications. Users with access to the Internet can use many digital mediums, such as Facebook, YouTube, Forums, and Email etc.

7. Competitive advantage: By using Internet platforms, businesses can create competitive advantage through various means. To tap the maximum potential of digital marketing, firms use social media as its main tool to create a channel of information. Through this a business can create a system in which it can pinpoint behavioural patterns of clients and get feedback on their needs. This means of content has shown to have a larger impingement on those who have a long-standing relationship with the firm and with consumers who are relatively active social media users. Relative to this, creating a social media page will further increase relation quality between new consumers and existing consumers as well as consistent brand reinforcement. All this will mean improving brand awareness resulting in a possible rise for consumers up the 8. Brand Awareness Pyramid: Although there may be inconstancy

with product images; maintaining a successful social media presence requires a business to be consistent in interactions through creating a two way feed of information. Effective use of digital marketing can result in relatively lowered costs in relation to traditional means of marketing, lowered external service costs, advertising costs, promotion costs, processing costs, interface design costs and control costs.

9. Effectiveness: Brand awareness has been proven to work with more effectiveness in countries that are high in uncertainty avoidance. In countries that have uncertainty avoidance social media marketing works effectively. Yet brands must be careful not to be excessive on the use of this type of marketing, as well as solely relying on it as it may have implications that could negatively harness their image. Brands that represent themselves in an anthropomorphizing manner are more likely to succeed in situations where a brand is marketing to this demographic. "Since social media use can enhance the knowledge of the brand and thus decrease the uncertainty, it is possible that people with high uncertainty avoidance, such as the French, will particularly appreciate the high social media interaction with an anthropomorphized brand." Moreover, digital platform provides an ease to the brand and its customers to interact directly and exchange their motives virtually.

Problems in digital marketing

As mentioned before there are some problems in digital marketing.

1. One major problem that is identified is that digital marketing is highly dependent on the internet. This can be considered as a setback because the internet may not be accessible in certain far flung and remote areas or consumers who have either no internet

connection or a poor internet connection. When the digital marketing is highly dependent on the Internet it may be subject to a lot of clutter, and marketers may find it hard to make their advertisements stand out, as well as get consumers to start conversations about an organisations brand image or products.

2. Another disadvantage of digital advertising is the large amount of competing goods and services that are also using the same digital marketing strategies. For example, when someone searches for a specific product from a specific company online, if a similar company uses targeted advertising online then they can appear on the customer's home page, allowing the customer to look at alternative options for a cheaper price or better quality of the same product or a quicker way of finding what they want online.

3. Some companies can be portrayed by customers negatively as some consumers lack trust online due to the amount of advertising that appears on websites and social media that can be considered frauds. This can affect their image and reputation and make them out to look like a dishonest brand.

4. Yet another disadvantage is that even an individual or small group of people can harm image of an established brand. For instance Doppelganger is a term that is used to disapprove an image about a certain brand that is spread by anti-brand activists, bloggers, and opinion leaders. The word Doppelganger is a combination of two German words Doppel (double) and Ganger (walker), thus it means double walker or as in English it is said alter ego. Generally brand creates images for itself to emotionally appeal to their customers. However some would disagree with this image and make alterations to this image and present in funny or cynical way, hence distorting the brand image, hence creating a

Doppelganger image, blog or content (Rindfleisch, 2016).

5. The digital marketing is useful for specific categories of products, meaning only consumer goods can be propagated through digital channels. Industrial goods and pharmaceutical products cannot be marketed through digital channels.

6. Digital marketing disseminates only the information to the prospects most of whom do not have the purchasing authority/power. Therefore, the reflection of digital marketing into real sales volume is sceptical.

Channels for Lead Generation

There are many digital marketing channels that are good for lead generation. They include: Search Engine Optimization (SEO), Pay-Per-Click (PPC) Advertising, Display Advertising, Google Search Network Blogging and other content marketing channels and Email marketing. Now we see some details of a few of these.

Search Engine Optimisation (SEO) is an organic method of improving the ranking of web pages and their visibility on various search engines such as Google, Yahoo, Bing etc. Optimizing web pages is a very vital aspect of digital marketing.

Pay-Per-Click (PPC) is a type of sponsored online advertising that is used on a wide range of websites, including search engines, where the advertiser pays only if a web user clicks on their ads.

Display Advertising is a type of online advertising that comes in several forms, including banner ads, rich media and more. Unlike text-based ads, display advertising relies on elements such as images, audio and video to communicate an advertising message.

Social media marketing refers to the process of gaining traffic or attention through social media sites. Social media itself is a catch-all term for sites that may provide radically different social actions.

Isobar Global Commercial Strategy and Network Development Martin Baillie suggests testing in real time - in a client briefing, test assumptions on PPC clicks, for example, by logging into AdWords during the meeting. "Ideas and beautiful experiences don't come from sitting around a table, they come from tests."

Statistics on Social Networks

Social media marketing is an emerging form of digital marketing. Social media marketing refers to the process of gaining traffic or attention through social media sites such as Twitter, Facebook, Instagram, Pinterest, LinkedIn and Youtube. The following table gives some statistics on digital marketing relating to social media.

Table 1: Statistics on Digital Marketing through Social Networks

Sl. No	Leading Social Networks	In Millions- (Global)	In Millions (India)
1	Facebook	1500	195
2	WhatsApp	1000	70
3.	Twitter	320	22.2
4.	LinkedIn	100	37

(Source: Statista, 2016)

The above compilation of the most popular social networks world-wide, including India, is prepared by Statista. The Statista's data shows that the Facebook is reigning supreme with 195 million while the remaining three players viz., WhatsApp, Twitter and LinkedIn together do not even make up at least half of that number.

Areas of Application

Several sectors of business are using digital marketing channels and strategies for their business promotion. The Digital Marketing Industry Report 2016, is recently released by Social Beat, one of South India's leading digital marketing agencies. The data contained in this is based on a survey conducted by it in May-June 2016 covering a total of 376 CMOs and Marketing Heads of various companies across India. The companies that participated in the study were from various sectors and verticals including e-Commerce, FMCG, Media, Entertainment, Healthcare, Education, Real Estate, and Travel. Social Beat Co-Founder Vikas Chawla basing on the report said "The report highlights the rise of digital marketing, though brands continue to use television and print media to have a 360-degree approach. It was encouraging to see that 87% of the brands surveyed were found to be leveraging digital marketing. While brand awareness and lead generation and sales seem to be the primary goals set by the CMOs, digital marketing is increasingly being leveraged for Customer Engagement (46%) and Customer Service (35%) too." Digital marketing is used for meeting several business challenges. Tracking of return on investment (ROI) is the biggest challenge being faced by brands and digital marketing is proving a solution for this. This is closely followed by challenges relating to content creation, quality lead generation and attracting talent. Currently, marketing professionals are using sales/leads, engagement, brand reach and mentions as the metrics to track the effectiveness of their campaigns.

It is found that most of the companies these days are using social media marketing, search engine optimization, content marketing and

emailers for marketing their brands online. Facebook (89%) and Google (78%) have emerged as the most popular platforms for digital marketing followed by Twitter (56%) and LinkedIn (51%). Penetration of smart phones, faster internet connectivity and interesting video content have resulted in 51% of brands targeting YouTube for marketing their brand. It would be interesting to track the growth of newer channels like Instagram and Snapchat in India for brand marketing in the near future.

Many marketing professionals are of the view that there is a lot of scope for improvement in quality lead generation, result tracking and creative campaigns providing a massive opportunity to digital marketers to fill the gap and help leverage the digital medium more effectively for brands”

The year 2016 saw the biggest shifts that revolutionized social media for good. The year saw video content and Infographics become the most powerful tool for brands and businesses looking to communicate their point to readers easily. Having a buy-button on almost all social networks was another development experienced, which made advertising and shopping handy. The year also saw businesses scramble to boost digital offerings with new apps. The growing interest of messaging apps such as Snap Chat, Facebook messenger and WhatsApp highlighted that more people are actually interested in communicating than broadcasting. This shift in intimate conversing process is clearly defined by happenings beyond the confines of traditional social media pattern.

Planning for Digital marketing

Planning for digital marketing is a term used in marketing management that describes the

first stage of forming a digital marketing strategy for the wider digital marketing system. The difference between digital and traditional marketing planning is that the former uses digitally based communication tools and technology such as Social, Web, Mobile, Scannable Surface. Nevertheless, both types of planning are aligned with the vision and the mission of the company and the overarching business strategy.

The digital marketing planning according to Dr Dave Chaffey, has three main stages and they are: opportunity, strategy and action. Businesses looking to implement a successful digital marketing strategy must structure their plan by looking at opportunity, strategy and action.

Opportunity: To create an effective DMP a business first needs to review the marketplace and set 'SMART' (Specific, Measurable, Actionable, Relevant and Time-Bound) objectives. They can set SMART objectives by reviewing the current benchmarks and Key Performance Indicators (KPIs) of the company and competitors. It is pertinent that the analytics used for the KPIs be customised to the type, objectives, mission and vision of the company. Companies can scan for marketing and sales opportunities by reviewing their own outreach as well as influencer outreach. This means they have competitive advantage because they are able to analyse their co-marketers influence and brand associations.

Strategy: To create a planned digital strategy, the company must review their digital proposition (what you are offering to consumers) and communicate it using digital customer targeting techniques. So, they must define online value proposition (OVP), this means the company must express clearly what they are offering customers online e.g. brand

positioning. After doing this effectively, it is important to review the marketing mix for online options. The marketing mix comprises the 4Ps - Product, Price, Promotion and Place. Some academics have added three additional elements to the traditional 4Ps of marketing Process, Place and Physical appearance making it 7Ps of marketing.

Action: The third and final stage requires the firm to set a budget and management systems. These must be measurable touch points such as audience reach across all digital platforms. Furthermore, marketers must ensure the budget and management systems are integrating the paid, owned and earned media of the company. The action stage of planning also requires the company to set in place measurable content creation e.g. oral, visual or written online media.

After confirming the digital marketing plan, a scheduled format of digital communications e.g. Gantt Chart should be encoded throughout the internal operations of the company. This ensures that all platforms used fall in line and complement each other for the succeeding stages of digital marketing strategy.

Facts on Social Media and Social Network

The following are some interesting social media facts of the year 2016 relating to different aspects of digital marketing such as social networks, online behaviour, brand advocacy, video marketing, content marketing and more. A close look at them helps business planning.

Table2: Statistics on Social Networks in India

S. No.	Name of Social Network	Facts
1	Facebook	1. India has world's largest number of Facebook users with

		over 195 million users, overtaking the US by over 4 million subscribers. 2. There are 155 Million Monthly Active Users (MAUs) in India, of which 147 million MAUs access Facebook via Mobile Phones and 73 million users are active daily on Mobiles. 3. The top 5 countries accessing Facebook are India, USA, Brazil, UK and Germany in that order.
2.	Twitter	1. Twitter, the microblogging site, has 22.2 million Monthly Active Users in India. It ranks second largest in Asia-Pacific after Japan with 26 million Monthly Active Users. 2. Over all, Twitter accounts for only 17% of Indian Social Network users. 3. Most followed Indian Brand on Twitter is Reliance Mobile with 2,92,496 followers while Airtel India is at number two position with 1,813,07 followers.
3.	LinkedIn	1. There are over 37 Million LinkedIn Users in India, while 467 million users globally. 2. LinkedIn, comparatively, is the fastest growing professional network in India.

		3. Currently, LinkedIn is the most frequently used social network for recruiting, because it results in the most successful hiring.
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(Source : Statistia, HubSpot, MediaNama , 2016)

Techniques of Digital Marketing

There are several techniques of digital marketing which are becoming increasingly common. They are : search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, content automation, campaign marketing, data-driven marketing, e-commerce marketing, social media marketing, social media optimization, e-mail direct marketing, display advertising, e-books, optical disks and games. In fact, digital marketing is now extending to non-Internet channels that provide digital media, such as mobile phones (SMS and MMS), call back, and on-hold mobile ring tones.

Cost and Advertising Rates of Media Channels

The following table gives data on the advertising rates of different media channels.

Table 3: Advertising Ratings of Different Media Channels

S No	Medium	Cost (Rs in lacs)
1.	TV	3.5 lacs per 10 Secs
2.	Print	60 lacs for Full Page
3.	Digital	1 lac for 3 months
4.	Radio	1500 /10 Secs

(Source: Primary Data)

Channels of Digital Marketing

There are multiple online or digital marketing channels available. They are: affiliate marketing ,online display advertising, email marketing, search marketing, social media

marketing, image advertising and video advertising. We will now see some details of these different channels.

Affiliate marketing - Affiliate marketing is perceived as a safe, reliable and easy means of marketing through online platform. This is due to a lack of reliability in terms of affiliates that can produce the demanded number of new customers. As a result of this risk and bad affiliates it leaves the brand prone to exploitation in terms of claiming commission that is not honestly acquired. Legal means may offer some protection against this, yet there are limitations in recovering any losses or investment. Affiliate marketing allows the brand to market towards smaller publishers, and websites with smaller traffic. Brands that choose to use this marketing often should beware of such risks involved and look to associate with affiliates in which rules are laid down between the parties involved to assure and minimize the risk involved.

Online Display Advertising - Online display advertising deals with showcasing promotional messages or ideas to the consumer on the internet. It includes a wide range of advertisements like advertising blogs, networks, interstitial ads, contextual data, ads on the search engines, classified or dynamic advertisement etc. The method can target specific audience tuning in from different types of locals to view a particular advertisement, the variations can be found as the most productive element of this method.

Email marketing - Email marketing', in comparison to other forms of digital marketing, is considered cheap. It is also a way to rapidly communicate a message such as their value proposition to existing or potential customers. Yet this type of communication may be perceived by recipients to be bothersome and irritating especially by new or potential customers.

Therefore the success of email marketing is dependent on the language and visual appeal applied. In terms of visual appeal, there are indications that using graphics/visuals that are relevant to the message which is attempting to be sent, yet less visual graphics to be applied with initial emails are more effective in-turn creating a relatively personal feel to the email. In terms of language, the style is the main factor in determining how captivating the email is. Using casual tone invokes a warmer and gentle and inviting feel to the email in comparison to a formal style. For combinations; it's suggested that to maximize effectiveness; using no graphics/visual alongside casual language. In contrast using no visual appeal and a formal language style is seen as the least effective method.

Search marketing - Search marketing is the process of gaining traffic and visibility through both paid and unpaid efforts.

Social Media Marketing-Social Media marketing is a growing form of digital marketing. This type of marketing involves use of social media channels like Face book, Twitter, Pinterest, Instagram, Google+, etc. to market a product or service. It is also a procedure wherein strategies are made and executed to draw in traffic for a website or to gain attention of buyers over the web using different social media platforms.

In-Game advertising- In-Game advertising is defined as "inclusion of products or brands within a digital game. The game allows brands or products to place ads within their game, either in a subtle manner or in the form of an advertisement banner. There are many factors that need to be considered in advertising a brand or a product. These factors are: type of game, technical platform, 3-D and 4-D technology, game genre, congruity of brand and game, and prominence of advertising

within the game. Individual factors consist of attitudes towards placement advertisements, game involvement, product involvement, flow or entertainment.

Video advertising - This type of advertising involve advertisements that play on online videos such as YouTube videos. This type of marketing has seen an increase in popularity over time. Online video advertising usually consists of three types: Pre-roll advertisements which play before the video is watched, mid-roll advertisements which play during the video, and post-roll advertisements which play after the video is watched. Post-roll advertisements were shown to have better brand recognition in relation to the other types. The main disadvantage of video advertising is that it disrupts the viewing experience of the video and therefore there is a difficulty in attempting to avoid them.

Technology Trends and Key Challenges

The Economist Intelligence Unit had asked 499 Chief Marketing Officers and Senior Marketing Executives about how they saw marketing evolving. It also conducted some in-depth, one-on-one interviews with CMOs from leading brands such as Unilever and JPMorgan Chase to find out what key technologies and trends will drive change in the marketing industry over the next four years. The major findings of these interviews are:

1. Mobile has been a massive trend setter in marketing for years now, and it makes up over half of the overall web traffic.
2. The internet of things (IoT) is a bit newer and more exciting, but it is not yet clear as to how exactly it will affect marketers. There are plenty of opportunities and predictions, but anyone who tells you they know exactly how the IoT will be affecting

your marketing in 2020 is either lying or profoundly misguided.

3. Personalisation technologies have been around for a while, but with the amount of data now available at their companies fingertips, CMOs are starting to realise the opportunity and personalisation is really coming into its own.
4. Geo-targeting is just starting.
5. Advanced marketers are building statistical models to ascertain what signals indicate customers' interest in certain products so as to serve them better.
6. A generally new and ground-breaking technology for marketing that appears here is block-chain technologies, but again it isn't clear how this will evolve by 2020. The implications for banking, law and intellectual property are starting to be realised, but how it will prove useful for marketers is not yet clear.
7. Artificial Intelligence, of late, has been a hot topic, particularly since Google's Alpha Go AI beat the world Go champions.

According to another survey of 4,000 marketers by E consultancy, the top two digital trends in 2020s are going to be focused on customer experience (24%) and personalisation (23%). Those trends encompass myriad opportunities. They are indicative of a general strategic shift within companies towards greater customer centricity.

Latest developments and strategies

1. Influencer marketing: Important nodes are identified within related communities, known as influencers. This is becoming an important concept in digital targeting. It is possible to reach influencers via paid

advertising, such as Facebook Advertising or Google Adwords campaigns, or through sophisticated sCRM (social customer relationship management) software, such as SAP C4C, Microsoft Dynamics, Sage CRM and Salesforce CRM. Many universities now focus, at Masters level, on engagement strategies for influencers.

2. Segmentation: More focus is being placed on segmentation within digital marketing, in order to target specific markets in both business-to-business and business-to-consumer sectors.

3. Online behavioural advertising: Online behavioural advertising is the practice of collecting information about a user's online activity over time, "on a particular device and across different, unrelated websites, in order to deliver advertisements tailored to that user's interests and preferences.

4. Collaborative Environment: A collaborative environment can be set up between the organization, the technology service provider, and the digital agencies to optimize effort, resource sharing, reusability and communications. Additionally, organizations are inviting their customers to help them better understand how to service them. This source of data is called User Generated Content. Much of this is acquired via company websites where the organization invites people to share ideas that are then evaluated by other users of the site. The most popular ideas are evaluated and implemented in some form. Using this method of acquiring data and developing new products can foster the organizations relationship with their customer as well as spawn ideas that would otherwise be overlooked. UGC is low-cost advertising as it is directly from the consumers and can save advertising costs for the organisation.

5. Data-driven advertising: Users generate a lot of data in every step they take on the path of customer journey and Brands can now use that data to activate their known audience with data-driven programmatic media buying. Without exposing customers' privacy, users' Data can be collected from digital channels (e.g.: when customer visits a website, reads an e-mail, or launches and interact with brand's mobile app), brands can also collect data from real world customer interactions, such as brick and mortar stores visits and from CRM and Sales engines datasets. Also known as People-based marketing or addressable media, Data-driven advertising is empowering brands to find their loyal customers in their audience and deliver in real time a much more personal communication, highly relevant to each customers' moment and actions.

An important consideration today while deciding on a strategy is that the digital tools have democratized the promotional landscape.

6. Remarketing: Remarketing plays a major role in digital marketing. This tactic allows marketers to publish targeted ads in front of an interest category or a defined audience, generally called searchers in web speak, they have either searched for particular products or services or visited a website for some purpose.

7. Game advertising: Game ads are advertisements that exist within computer or video games. One of the most common examples of in-game advertising is billboards appearing in sports games. In-game ads also might appear as brand-name products like guns, cars, or clothing that exist as gaming status symbols.

The new digital era has enabled brands to selectively target their customers that may potentially be interested in their brand or

based on previous browsing interests. Businesses can now use social media to select the age range, location, gender and interests of whom they would like their targeted post to be seen by. Furthermore, based on a customer's recent search history they can be 'followed' on the internet so they see advertisements from similar brands, products and services, This allows businesses to target the specific customers that they know and feel will most benefit from their product or service, something that had limited capabilities up until the digital era.

Ways to further increase the effectiveness of digital marketing

A strategy that is linked into the effectiveness of digital marketing is content marketing. Content marketing can be briefly described as "delivering the content that your audience is seeking in the places that they are searching for it". It is found that content marketing is highly present in digital marketing and becomes highly successful when content marketing is involved. This is due to content marketing making your brand more relevant to the target consumers, as well as more visible to the target consumer.

Marketers also find email an effective strategy when it comes to digital marketing as it is another way to build a long term relationship with the consumer. Listed below are some aspects that need to be considered to have an effective digital media campaign and aspects that help create an effective email system.

Interesting mail titles: differentiate one advertisement from the other. This separates advertisements from the clutter. Differentiation is one factor that can make an advertisement successful in digital marketing because consumers are drawn to it and are more likely to view the advertisement.

Establishment of customer exclusivity: A list of customers and customer's details should be kept on a database for follow up and selected customers can be sent selected offers and promotions of deals related to the customer's previous buyer behaviour. This is effective in digital marketing as it allows organisations to build up loyalty over email.

Low Technical Requirements: In order to get the full use out of digital marketing it is useful to make your advertising campaigns have low technical requirements. This prevents some consumers not being able to understand or view the advertising campaign.

Rewards: The lucrative offers would always help in making your digital campaign a success. Give some reward in the end of the campaign. This would definitely invite more engagement and word of mouth publicity

Ineffective forms of digital marketing

Digital marketing activity is still growing across the world according to the headline global marketing index. Digital media continues to rapidly grow; while the marketing budgets are expanding, traditional media is declining (World Economics, 2015). Digital media helps brands reach consumers to engage with their product or service in a personalised way. Five areas, which are outlined as current industry practices that are often ineffective are prioritizing clicks, balancing search and display, understanding mobiles, targeting, view ability, brand safety and invalid traffic, and cross-platform measurement (Whiteside, 2016). Why these practices are ineffective and some ways around making these aspects effective are discussed surrounding the following points.

Prioritizing clicks

Prioritizing clicks refers to display click ads,

although advantageous by being 'simple, fast and inexpensive' rates for display ads in 2016 is only 0.10 percent in the United States. This means one in a thousand click ads are relevant therefore having little effect. This displays that marketing companies should not just use click ads to evaluate the effectiveness of display advertisements (Whiteside, 2016).

Balancing search and display

Balancing search and display for digital display ads are important; marketers tend to look at the last search and attribute all of the effectiveness to this. This then disregards other marketing efforts, which establish brand value within the consumers mind. ComScore determined through drawing on data online, produced by over one hundred multichannel retailers that digital display marketing poses strengths when compared with or positioned alongside, paid search (Whiteside, 2016). This is why it is advised that when someone clicks on a display ad the company opens a landing page, not its home page. A landing page typically has something to draw the customer in to search beyond this page. Things such as free offers that the consumer can obtain through giving the company contact information so that they can use retargeting communication strategies (Square2Marketing, 2012). Commonly marketers see increased sales among people exposed to a search ad. But the fact of how many people you can reach with a display campaign compared to a search campaign should be considered. Multichannel retailers have an increased reach if the display is considered in synergy with search campaigns. Overall both search and display aspects are valued as display campaigns build awareness for the brand so that more people are likely to click on these digital ads when running a search campaign (Whiteside, 2016).

Understanding Mobiles

Understanding mobile devices is a significant aspect of digital marketing because smart phones and tablets are now responsible for 64% of the time US consumers are online (Whiteside, 2016). Apps provide a big opportunity as well as challenge for the marketers because firstly the app needs to be downloaded and secondly the person needs to actually use it. This may be difficult as 'half the time spent on smart phone apps occurs on the individuals single most used app, and almost 85% of their time on the top four rated apps' (Whiteside, 2016). Mobile advertising can assist in achieving a variety of commercial objectives and it is effective due to taking over the entire screen, and voice or status is likely to be considered highly; although the message must not be seen or thought of as intrusive (Whiteside, 2016). Disadvantages of digital media used on mobile devices also include limited creative capabilities, and reach. Although there are many positive aspects including the users entitlement to select product information, digital media creating a flexible message platform and there is potential for direct selling (Belch & Belch, 2012).

Cross-platform measurement

The number of marketing channels continues to expand, as measurement practices are growing in complexity. A cross-platform view must be used to unify audience measurement and media planning. Market researchers need to understand how the Omni-channel affects consumer's behaviour, although when advertisements are on a consumer's device this does not get measured. Significant aspects to cross-platform measurement involves de-duplication and understanding that you have reached an incremental level with another platform, rather than delivering more

impressions against people that have previously been reached (Whiteside, 2016). An example is 'ESPN and comScore partnered on Project Blueprint discovering the sports broadcaster achieved a 21% increase in unduplicated daily reach thanks to digital advertising' (Whiteside, 2016). Television and radio industries are the electronic media, which competes with digital and other technological advertising. Yet television advertising is not directly competing with online digital advertising due to being able to cross platform with digital technology. Radio also gains power through cross platforms, in online streaming content. Television and radio continue to persuade and affect the audience, across multiple platforms (Fill, Hughes, & De Franceso, 2013).

Targeting, view ability, brand safety and invalid traffic

Targeting, view ability, brand safety and invalid traffic all are aspects used by marketers to help advocate digital advertising. Cookies are a form of digital advertising, which are tracking tools within desktop devices; causing difficulty, with shortcomings including deletion by web browsers, the inability to sort between multiple users of a device, inaccurate estimates for unique visitors, overstating reach, understanding frequency, problems with ad servers, which cannot distinguish between when cookies have been deleted and when consumers have not previously been exposed to an ad. Due to the inaccuracies influenced by cookies, demographics in the target market are low and vary (Whiteside, 2016). Another element, which is affected within digital marketing, is 'view ability' or whether the ad was actually seen by the consumer. Many ads are not seen by a consumer and may never reach the right demographic segment. Brand safety is another

issue of whether or not the ad was produced in the context of being unethical or having offensive content. Recognizing fraud when an ad is exposed is another challenge marketers face. This relates to invalid traffic as premium sites are more effective at detecting fraudulent traffic, although non-premium sites are more so the problem (Whiteside, 2016).

Self-regulation

The ICC Code has integrated rules that apply to marketing communications using digital interactive media throughout the guidelines. There is also an entirely updated section dealing with issues specific to digital interactive media techniques and platforms. Code self-regulation on use of digital interactive media includes:

- Clear and transparent mechanisms to enable consumers to choose not to have their data collected for advertising or marketing purposes;
- Clear indication that a social network site is commercial and is under the control or influence of a marketer;
- Limits are set so that marketers communicate directly only when there are reasonable grounds to believe that the consumer has an interest in what is being offered;
- Respect for the rules and standards of acceptable commercial behavior in social networks and the posting of marketing messages only when the forum or site has clearly indicated its willingness to receive them;
- Special attention and protection for children.

Measuring Effectiveness of Digital Marketing Campaigns

Although the ultimate criteria to evaluate any business initiative should be its return on investment or any other financial metrics in general, the evaluation criteria and metrics for the digital marketing campaigns can be discussed in more details.

The criteria and metrics can be classified according to its type and time span. Regarding the type, we can either evaluate these campaigns "Quantitatively" or "Qualitatively". Quantitative metrics may include "Sales Volume" and "Revenue Increase/Decrease" while qualitative metrics may include the enhanced "Brand awareness, image and health" as well as the "relationship with the customers".

Shifting the focus to the time span, we may need to measure some "Interim Metrics", which give us some insight during the journey itself, as well as we need to measure some "Final Metrics" at the end of the journey to inform use if the overall initiative was successful or not. As an example, most of social media metrics and indicators such as likes, shares and engagement comments may be classified as interim metrics while the final increase/decrease in sales volume is clearly from the final category.

Conclusion

Digital marketing is still at its initial phase in India. Most of the companies are losing time due to procrastination. They are losing much precious time in thinking to adopt the medium while many top brands have already rolled out their digital marketing campaigns. Digital

marketing is a booming industry and it requires working with the analytical part of a website and implementing the latest SEO, SMO, PPC and SMM Strategies. Digital Marketing is playing a pivotal role in India, with striking features like cost effectiveness, instant response, flexibility and convenience. Digital Marketing is making a strong impact in the world of marketing and advertising and it is worth \$68 billion. A good digital marketer should know how to harness the power of social media to market the brand image of the company to enhance quick sales and effectiveness. The emergence of digital marketing led to the reinvention of marketing strategies leading to massive changes in traditional marketing. Self-regulation by advertisers is very important for the credibility of digital marketing

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COMPETENCY MAPPING: CONCEPTUAL UNDERPINNING FOR HUMAN RESOURCE MANAGEMENT IN GOVERNMENT

Dr Raghu N. Prabhakar,
Director, Aurora's Business School

Abstract

Competency mapping, competency framework, competency model and competency approach are related concepts that have a general semantic commonality. They have gained wide currency in recent times in business managements and to a lesser degree in public management. The scope of this paper is confined to articulate the conceptual underpinnings of these phrases to public management. The reason for doing so is to high light their relevance and importance which are not sufficiently highlighted as of now.

Key Words

Competency, Competency mapping,

Introduction

Today's public organizations place challenging and conflicting demands on individuals working for them. What do these demands imply for key competencies that employees need to acquire? Defining such competencies can improve assessments of how well prepared y people are for life's challenges, as well as identify overarching goals for education systems and lifelong learning.

Competency Management is a system used to measure and monitor an agency's knowledge base and helps the agency match the talents and strengths of their employees with the positions that can best utilize those skills. The demonstration of knowledge, skill, attitude, behaviour and communication to a required standard in a given context to produce a product or service and the ability to transfer the knowledge and skills to a new and different context defines competencies.

What is Competency?

Competency is one of the most diffuse terms in the management literature. The term competency is variously defined. According to Hayes (2001) competencies are generic knowledge, motive, trait, social role or a skill of a person linked to superior performance on the job. UNIDO (2002) sees competency as a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job. A competency is more than just knowledge and skills. It involves the ability to meet complex demands, by drawing on and mobilizing psychosocial resources (including skills and attitudes) in a particular context. For example, the ability to communicate effectively is a competency that may draw on an individual's knowledge of language, practical IT skills and attitudes towards those with whom he/she is communicating.

Competencies are also viewed as underlying characteristics of people that indicate ways of behaving or thinking, endure for long periods of time across a wide range of situations. According to some it refers to any underlying characteristic required for successfully performing a task, activity or role. It is that characteristic which ensures superior or outstanding performance. It is also seen as the ability to do a job properly.

Some people use the term competency as a general description of the requirement of human beings in organizations. Some see it as a combination of knowledge, skill and behaviour used to improve performance. It is

also perceived as the state or quality of being adequately qualified or as having the ability to perform a specific role. Competency, according to some others, is knowledge, skills, attitudes that ensure success. It is the sum total of underlying characteristics of a person that lead to or cause superior performance.

The key dimensions of competency

The key dimensions of competency are five and they are knowledge, skill, attitude, behavior and communication. Knowledge refers to information and learning resting in a person, such as a surgeon's knowledge of the human anatomy. Skill refers to a person's ability to perform a certain task, such as a surgeon's skill to perform a surgery. Attitude is a hypothetical construct that represents an individual's degree of like or dislike for an item or phenomenon. Attitudes are judgments. Unlike personality, attitudes are expected to change as a function of experience. Behaviour is the aggregate of the responses, reactions or movements made by an organism in any situation. Behaviour is the collection of behaviors exhibited by human beings and influenced by culture, attitudes, emotions, values, ethics, and authority. Communication is a process of transferring information from one entity to another. Communication processes are sign-mediated interactions between at least two agents which share a repertoire of signs and semiotic rules.

Historical Aspects

David Mc Clelland initiated what is called the occupational competency movement in the 1960s with a view to moving away from traditional attempts to describe competence in terms of knowledge, skills and attitudes and to focus instead on the specific self-image, values, traits and motive dispositions that are

found to consistently distinguish outstanding from typical performance in a give situation, job or role. Thus a trait that is a "competency" for one job might not predict outstanding performance in a different role. Therefore, it is important to define competencies that are specific to various jobs and roles in an organization. The intent of competency definition is to provide enough details about the competency so that someone using the competency framework or model can recognize the competency in action, probe for it, recommend development action and notice opportunities of competence.

Components of Competency

Competency is the combination of four different components. They are: 1) personal components, 2) social components, 3) behavioural components and 4) procedural components. Personal components include knowledge, cognitive abilities, motivation, attitudes and emotions. Social components include knowledge of contexts of the organization. Behavioural components here mean actions, behaviours, limitations guided by purposes and objectives. Procedural components relate to sequencing of tasks, their timing and spacing in an optimal way.

Types of Competencies There are three major types of competencies and they are organizational competencies, job or role competencies and personal competencies.

The Organizational competencies are unique factors that make an organization competitive if it is business organization or effective if it is a public organization.

Job/role competencies are types of competencies that an individual must demonstrate to be effective in a job, role function, task or duty.

Personal competencies are aspects of an individual that imply presence of the needed level of skill, achievement or output.

Identification of competencies

Identification of competencies is the major challenge of competency mapping. Competencies are generally identified through job analysis by using techniques such as the critical incidents method, work diaries and work sampling. Competency mapping is essentially an exercise in identifying and spelling out the competencies needed for various jobs and roles. But correct identification of competencies is generally problematic. It requires investment in time, money and effort. It also requires support of the top management. There is need for clarity of the organization goals and strategies. Further, competencies being job and role specific each exercise in competency mapping needs to be tailor made to specific requirements department, each job and each role of a job require different competencies. Further, with an organization different levels require different competencies. Mapping of competencies is thus a complex job.

What is Competency Mapping?

Competency mapping is the process of identifying and spelling out the key attributes, skills and behaviours befitting each position and process within an organization and incorporating them into various HR processes such as recruitment, selection, training, job evolution, promotion, succession planning etc. It is also the process through which persons' strengths as individual employees as well as members of the organization are assessed. It generally examines two areas viz., emotional intelligence or emotional quotient (EQ) and strengths of the individual in areas like team-

building, leadership and decision-making.

Competency management is a term which is also sometimes used to refer to the broad rubric of competency mapping. Competency management refers to a system used to measure and monitor an agency's knowledge base and help it match the talents and strengths of their employees with the positions that can best utilize those skills.

Competency mapping or management presupposes knowledge of different areas of competency. There are four general areas of competency. They are: (1) meaning competency, (2) relation competency, (3) learning competency, and (4) change competency as briefly explained below.

1. Meaning competency is the ability to identify with the purposes of the organization and act for the preferred future in accordance with the values of that organization.
2. Relation competency is the ability to create and nurture connections with the shareholders or the stakeholders of the primary tasks
3. Learning competency is the ability to create and look for situations that make it possible to complete the primary task and to reflect on the experience
4. Charge competency is the ability to act in newer ways to promote the central purpose of the organization and to make the preferred future come to life.

If all these four strains of competency converge in one single person that person can become most competent or effectively competent. Absence of one or more of these four shades of competencies dilutes the efficiency of competency.

Importance of Competency Framework for HRM

Competency framework is of profound importance for a wide range of HR practices in management such as recruitment, selection, promotion, retention, training and development, talent management and performance management. By selecting competent people, by further augmenting their competences by systematic training and development, by nurturing a culture of competency and by retaining competent people, by promoting competent people to key positions and in short imbuing the organization with competency processes it is possible to create organizational success. Thus, the competency becomes the basis upon which all the HR processes stand and get integrated. There are several specific uses of the competency framework in the field of human resource management. The framework will enable people in an organization to know the precise knowledge, skill and attitudes that are important to that organization. These will enable employees know as to what is expected about them.

Competency assessment helps organizations to find the right person to work within their organizational culture at least in four different ways. Firstly, by instilling in the individuals a sense of responsibility for development of his or her valued skills. Secondly, by providing informational resources to define, measure and achieve that development. Thirdly, by instilling greater accountability in managers and supervisors for their subordinates' skill sets. Fourthly, by providing the top management with consistent and strategic decision support criteria for staff development, deployment, outsourcing and hiring tactics. Another area of specific use of competency mapping is recruitment and

employee hiring.

When the competency required for a particular position is mapped, an accurate job profile is created and when the job profile is well defined, the entire recruitment process becomes easier and meaningful. A candidate applying for a particular position becomes aware of the demands of the position. The interviewers can be sure of what to look for and what to ask from a prospective job candidate. This also increases the chances of retention and reduction in attrition. Often, the ambiguity about the roles desired by a organization and the expectations of new employees is a cause of disappointment both for the employees and the employing organizations. Organizations are now increasingly relying on competency mapping as a decision making tool. Competency mapping will generate interview guidelines that are more likely to be used in hiring.

Limited use in public sector

The use of competency mapping is very minimal in public management as compared to to the field of business management due to several reasons. One such reason is that the public domain is manly seen as an arena of representation rather than the one in quest for efficiency. Due to compulsions of electoral democracy the public function areas are compelled to be more representative than efficient, effective or competent. Secondly the corporate sector is increasingly drawn into the vortex of competition due to the forces of globalization of business. There is no similar move for globalization of public administration as there is still no ideological anchor that advocates globalization of governance like the ideology of new liberalism or the advocacy of macro economics. Thirdly, competency is an area visited by value considerations that push it to

the status of a highly contentious category.

Once a person enters in to new organization very soon he would look for opportunities to rise in the organizational hierarchy. If competency mapping is effectively done it would soon enough help the aspiring employees come to know what is expected of them. It will also compel them to align their efforts in the direction of reaching the organizational goals.

Steps in Competency Mapping

There are four distinct steps in competency mapping. The first step is conducting job analysis. This is done by asking employees or job incumbents to fill up a position information questionnaire (PIQ). This can also be filled up through one-on-one interview using the PIQ as a guide. Questions here relate to what an employee thinks are the key behaviours necessary to perform his or her job effectively. The second step is preparing a job description based on the results of the job analysis as mentioned above involving a number of job incumbents. The third step, is the basics of the descriptions arrived at under step two mapping of the competencies is done and standard competencies are determined. The fourth and the last step is that of identifying competency gaps in individual and suggesting measures to fill them up.

Techniques of competency mapping

There are several techniques of competency mapping. Behavioral event interview, repertory grid, critical incident technique, assessment centre exercises, 360 degree feedback are some of the more commonly employed techniques of competency mapping. Now we have a brief look at them.

Behavioral Event Interview: Behavioral Event Interview is a structured or a formal

interview that is used to collect information about past behaviour of employees. It is done on the assumption that past performance is a predictor for future behaviour. In this interview open ended questions are asked about a person's past in a key-skill area. During this interview the open ended questions relate to the situation, task, action and results together abbreviated as STAR are posed to the candidate for eliciting leads about his personality. The four typical questions that are generally posed here are:

- What was the situation in which you were involved?
- What was the task that you were supposed to accomplish?
- What action(s) did you take?
- What results did you achieve?

Repertory Grid: Repertory Grid is a technique for identifying the ways in which a person counters his or her own experience. It was invented by George Kelly in 1950 s.

It seeks information based on which inferences about personality could be drawn. However, it is not a personality test in the conventional sense. The grid consists of four parts viz., 1) a topic, 2) a set of elements 3) a set of constructs and 4) a set ratings elements.

Critical Incident Technique: The Critical Incident Technique (CIT) is a set of procedures used for collecting direct observations of human behaviour that have critical significance and meet methodically defined criteria. A critical incident is one that either positively or negatively makes a contribution to an activity or phenomenon: lender this experience they have focusing on five major areas. They are retelling the incident, fact tending about the incident, collecting details of the incident, identifying

the issues and offering solutions for resolving the issues.

Conclusion

We need competent people to achieve results efficiently and effectively. In a world that is dominated by the service sector, the importance of human capital cannot be overlooked. We depend on the competency of people to generate a return on investment on the use of human, physical and technological resources we use in our public organizations. To a large extent, human capital defined as the skill, dexterity, and knowledge of the population, has become the critical input in determining economic growth today. Organizations need to systematically pursue competency acquisition and competency development. Organizations which understand the thought processes behind the different types of competency approaches develop a business case for implementing competencies. Competency management maybe described as the capturing, assessing, and reporting the competency levels of employees to ensure that the organization has the human resources to implement strategy. Competency implementation is a mammoth task. A competency project succeeds or fails largely by the way it is implemented in an organization. Wherever it has been successful, the success can be attributed to a very clear understanding of not just the competency process and the value it adds to the organization but also the way it is implemented. This article highlights various dimensions of competency and competency mapping those practitioners of management needs to know for using the tool of competency mapping

The governmental organizations should conduct relevant training programmes to enhance their employees knowledge and skill

on their current practices that would be both beneficial to the development of society and of employees.

The Industrial Social Worker or the Management should organize more Capacity Building programmes and workshops pertaining to the self-development of the employees attitude, behavior and communication and relevant to suit the needs and enhance the competencies of both the **Executives and Non-executives.**

Industrial Counselling and Social Case Work practices could be implemented to promote social change, problem-solving in human relationships, empowerment and liberation of people to enhance their competencies and happiness. Talent Management programmes should be initiated to not only enhance the competencies but also identify latent potential in order to harness it.

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Change and Continuity in Marriages and Matrimonial Practices in a Telangana Village

Dr. G. Sreenivas Reddy,

Professor of Public Administration(Rtd), Kakatiya University, Warangal(srinivas.gangidi@gmail.com)

Abstract:

The institution of marriage is one of the more foundational of social practices and institutions. It is the bed rock on which the family system, kinship, gender relations and even the caste system rests. This institution is relatively stronger in India than elsewhere in the world. India being huge and pluralistic society there are wide variations in the marriage system and practices across the country. Further, the institution of marriage is not static and it is subject to change over time. This article seeks to develop a micro level profile of the static and dynamic aspects of the marriage system and matrimonial practices in a village in India over a period of six decades (1950s to 2010s). The article only gives a fleeting glimpse of a few aspects of the marriage system such as striking of alliances, age at marriage, remarriages, social universe for alliance making, dowry practices, marriage rituals, marriage arrangements, composition of the wedding gatherings, menu of the marriage feasts, and so on. The variables covered in the narrative are caste, class, and gender. The article is based on participant observation method.

For this purpose the author, who is a social scientist by training, has recollected his memories and insights about the marriages and matrimonial in his native village viz., Thimmapur Haveli located in Hanamkonda Mandal of Warangal Urban District in the Telangana State. The article is based on the lived-in experiences, reflections and observations of the researcher who is born and grew up in the village and has live contacts with the village and its people gained through

his occasional visits. Growing up in this village he had the privilege of knowing the village community from inside out. The article tries to project a picture of the statics and dynamics of the marriage system of the village under study during the last six decades.

Key Words

Consanguineous marriages, Arranged marriages, Matrimonial, Participant observation, Lived-in experiences, Sanskritisation.

Profile of the Village

Thimmapur Haveli is a midsized, multi-caste, multi-lingual and multi-religious village located seven kilometers south of the City of Warangal. It is almost at the same distance from Kazipet and Hanamkonda towns, which are all now part of the Greater Warangal Municipal Corporation. It is situated at a relatively higher altitude of 270 meters above the sea level. The village stands at the junction of Krishna and Godavari river basins. The village borders abet the Warangal-Khammam state highway, Mamnoon (Warangal) Airport and the Telangana Special Police Fourth Battalion headquarters.

As per Census 2011 the village population comprises of 1784 households and 7513 population of whom 3828 are males and 3685 are females, 2372 are SCs and 74 are STs. People of the village are predominantly Telugu speaking. A dozen Muslim families living in the village speak Urdu as well as Telugu. Educated youth of the village can speak Hindi and English in addition to their mother tongue of Telugu or Urdu. There are

Hindus, Muslims and Christians in the village. The Muslim population of the village dwindled considerably after the merger of Telangana with the Indian Union in 1948. A few Muslims of the village had migrated to Pakistan while many others migrated to urban areas like Warangal, Hyderabad and to some emerging townships for livelihood. There were no Christians in the village till 1960s but their number has been growing ever since due to religious conversions among Madigas who are the most sizeable of the SC castes of the region. There are a few temples, a mosque and a make-shift church built of late in the village.

The village does not have a single Brahmin household. Among Forward Castes there are a good number of Reddy and Velama households and one Vaishya household. The bulk of the village population comprises of Backward Castes and Scheduled Castes. The Backward Castes of the village are Tenugu (Mudiraj), Golla(Yadavas), Gavundla(taddy tappers), Chakali (Washermen), Kuruma (weavers of woolen blankets), Kummari (potters)and PadmaShali(weavers),Munnuru Kaapu,Vadla (carpenters), Dudekula (cotton ginners)and Avusala(goldsmiths).In the past there was just one Mera(tailor) family which got extinct because of death of the last surviving Mera of the village some fifty years ago. Yerukalas(pig-rearers) are the only Scheduled Tribe of the village and Madigaas are the only SC caste of the village.

The village has a number oforganised sector institutions like village panchayat-turned in to ward office, a Navodaya Vidyalaya, a couple of government schools, a couple of private schools, a veterinary center, an Anganwadi center, a ration shop, a number of women self-help groups(SHG),branch library etcetera.

The main occupation of the villagers is

agriculture and agriculture related activities such as dairy farming, poultry farming and fishing etc. A sizeable percentage of the village population is engaged in non-agricultural avocations such as government employees, masons, security guards, milk venders, green grocers, grocers, tailors, auto-drivers, taxi drivers, tractor drivers, pan dubbawalas, clerks in private establishments, mechanics etc. Several people from the village work and stay outside the village but retain property and family ties to such an extent that they are considered as the people of the same village by the village folk.

The people of the village are politically well informed and owe allegiance to all most all the wide spectrum of political parties such as Congress, TRS, TDP, CPI, CPM, TDP and BJP that are active in the area.

Although Thimmapur Haveli is still a village in the popular conception due to its geographical separation from the main city it has been technically classified as an urban area in the Census-2011 and merged with the Greater Warangal Municipal Corporation.

Introduction

Marriage is an important social institution whose advent transformed the mankind from a state of savagery to one of civilization. It is the very basis of family system as well as of the whole edifice of society. Its importance in India is far greater than in the West wherein marriage, at best, binds two individuals. The institution of marriage perhaps is strongest in India compared to any other countries in the world. In India marriage creates a life-long bond between the spouses and changes their status markedly. It not only binds two individuals but also two families, and even two kinship groups into a network of relationships marked by customary rights and

obligations. Marriage is the most important, most expensive and most life-changing of all the events and celebrations in a couple's life time in India. It has been undergoing some changes even while retaining some of its old features. It is therefore important to know which aspects of the marriage system and matrimonial practices are static and which aspects are changing over time and what are the ways, causes and consequences of such changes.

Monogamous Marriages

Marriages are of several types such as monogamous marriages, polygamous marriages, polyandry, group marriages and so on. However in the village under study monogamy has been the unwritten rule where in the partners in the marriage are two persons, one male and one female. There were of course a few instances of polygamy wherein men went for second marriages when the first wife was either issue less or dies before old age. There was no instance of polyandry even when the male was sterile due to dominance of patriarchic values. Although polygamy is permitted among Muslims, the village did not witness any instance of polygamy among Muslims neither in the past nor in the more recent times.

Of course there were many cases of second marriages for the male spouse due to death of the first wife. There have been many cases of deaths of women after child birth due to primitive health care practices, early teenage deliveries, under nourishment or malnutrition and non-availability of hospital facilities for safer deliveries. Thus polygamy has been generally nonexistent in the village then as it is now and monogamous marriages have been the norm in the village.

Remarriages

Remarriages of widows, including child widows, was a taboo among upper castes from the remote past. This had changed from 1950s and remarriage of child widows had begun. Remarriage of widows having children was generally unacceptable to all castes. Among landed upper castes like Reddys, Velamas and the Komatis (businessmen) widow remarriage was particularly unacceptable. However, among lower castes remarriage of widows was not uncommon. There are many instances of upper caste child widows of older generation remaining single for rest of their lives. These days the caste divide in widow remarriages is crumbling and young and issueless widows are generally getting remarried almost as a matter of course irrespective of the caste background.

Remarriage of widowers even while having children has been a common practice among all communities of the village. This practice continues now but the time gap between the first wife's death and the second marriage is getting reduced. However there are a few cases of some considerate widowers, having children from their deceased spouses, choosing to remain unmarried for the rest of their life fearing step motherly treatment from the second wife to be. The stereotypical image of the second wife living with step children is one of villainy and wickedness.

Thus there has been a unequal treatment of men and women in matters of remarriage where in widowers were allowed remarriage where as widows were either discouraged or restrained from that. The widows were not allowed to wear vermilion, wedding necklace (mangalasutra), jewelry, bangles, toe rings(mettelu) like the married women(sumangalis). Upper caste widows were barred from wearing colourful and

expensive clothes. They were expected to wear simple white saris and blouses as visible indications of their widowhood. Further, their presence was unsolicited, ignored or even shunned in most of the marriage rituals. Widows were seen as harbingers of misfortune and inauspicious by their presence. Therefore they move unobtrusively in marriage gatherings.

However, such discrimination was not shown against men who were widowers both in the past and even at the present. This discrimination and gender bias against widows is getting a little diluted over the years but this is happening rather slowly. Today some widows are wearing bindi or dot if not vermilion on their forehead. They are also not so much faulted these days if they were to wear expensive saris or jewelry on the occasion of wedding.

Second marriage/remarriage of spouse due to breakdown of the first marriages was considered improper and disgraceful by all castes in general and by upper castes in particular. The remarriages take place because of several reasons such as broken marriages due to marital discords, death of the first spouse and infertility or sterility of one of the spouses. The remarriages are generally performed on a low key. In some cases they are performed in the presence of only a limited number of invitees or close family members in a temple. A remarried women's loss of esteem was relatively more than a remarried man. The incidence of remarriages was higher in the past than at present due to higher rates of morality of women at the time of child birth in the past. These days the maternity related deaths are relatively fewer.

Norm of Intra-caste Marriages

Further, all marriages were intra-caste marriages and inter-caste marriages were

unheard of. There were cases, though rarely, of people from two different castes becoming a couple. Such a marriage was seldom approved by the village community as a proper or normal marriage. The village community in general would look down upon the inter-caste couple. Both the castes from which the couple hails would disown them for transgressing the caste lines. The village folk would comment that so and so man had eloped with such and such a lady. They may also say that so and so is a mistress, concubine or a mistress of so and so man. Life of the inter-caste couple right in the village was practically impossible. Therefore, couples about to enter the inter caste wedlock used first to run away from the village and stay in an urban settlement that would afford them anonymity and saved from embarrassment. The respective families and caste groups would do all that in their means to stonewall marriages outside caste fold, including use of violence against the couple. Further, all marriages were intra-caste marriages or marriages within the fold of the same caste and inter-caste marriages were unheard of. There were indeed a few cases of people from two different castes uniting as a couple but this was not accepted as a marriage by the village folk. It would be said that so and so man had eloped with such and such a lady. They may also say that so and so is a mistress or a keep of the man if the marriage was not an arranged one or if it was not within the caste fold.

The norm of intra-caste marriage has slightly weakened in the recent past though it has not resulted in inter-caste marriages within the village itself. Many people in the village have inter-caste married couples in their kinship circles. Such couples visit the families in the village without raising many eyebrows as in the past.

Another important aspect of intra-caste

marriages is that earlier there was a fixation not only with one's own caste but with one's sub-caste also. To give just one example Reddys of the village all of whom belong to the Motati subcaste of Reddys would seek alliance only from Motati Reddys but not with Gudati or Pakanati Reddys. This sub-caste fixation is now slackening and the bar of sub-caste is weakening these days. Certain of the other communities also have such subcaste fixations. Gollas and Muslims were the other two such communities.

Norm of Arranged Marriages

All marriages were invariably arranged ones. Love marriages were unheard of in the village those days. Marriage alliances and terms of marriage were elaborately negotiated in the presence of relatives and caste elders either at groom's or bride's place. The terms of marriage generally included certain amount of cash dowry, jewelry, new clothes, and presents like a wrist watch, a bicycle or a radio (together called pettu pothalu), mode of transport and size of wedding contingents, some details of wedding feasts and the like. The bride's side was generally expected to be submissive and obliging while the groom's side was not much faulted and excused even for their brash behavior.

There is little dilution in the norm of arranged marriages. Love marriages are as rare now as they were in the past. There are episodic cases of love marriages or inter caste marriages. The significant change that has come about is that the village community now is not as hostile as it was in the past to marriages outside the caste fold. Most of the villagers these days have one or more near or far off relations who have had inter caste marriages. Another perceptible change that has come about in this regard is the growing consideration for the views of the boy and girl

in the finalization of alliances. Earlier their views were mostly taken for granted in these matters.

Prevalence of child marriages

Child marriages were more a rule than exception those days. Parents were faulted for failing to perform their daughters' marriage prior to their puberty. In the past parents were made to feel awkward for not being able to perform their daughter's marriage in time. They would all the time get reminders and even reprimands when girl's marriages were getting unduly delayed

Early marriage was almost an unwritten rule. The mean age of marriage for girls was roughly around 12 and for boys it was around 16 years. Child marriages were relatively more prevalent among lower castes than among the upper castes. Child marriages were particularly common among lower OBC castes like Gollas (shepherds) and Madigas (leather-working Scheduled Caste).

Early marriages having been the norm marrying off a daughter after her puberty used to reflect badly on the social reputation of the parents. The author did not come across a single wedding in his village that involved a boy or girl of legally permissible age among lower caste Hindus of the village. Nobody in the village had ever questioned the practice of child marriages. In fact there were some cases of marriages of even toddlers particularly among the Gollas of the village.

There is a perceptible change in the age at marriage now. Child marriages are lesser in number than in the past. However there are still many instances of marriages of particularly girls younger than 18 years as prescribed by law. This change is due to factors like spread of education and awareness created by media.

Marriages among Muslims

The Muslims of the village were an exception to the norm of child marriages in that all marriages among them involved only adults. Further, there was no dowry among Muslims. The bride's parents were however obliged to gift household furniture and kitchenware necessary for setting up a new household by the son-in-law. Further people of all castes including the SCs were allowed in to a Muslim household during wedding. Thus the marriage practices among Muslims were found to be relatively more progressive than those among the Hindus of the village.

The Muslims of the village comprised of two distinct endogamous groups locally known as Turukollu and Dudekulollu. The former, who were also relatively richer, were considered superior to the latter. There are no intermarriages between these two Muslim communities. In view of this it can be said that Muslims too are not an exception to the norm of intra-caste marriages.

The wedding processions of the Muslims are more ostentatious than those of the Hindus. A Muslim bridegroom rides on a horse back followed by a vehicle displaying all the finery and gifts presented by his in-laws.

Wedding Preparations

There used to be lot activities connected with wedding such as processing the food materials, gathering the firewood, stitching leaf plates for serving food, erecting the marriage pandal (pelli pandiri) with bamboo poles as supports and Palmyra leaves for cover ,securing cook ware, inviting guests to the wedding, buying the provisions, purchasing clothes and getting them stitched, ordering jewelry, fixing the drum beaters or music bands , making seating arrangements , making snacks and so on. The list of preparations is

never ending and in spite of the best of care there would always be some loose ends. The brides' parents would be the most tensed up and anxious people till the marriage comes to a good conclusion. There is colloquial Telugu saying which says “pelli chesi chudu illu katti chudu”, literally meaning building a home and performing a marriage are the toughest of the jobs.

Wedding Ceremonials

Wedding receptions and honeymoons were unheard of those days. Of course the marriage rituals were little more elaborate and were spread out over more days than these days. The first day was marked for grooming/bridal ceremony, the second day for lagnam, the third day was for nagavelli and the fourth and fifth day were consumed for marrupelli (a post-wedding celebration) at the groom's home and bride's home respectively. The author had heard from elders that the marriage ceremonies among upper castes before 1930s were spread over a whole sixteen days period and were ending with padahaarava pandaga meaning the 16th day celebration. The wedding of author's maternal aunt is an example of 16-day long marriage rituals. This 16-day long marriage event got condensed to a four or a five-day affair over the course of a generation. One never heard of anything called wedding reception or a honeymoon in those days. There is increasing incidence of these two particularly among upper castes of the village

Wedding Feasts

Wedding being a once in a life-time special occasion for the couple the wedding feasts are given lot of importance. The wedding feasts used to be very special. Depending on the family's caste status and economic status the level of the feast used to vary. Marriages

among Reddys and Velmas, Muslims and Munnuru Kapus (highest of the Backward Castes in the village) used to serve non-vegetarian food while Komatis used to provide vegetarian feasts going by their food habits. The lower caste Hindus of the village comprising of Kammari, Vadla, Avusala, Shali, Tenugu (also called Mutrasi), Golla, Gavundla, Chakali, Kuruma, Kummari, Yerukala, Vaddera castes, are also basically non-vegetarians like Reddys and Velamas but they used to serve vegetarian meals in view of the cost which they could ill afford. The Madigas (the only SC caste in the village) used to serve non-vegetarian food consisting of beef which they could afford as it was much cheaply available than lamb meat that upper castes were able to provide. Madigas sometimes used to get beef free of cost as they were given the dead or terminally sick or old cattle such as buffalos, bulls and cows by the farmers of the village in return of free supply of leather chappals, water sacs, ropes, whips and other agricultural articles made of leather.

Except among Komatis of the village serving of booze in the evening was customary feature of the wedding feast among the upper castes viz., Reddys and Velamas. Toddy tapped from Palmyra trees or hooch or arrack brewed locally was served along with the evening snacks formally to all the invitees. Among the lower castes this was sometimes done informally or selectively or was avoided due to financial constraints.

The wedding feast was served in leaf plates to guests squatting on the floor by a team of people from the host's side. This work was one of the most back-breaking jobs in the chain of wedding ceremonies.

Consummation of Marriage

The consummation of marriage was done

quietly in this Telangana village unlike in the Andhra region where 'garbha dhaanam' or nuptial was consummated with due publicity among the relations. Of course the consummation of marriage could not be arranged in the immediate aftermath of marriage as most of the brides as well as many grooms were not adults. The consummation of marriage had to wait the girl's puberty as it was customary those days to perform daughters' marriages prior to their puberty. Since delaying marriages beyond puberty was a source of disgrace for the parents the consummation of marriage was usually not a part of the wedding sequence. Of course consummation of marriage is these days becoming part of the main wedding process due to the rising age at marriage growing incidence of marriages between adults. With the perceptible and continuing rise in the mean age of marriage the gap between wedding and consummation of marriage is getting bridged fast even among Hindus.

Among Muslims since there has not been any incidence of child marriages consummation of marriage used to immediately follow the wedding. In fact according to hearsay a newly wedded Muslim couple should avoid stirring out of home for at least a month from the day of wedding.

Dowry and Related Practices

Dowry was a common practice among all Hindu castes although the amount of dowry varied between castes and classes and on the personal worth of the groom to be. Apart from dowry, there were also many expectations of sons-in-law from the bride's family. The bride's parents were obliged to give gifts to the groom and to his family members on occasion of wedding and later at different life cycle events such as puberty, child birth, marriages of grown up children, death rituals and the like

in the grooms' family. The bride's family, depending on its economic status and community traditions, was obliged to give jewelry, new clothes and other valuables as gifts to the groom, his parents, siblings and to a few of the other close relations. Among upper castes jewelry was made of gold where as among the poorer or lower castes silver jewelry was presented. The biggest of the presents that any groom in our village of 1960s would expect from his in-laws, among others, was a bicycle, a wrist watch and a pair of chappal. Some gifts were to be presented to the son-in-law as festival gifts on the eve of Dushera or Diwali. Sometimes if the father-in-law could not arrange them at the time of wedding festival time was the opportune time to remind and press for them. There were occasions of sons-in-law troubling their in-laws by refusing to take their festival invitations. The newlywed girls used to feel depressed and her parents would feel crest-fallen on such occasions and would arrange for the promised gifts expeditiously. There would also be cases, mostly among lower castes where in the amount of dowry was either nominal or nil. Among Muslim there was also no practice of dowry. The bride's parents were obliged however to gift household furniture and kitchenware necessary for setting up a new household by the couple.

Translocation and Subordination of the Bride

The bride's subjugation to the groom would start with the marriage itself. After the wedding the bride relocates to the groom's family. The newly wedded girl would be variously advised by mother, grandmother and other elders to consciously adjust to the new household and its ways and manners. She would be strongly advised to be respectful and accommodative to her husband and his

parents and sisters. Occasionally the advice would go to the extent of bearing the abuses and even beatings by the young bride assuring that all that would pass off over time. This was amounting to a sort of total uprooting of the girl from natal family and her moorings. There used to be lot of wailing by kith and kin and tear-shedding by others when the bride was entrusted to the groom and his elders as part of 'appaginthalu', literally handing over ritual which was the last of the rituals at the wedding venue. Most of the guests around would witness appaginthalu proceedings with a heavy heart because of possibility that the bride, who was in all likelihood a child, may have to face many privations in her in-laws home either with her spouse, mother-in law or sister-in-law. Villainy of mothers-in-law and in some cases of the sister-in-law was not uncommon. Besides, the bride was obliged to observe many formalities to the satisfaction of the in laws in her new home even while she would be still be reeling under the separation from her natal family and her peers and friends.

There is yet another marriage practice that leads to subordination of bride to her groom. A bride is supposed to be younger, shorter, leaner and less educated than the groom. A bride who is elder in age, taller in height or more educated than the groom was not an acceptable proposition. If ever it were to happen, such a marriage would be looked down as an imperfect alliance. The village folk generally get judgmental in sizing up a marriage matches as perfect or imperfect depending upon the scores of bride and groom in the above matters.

Episodic Translocation of Son-in-law

Occasionally the reverse, namely the groom's translocation to the in-laws' household would also occur. This practice called 'illarikam'

which literally means living in in-laws' household by formally leaving his parental or natal family fold. Here the son-in-law becomes the father-in-law's heir apparent. He inherits the father-in-law's property after the latter's demise. The illarikam or translocation of groom instead of the bride would become necessary when the bride's father does not have male issues. The status of the son-in-law by 'illarikam' was unenviable as that involved a groom leaving his natal family and joining another family where he has no roots. The village folk also in general would not take kindly to illarikam. The co persons of the father-in-law, in most cases, feel particularly uncomfortable with the translocated son-in-law. The reason is that customarily the co persons would stand to inherit the property of a person who dies without sons.

Normally the bride would relocate to the groom's family after marriage. This was amounting to a total uprooting of the young bride from her natal family. Occasionally the reverse, namely the groom shifting to the bride's family would also occur. This was called 'illarikam', literally joining the in-laws' household, where by the son-in-law would become the heir apparent and stands to inherit the father-in-law's property.' Illarikam' became necessary when the bride's father did not have sons. The status of the son-in-law in illarikam' was, not very enviable as that involved a groom leaving his natal family and joining another family. The village folk also would not take to illarikam kindly. The co persons of the father-in-law generally feel uncomfortable in cases of illarikam.

Preference for Consanguineous Marriages

Another important matrimonial practice that was common among all Hindu castes was 'menarikam' or social preference for consanguineous marriages. In this type of

marriages there is a social preference of a maternal uncle's daughter or an elder sister's daughter for marriage alliance. There used to be pressure from near and dear for forging or jettisoning the two sides to menarikam marriages. This practice is now slowly waning because of growing awareness of greater possibility of genetic disorders in offspring born of marriages between close cousins.

Taboo of marriage with co-persons

While seeking marriage alliances any proposal of marriage with co-persons who share the same family name and gotra (lineage) name from the father's side is strictly avoided in manner of check against the inbreeding. This system is followed by all Hindu families of the village. Among Muslims of the village no such taboo operates. However there have not been any alliances involving co-persons in the village

Marriage Rituals

The marriage ceremonies comprised of "pelli choopulu" (alliance interface), varapooja (literally groom's worship), poolu pandlu (presenting flowers and fruits to the bride), lagnam (main wedding ritual), nagavelli, padahaarava panduga, etcetera. All these rituals used to consume considerable time, effort and money making the bride's parents to often go bankrupt or at least highly indebted due to marriage related expenses. The marriage rituals were relatively more elaborate, formal and expensive among upper caste and better off families.

Community Cooperation

There used to be lot of help forthcoming from neighbors, close relatives and caste people in making arrangements for marriages by way of reaching help in kind, sharing the work or even contributing financially. This help was

reciprocated later.

The Wedding Location

The wedding used to be performed in or around the couple's residential premises and there were no marriage halls available for this unlike these days. Relatives attending the weddings would stay for days and even a week or two sharing the joy and work along with the host family. There used to be close bonds and better understanding between relations due to prolonged stays together in those days.

There used to be lot of help coming from neighbors and caste peers in kind, in the form of work sharing or in cash. This help was reciprocated later by the hosts to the guests.

These days most of the weddings are being performed in hired premises labeled as function halls, marriage halls, hotels etc where from everybody departs hours or even minutes after the wedding is over. Because of this changed practice the bonding and warmth between relations is thinning. Even more importantly there is a steep increase in wedding expenses due to escalation of prices as well as erosion of mutual help. Earlier most of the marriage requirements were managed cheap or due to help from near and dear.

Fixation with Auspicious Time for weddings

Weddings were generally performed in the lean agricultural season coinciding with summer months when village folk were generally free from work. Purohits would consult the Telugu panchangam (traditional almanac) for fixing the date and time(muhurat) of wedding and for performing other wedding related rituals. In the past the busy agricultural season was meaningfully considered inauspicious and lean agricultural season as auspicious. Weddings muhurats

were generally fixed for the night hours early hours based on the jatakam or horoscope of the couple.

This fixation with the traditional calendar still persists even though there is a big transformation in the occupational background of the villagers among whom a sizeable number are pursuing non-agricultural occupations. The fixation with horoscope is not only very strong but it is becoming even stronger with passage of time.

Officiating of Marriages

Marriages among castes Hindus, other than the Vishwabrahmins and Madigas(the most populous of Scheduled Caste of the region), were officiated by Brahmin priests called Ayyagar lu from the neighboring village as there was no Brahmin available in the entire village of ours as also in a number of villages in the neighborhood. Brahmin priests would play a very important part in all major marriage rituals.

Vishwabrahmins are an endogamous artisan community of the region comprising of five sub- castes viz., gold smiths (Avusali), blacksmiths (Kammari), carpenters (Vadrangi), brass smiths(Kanchari) and stone carvers(Kashe). The village under reference did not have the last two of these sub castes. Marriages among Vishwabrahmins were performed by a fellow Vishwabrahmins who were trained in the rituals of officiating marriages. Further although there were three different Vishwabrahmin castes in the village, pursuing three different occupations, there was no taboo on intermarriages between them. The Vishwabrahmins separated themselves out from other caste Hindus from the medieval times onwards by rejecting the authority of Brahmins in a manner of sanskritization. This rejection of Brahmins' authority was due to the

self-respect movement initiated by Potluri Veerabrahmendra Swamy who is popular known among Telugus for his kaalagnanam or foretelling of future. Vishwabrahmins would wear sacred threads like the Brahmins. All Vishwabrahmins, both men and women, in the village would be literate and they were having a level of sanskritization. The menfolk wear yagnopaveetam (sacred thread) like the Brahmins.

The other community that did not get the services of Brahmins at marriages viz the Madigas (SCs) were served by their own community priests called Bindlollu (an SC sub-caste) to officiate their marriages. Incidentally Bindlollu would also be pressed into the service of the village community for warding off evil spirits and for sanctifying the Boddurai (the corner-stone) of the village.

Thus while the Vishwabrahmins rejected the authority of Brahmins the Madigas were refused ritual services by the Brahmins probably because of their untouchable status.

There have been Muslim marriages in the village solemnized by Maulvis/ Mullas. The village never witnessed any Christian marriage before twenty years. Now some Madigas are going for Christian marriages with the officiation of the Pastor.

Invitees to Wedding Ceremonies

Guests at the marriage were exclusively from the same caste fold and the practice of inviting friends, peers or colleagues outside one's caste fold was almost unknown. Because of the strong hold of the caste ideology that shunned commensality between two different castes. Therefore, friends, peers or colleagues were all from the same caste fold.

Intercaste Interface in Wedding Rituals

People of many different castes would

participate in the marriage rituals to perform certain ceremonial services. For example, the Brahmin priest called Purohit would be the key participant in the wedding ceremonies of all castes except the SCs and Viswabrahmins. He presides over the marriage rituals and guides and advises the families about the do's and don'ts of the rituals. The family goldsmith would make and ritually hand over the mangalsutram (wedding necklace) at the time of wedding, family potter supplies needed pottery such as kooradu kundalu, gadukudukalu, other earthen containers and a whole range of earthen cookware for the wedding. The barber would shave, haircut and massage the groom and the other men folk as well as give a ritual bath called mylapolu to the groom. The carpenter would supply pelli peetalu, low height wooden wedding seats meant for crouching down

Weddings were far less expensive than they are today as there used to be a lot of co-operative effort from the fellow caste people in lending their furniture, utensils, cookware and other things on a scale required for wedding parties. This help in kind together with the money that was given as cash gifts (katnaalu) by relatives attending marriages would cover the major part of the wedding expenses. However people of different castes would participate in the marriage to perform certain ceremonial services. The goldsmith would make and ritually hand over the mangalsutram at the venue of marriage. The potter would get pottery items like kuradukundalu, gadukudukalu, water containers, cookware for the marriage. The barber would shave; haircut and body massage the groom and the men folk as well as perform the ritual of mylapolu. Marriages were far less expensive than they are today. There used to be a lot of co-operative effort from the fellow caste people in lending their furniture, utensils, cookware

and other things for marriage. However people of different castes would participate in the marriage to perform certain ceremonial services. The goldsmith would make and ritually hand over the mangalsutram at the venue of marriage.

Practice of Dowry

Dowry was a common practice though the amount varied between castes. Apart from dowry, there were also many expectations of the groom's family from the bride's family. The bride's parents were obliged to give gifts to the groom and to his family members on different life cycle events such as puberty, child birth, marriages of grown up children, death rituals and the like. The bride's family, depending on its economic status and community traditions, was obliged to give jewelry, new clothes and other valuables as gifts to the groom, his parents, siblings and to a few of the other close relations.

The exchange of dowry was invariably there but the amount of dowry would vary depending on the social and economic status of the caste. While it was substantial among landed upper castes it was nominal among lower caste and poorer families. Higher the status higher was the dowry. Amount of dowry would also depend on the education, ability and competence of the groom.

Marriage Procession

The newly-wed couple entering the groom's house would come in a ceremonial procession vending through the main thorough fares of the village to the accompaniment of drum beats or with the orchestra of a musical band in the better off families. The newlywed couple would be seated in a palkin manually carried on their shoulders by village washer men in the case of upper castes or on a bullock cart in case of lower castes. The village folk take as

close a view as possible at the couple in the procession even if it were to take place in the dead of the night so as to know about a newly entering member of the village community. The folks would assess the perfectness or otherwise of the alliance and whisper in to each other's ears as to how good, bad or absurd was the wedlock. This practice exists even now without much of a change.

Fixation with Muhurat and Jaatakam

One more marriage-related practice that needs a mention here is the strong belief in muhurat or auspicious time for marriage with the village folk then as it is also found now. The weddings would mostly take place in lean months of the agricultural cycle perhaps so as not to disturb seasonal agricultural operations. The newly-wed grooms or brides would not visit their in-laws homes during the Telugu calendar month of Aashada which coincides with peak of agricultural season. There are some days of the week which are considered auspicious or inauspicious. Tuesdays and Saturdays and ashtami and navami thidhis in the fortnight are considered inauspicious and shunned. Already scheduled weddings are postponed if a member of the family or a co-person bearing the same family name or surname were to die after fixing the wedding date. There are propitious times for concluding important marriage related schedules. The priest or astrologer looks at jatakas or horoscopes of the would-be couple to work out whether they are properly matching or not. Alliances are not settled if there is mismatch of horoscopes. Sometimes the name of the groom is changed ad hoc to ensure a match with that of the groom although groom's name is never changed this way. Parents of boys and girls who come of marriageable age but could not get suitable alliances also consult the priest s or

astrologers for advice. They get advised to go for some rituals to ward of the evil spirits.

The fixation with the muhurats is still strong now as it was in the past even through the percentage of people pursuing non agricultural occupations has been steadily increasing in the village. Today although a majority of the villagers are making a living by nonagricultural occupations such as masonry, auto driving or taxi driving, milk vending, organized sector employment, green groceries, kirana business etcetera the fixation with the muhurats still persists. Weddings were generally performed in the lean agricultural season of summer months when villagers were relatively free from work. Purohits would consult the Telugu panchangam(almanac) for fixing wedding dates and for figuring out other wedding related rituals. Busy agricultural season was meaningfully considered inauspicious. This fixation with the traditional calendar still persists even though there is a big transformation in the occupational background of the villagers among whom a sizeable number are pursuing non-agricultural occupations.

Subjugation of Bride

Now there is perceptible increase in the average marriage age so much so child marriages are less common than the marriages of adults in the villager. The wailing and tear-shedding has also come down much. Weddings were invariably performed in the residential premises of the bride's family except among the Velama families. Among Velamas the weddings would take place at the groom's place. Now this situation too has changed much. More and more people are performing weddings in marriage halls. Weddings performed in home premises are dwindling in number. Earlier there used to be

lot of community support in mobilizing resources like seating furniture, cookware, bed roles, vegetables and other provisions. Increasingly lesser number of marriages are taking place in their home premises more often by hiring tent house material. There used to be lot of wailing by kith and kin and tear-shedding by others when the bride was entrusted to the groom and his elders as part of 'appaginthalu' (literally meaning handing over) ritual which was the last of the rituals at the wedding venue. Most of the guests around would witness proceedings with a heavy heart on such occasions because of possibility that the bride (who was in all likely hood a child) may have to face many privations in her in-laws home either with her spouse and in-laws. Villainy of mother-in-law was generally expected. Now there is perceptible increase in the average marriage age so much so child marriages are less common than the marriages of adults in the villager. The wailing and tear-shedding has also come down much.

Wedding Costs

Marriages have become more expensive on account of this and due to dilution of community and caste bonds that were once very strong and provided a valuable source of material and non material support. Remarriages of child widows was always there but the remarriage of adult widows was not acceptable among upper castes like Reddy, Velama's and Vysyas. However among lower castes remarriage of widows was all too common. There were many cases of child upper caste child widows remaining single for rest of their life. These days the caste divide in widow remarriages is crumbling and young issueless widows are generally getting remarried almost as a matter of course now irrespective of the caste.

Weddings were invariably performed in the

residential premises of the bride's family except among the Velama families. Among Velamas the weddings would take place at the groom's place. Now this situation too has changed much. More and more people are performing weddings in marriage halls. Weddings performed in home premises are dwindling in number. Earlier there used to be lot of community support in mobilizing resources like seating furniture, cookware, bed roles, vegetables and other provisions. Increasingly lesser number of marriages are taking place in their home premises more often by hiring tent house material. Marriages have become more expensive on account of this and due to dilution of community and caste bonds that were once very strong and provided a valuable source of material and non material support.

This amount and the money that was given as gifts (katnaalu) by relatives attending marriages would cover the major part of the wedding expenses.

Wedding Rituals and Celebrations

Marriages, especially among the upper castes, used to be a prolonged affair while among the lower castes they were relatively short. In the long past, marriage ceremonies were spread over full sixteen days. The last of the marriage ritual was the the padahaarava pandaga or the sixteenth-day festivity. But in the reference periods (i.e 1950's) they would run for two days. There used to be breakfast, lunch, evening snacks with booze and dinner for all guests in the Reddy/velama marriage and in some lower caste people's marriages depending on the host's means. All this has changed now and marriage rituals are getting compressed into a single day or even in to a couple of hours.

The marriage ceremonies comprised of “pelli

choopulu” (alliance interface), varapooja (literally groom's worship), poolu pandlu (presentation of flowers and fruits to the bride), lagnam, marrupelli, nagavalli, padahaarava panduga etcetera. All these rituals used to consume considerable time, effort and money making the bride's parents to often go bankrupt or indebted after marriage. These marriage rituals were more elaborate in upper caste and better off families. Marriages, especially among the upper castes, used to be a prolonged affair while among the lower castes they were relatively short. In the long past, marriage ceremonies were spread over full sixteen days. The last of the marriage ritual was the the padahaarava pandaga or the sixteenth-day festivity. But in the reference periods (i.e 1950's) they would run for two days. One would not hear of weddings involving a boy or girl of legally permissible age among Hindus of the village.

Marriage Feasts

The marriage feast was customary in all communities. The feasts were by an large vegetarian except among Muslim, Reddy and Velama families of the of the village. Marriage fear was accompanied by a boozing session in the evening among Reddys and Velamas. In course of decades the lower caste people are also serving non-vegetarian food as a result of sanskritisation and improved economic status. The marriage feast was customary in all communities. The feasts were by an large vegetarian except among Muslim, Reddy and Velama families of the of the village. Marriage fear was accompanied by a boozing session in the evening among Reddys and Velamas. In course of decades the lower caste people are also serving non-vegetarian food as a result of sanskritisation and improved economic status. There used to be breakfast, lunch, evening snacks with booze and dinner for all guests in

the upper caste Reddy/Velama marriages and in some of the better-off lower caste people's marriages. All this has changed now and marriage rituals are getting compressed into a single day or even in to a couple of hours.

There is a growing homogenization of marriage feasts. Earlier there were differences between feasts offered by upper peasant castes of Reddy's and Velamas on one hand and other castes. The later were providing only vegetarian food for wedding dinners or luncheons because of their poor economic means. Now a days wedding feasts of all castes except the Vaishyas contain non-vegetarian food. One noticeable change in the pattern is that earlier only people of the same caste were invited for weddings where as now people of all castes are formally invited for these events. Another important change is that between the Madigas who are a scheduled caste and all other castes there was the overt practice of untouchability. Now this is largely but not totally gone. People of all castes, in numbers big or small, are sometimes attending weddings of prominent Madigas(SC Caste) of the village.

Alliance Making

Marriage alliances were largely struck from the nearby places due to limitations of commuting long distances on bullock carts, the common means of transportation in the past. Alliances were settled generally by mutually known relations. The wedding events in kinship circles used to serve the purpose of effortlessly settling matrimonial alliances unlike today when people are going round marriage bureaus. In fact there were no marriage bureaus those days. Of course there were go-betweens but they were like honest brokers sans monetary considerations. A wedding time was the most opportune time for striking marriage alliances as it provided

opportunity for the both the sides to know each other in the company of relatives. There were no marriages brokers those days. Marriage alliances were largely from the nearby places due to limitations of commuting long distances on bullock carts. The alliances were settled generally by mutually known relations. Apart from the personal background of the boy and the girl, family reputation and its socio-economic status factors considered important for accepting or rejecting alliances.

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Inviting Wedding Guests

Marriage is the most important of the celebrations in the life of the village folk. It is one event which is attended by the largest number of people. The host family has the obligation to invite all relatives to the wedding.

Earlier, the circle of invitees comprised of only close relatives and caste people living in the neighborhood. Inviting friends and peers is a later practice. In the last sixty years the most significant change has been the enlargement of circle of invitees for the wedding from mere relatives and caste people to cover friends, colleagues and peers. These days the member of second category of

invitees is growing. In a typical marriage in the village the second category is as numerous as the first category.

Another important change in this regard pertains to the mode of invitation. Earlier times wedding invitations were extended orally by the hosts. In lower castes and poorer families somebody from the host family would go to the place of relatives and personally invite them. In land owning upper castes of the village viz., Reddy's and Velamas the family chakali(washerman) used to be sent to the relatives from within and outside the village with a hand written invitation letter invitation. From around 1960s the practice of printing invitations and sending them to relatives started among the upper caste families while the lower caste families continued with the practice of oral or hand written invitation. In the last decade or so a fourth form of extending invitations has come about. Some people are sending invitations by many different means. They are sending printed invitations through messengers or through post, making telephone calls for inviting, sending Short Message Services(EMSs), sending soft copy of printed invitations by e-mail and some hosts are even putting up the invitations on social media like WhatsApp, Facebook etc.

Among Komatis(business caste) there is a tradition of the host or one of his family members personally visiting the homes of each and every relatives and extending invitations personally.

One interesting development in the mode and manner of inviting is that contrary to the earlier practice of oral and informal invitations has changed to a formal method of oriented invitation which again is gradually changing to the informal method of extending invitations visiting social media for reaching

invitations impersonally.

One interesting aspect of inviting guests is that the invitation in the part was meant for the whole family but in the recent part the invitation is increasingly meant for the person invited.

Wedding invitations were taken seriously in the past in the sense that almost all the invitees used to attend the marriage. Now a days in every marriage there is a percentage of people who do not turn up for the wedding for reasons such as their work at far of places, compulsions of their avocations, individual family circumstances etc. Increasing number of people these days are absent to the wedding consequently compared to earlier times. As such planning for wedding feasts and wedding arrangements is thrown into uncertainty. Sometimes the number turning for the wedding is grossly less than expected resulting in wastage of food prepared. In some cases the number turning up is far in excess of the invited members resulting in many people not finding anything to eat and returning from the wedding with empty stomach. Some of the wedding gatherings are turning out to be huge public gathering wherein invited and invited people join jostle for food. One noteworthy aspect of wedding celebration is that it is the time when some broken relationships are reestablished. The folk ethos advocates that one may have many problems between relatives but marriage and death are two very important events which everybody has to attend without fail. There used to be lot of peer pressure to reconcile broken relationships at wedding gatherings.

Conclusion

In the light of the foregoing discussion capturing some major dimensions of the marriage system in the village under study the

following observations could be made on its working over the last six decades.

Firstly, the marriage system is transiting from informal to formal. It was informal in the sense there were no marriage bureaus, professional marriage brokers, institutional arrangements such as function halls, organized catering etc., in the past. Alliances were struck within the kinship fold or family circles at the initiative of family members or kinsmen. Now a days this mode of settling alliances is there though, an increasing number of wedding proposals are originating from the marriage bureaus or community marriage forums in increasing numbers.

The marriage bureaus typically operate in the urban areas. There are two kinds of marriage bureaus-caste wise or general. There have come up community based marriage interface forums like caste wise vivaha parichaya vedikas of Reddy, Velamas, Vyshya, Padmashali. Alliances are also advertised over ad columns of newspapers. People who are very poor and largely illiterate still settle their alliances informally and the more educated among upper castes are patronizing the marriage bureaus for a fee which largely depends on the quantum of the dowry paid to the groom. Thus marriage is assuming a market dimension.

The second major change that has come about is the growing demand for bride's vis-a-vis-grooms these days. Earlier the marriage negotiations used to be initiated by the brides side and the groom's side would not generally start the dialogue. While groom's parents would get alliance proposals at their doors the bride's side would go round and round seeking alliances. There is a colloquial metaphor connoting these relentless efforts called "cheppulu arigeti dhaanuka tirigina" meaning a whole new pair of shoes are worn out in

search of a suitable alliance. In the past the bride's side initiating an alliance was not only considered undignified and incredible. The bride's side would look at the alliance proposal coming from the groom's side with suspicion doubting about the health, ability or fitness of the groom. These days the reverse is happening and the bride's side is calling shots in an increasing number of cases. Thus, earlier the couple used to start their married life on an unequal footing of the groom's superiority and the bride's subordination. This is slowly changing with erosion in the male superiority. As a result of this changed equation the bride's parents are sometimes hogging more limelight and regard as compared to the groom's parents as in the past. In a growing number of cases the dowry is receding from foreground to background due to good looks, higher education or employment/employability of the bride.

The third major change that has visited the marriage system is the growing institutionalization of marriage. Unlike in the past, now there is a government regulation of the marriage system. Unlike in the part now there is a law forbidding child marriages and the practice of dowry exchange. Although these laws have not been able to totally stop child marriages they have succeeded in elevating the status of a bride vis-à-vis a groom. The incidence of child marriages is declining. This is happening at a faster pace among upper castes as compared to lower castes. There has been a marked increase in the age at marriage in all the castes.

In the last six decades the quantum of dowry has increased manifold due to the commercialization of the village economy and the growing land values in the village. However the dowry exchange is done discreetly these days. Cases of open

harassment of women for not bringing dowry are falling markedly. There is a growing fear of law due to heightened coverage of cases of dowry harassment by the electronic and print media. Another instance of institutionalization of the marriage is that wedding, engagement/betrothal, reception parties etcetera are now celebrated not at home but in the marriages hall and function halls in the nearby by city or town. Consequently, much of the work related to marriage is being performed by the staff of various institutions engaged in the marriage related businesses such as marriage bureaus, functional halls, catering establishments, music bands, event-management firms and so on, on payment of money.

Fourthly, there has been a marked fall in the time consumed by the process of marriage that was much elaborated in the long past. Now the number of marriage days and hours is getting reduced because of institutional facilities, fast paced life styles. The gap between wedding and the consummation of marriage is also being bridged.

A fifth change that has come about in the matrimonial scenario is with regard to the translocation of spouses after marriage. Earlier the bride used to join the groom's home leaving her natal home. These days, in many cases both the spouses are leaving their natal homes and are setting up new households of their own. As a result of this the family is getting more democratic as a result of the absence of in-laws in the household. This democratization is furthered by the fact that the wife in many cases is not exclusively dependant on her husband for survival. There are also some cases of the wife being an employee while husband is unemployed or the wife making more money than the husband.

A sixth change in this aspect relates to declining involvement of village community in the wedding/marriage process. Earlier, though the marriages were exclusively intra-caste the whole village community was involved in the marriage process due to the prevalence of jijamani system where under the caste Hindu marriages used to involve customary contributions of different castes in the wedding rituals. The customary services of various castes are being increasingly replaced by paid services.

All the changes listed above are together leading to a trend of commercialization of marriages.

Information Technology Industry in Hyderabad: A Profile

Dr G Sreenivas Reddy, C Kameswari, Dr Sree Jyothi & Prathyusha

Aurora's Business School, Hyderabad

Abstract

Information Technology (IT) is increasingly defining the nature and tendency of the economy of India. The Indian IT started its journey in Bombay in 1967 with the initiative of Tata Group in partnership with Burroughs grew rapidly. This mainly urban based and knowledge based industry has grown enormously in cities. The city of Hyderabad is one such city known as the second Silicon Valley of India, after Bangalore. This article pieces together assorted data to build a profile of the IT industry in Hyderabad in terms of its potential, its place in the larger economy, its location, segmentation, services, government initiatives to promote it and a few other aspects. The objective is to build a macro picture but not a detailed analysis of it.

Key Terms

Information technology, Business process outsourcing, NASSCOM,

Importance

Information technology is playing an important role in India today and has transformed India's image from a slow moving bureaucratic economy to a land of entrepreneurship. The IT sector is the major growth engine of the Indian economy. India is the second-largest exporter of IT. The contribution of this sector went up from a mere 1.2% in 1998 to 7.5% in 2012. In the year 2015 this sector earned US \$147 billion for the country. During the last year software exports from Hyderabad rose by 13.85 percent and netted an amount of Rs 85,470 crores. According to the National Association of Software and Services Companies

(NASSCOM), the sector aggregated revenues of US\$147 billion in 2015, with export revenue standing at US\$99 billion and domestic revenue at US\$48 billion, growing by over 13%. The IT sector in India is generating 2.0 million direct employment. The NASSCOM estimate is that for every one direct employment, this sector provides indirect employment to four people. Thus, as many as some 10 million people in India are directly or indirectly dependent upon the IT industry. Further the IT industry's share in the total exports from India, merchandise plus services, increased over six fold from less than 4% in 1998 to 25% in 2012.

History

India's IT Services industry was born in Mumbai in 1967 with the establishment of the Tata Group in partnership with Burroughs. The first software export zone, SEEPZ – the precursor to the modern-day IT park – was established in Mumbai in 1973. More than 80 percent of the country's software exports were from SEEPZ in the 1980s. The Indian economy underwent major economic reforms in 1991 due to the LPG policy of P V Narasimha Rao Government, leading to a new era of globalization and international economic integration by registering an annual economic growth of over 6% from 1993-2002. These economic reforms were driven in part by significant internet usage in the country. The next administration under the Prime Ministership of Vajpayee (1998–2004) placed the development of Information Technology among its top five priorities and formed the Indian National Task Force on Information Technology and Software Development. In 1991 the Department of

Electronics created a corporation called Software Technology Parks of India (STPI) owned by the government and provides VSAT communications without breaching its monopoly. The STPI had set up software technology parks in different cities, each of which provided satellite links to be used by firms; the local link was a wireless radio link. The New Telecommunications Policy, 1999 of the Government of India helped further liberalize India's telecommunications sector. The Information Technology Act, 2000 created legal procedures for electronic transactions and e-commerce.

A joint EU-India group of scholars was formed on 23 November 2001 to further promote joint research and development. On 25 June 2002, India and the European Union agreed to bilateral cooperation in the field of science and technology. India holds observer status at CERN, while a joint India-EU Software Education and Development Centre will be located in Bangalore

The boom of the software industry towards the end of the 20th century saw a growth of job openings in various IT and IT enabled services companies in India. Additionally, India also looked forward to a chunk of outsourcing jobs being delegated to its newly established companies. Software exports to different countries were looked upon with great prospects because of the presence of some of the best people in the Indian software development sector.

Current Status

India is now one of the biggest IT capitals of the modern world and all the major players in the world IT sector are present in the country. It is also the top most off shoring destination for IT companies across the world. India is today the world's largest sourcing destination

for the information IT industry, accounting for approximately 67 per cent of the US\$ 124-130 billion market. There are about 1300 IT companies operating from India. The industry employs about 10 million workforces. More importantly, the industry has led the economic transformation of the country and altered the perception of India in the global economy. India's cost competitiveness in providing IT services is approximately 3-4 times cheaper than the US, continues to be the mainstay of its Unique Selling Proposition (USP) in the global sourcing market. India is also gaining prominence in terms of intellectual capital with several global IT firms setting up their innovation centres in India. The IT industry has also created significant demand in the Indian education sector, especially for engineering and computer science graduates

GOI Support

Conscious of the crucial place of the IT in India's economic growth in the Union Budget 2017-18, the Government of India announced the following key initiatives in the IT and ITeS sectors:

- Allocation of Rs 10,000 crore (US\$ 1.5 billion) for BharatNet Project under which it aims to provide high speed broadband to more than 150,000 gram panchayats by 2017-18.
- Launching of the Bharat Interface for Money (BHIM) app, an Aadhaar-based mobile payment application that will allow users to make digital payments without having to use a credit or debit card. The app has already reached the mark of 10 million downloads.
- Launching of a free Doordarshan DTH channel called DigiShala, which will help people understand the use of unified payments interface (UPI), USSD,

Aadhaar-enabled payments system, electronic wallets, debit and credit cards, thereby promoting various modes of digital payments.

- Revamping the United Payment Interface (UPI) and Unstructured Supplementary Service Data (USSD), to make it easier for consumers to transact digitally either with or without an Internet connection with the aim of strengthening its push towards making India a digital economy.
- Release consultation papers ahead of framing regulations and standards for the rollout of fifth-generation (5G) networks and Internet of Things (IoT) in India.
- The Railway Ministry's plans to give a digital push to the India Railways by introducing bar-coded tickets, Global Positioning System (GPS) based information systems inside coaches, integration of all facilities dealing with ticketing issues, Wi-Fi facilities at the stations, super-fast long-route train service for unreserved passengers among other developments, which will help to increase the passenger traffic.
- The Human Resource Development (HRD) Ministry has entered into a partnership with private companies, including Tata Motors Ltd, Tata Consultancy Services Ltd and real-estate firm Hubtown Ltd, to open three Indian Institutes of Information Technology (IIITs), through public-private partnership (PPP), at Nagpur, Ranchi and Pune.
- Develop five incubation centers for IoT start-ups, with at least two centers to be set up in rural areas to develop solutions for smart agriculture.

- Launching of the Digital India program to provide several government services to the people using IT and to integrate the government departments and the people of India. The adoption of key technologies across sectors spurred by the 'Digital India Initiative' could help boost India's Gross Domestic Product (GDP) by US\$ 550 billion to US\$ 1 trillion by 2025.

India's current Prime Minister Narendra Modi has started a project called 'Digital India' to help secure IT a position both inside and outside of India. In the contemporary world economy exports dominate the Indian IT industry that constitutes about 77% of the industry's total export revenue. However, the domestic market which is also significant marked by a robust revenue growth.

Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. Social Mobility Analytics and Cloud (SMAC) are collectively expected to offer a US\$ 1 trillion opportunity. Cloud represents the largest opportunity under SMAC, increasing at a CAGR of approximately 30 per cent to around US\$ 650-700 billion by 2020. The social media is the second most lucrative segment for IT firms, offering a US\$ 250 billion market opportunity by 2020. The Indian e-commerce segment is of US\$ 12 billion in size and it is witnessing a strong growth. It offers another attractive avenue for IT companies to develop products and services to cater to the high growth consumer segment.

About Hyderabad

Hyderabad is the capital of the newly formed as well as the fast growing state of Telangana. It is the largest contributor to the state's GDP

approximating one-third. Hyderabad and its suburbs house the highest number of SEZs among Indian cities. It is the city of pearls, bangles, nawabs and kebabs, biryani and sherwani. It has today become India's center for scientific and technological development. It is also prominent destination for health tourism attracting hordes of people from several African and Arab countries because of quality medical facilities and cheaper travel, food and stay costs. Hyderabad is the fifth largest city in India. It was founded by the Qutb-Shahi rulers about four centuries back. It is a city born of mixed traditions of Hindus and Muslims, North Indian and south Indian cultures euphemistically called as the Ganga-Jamuna Tehazib. Its last ruler was known to be the richest man in the world. It is also the largest bio-informatics hub in India. It has very large number of heritage structures, world's largest one-man collection of precious historical artefacts in the Salar Jung Museum, world's biggest metro built under PPP mode and India's largest film studios in Ramoji Film City. It has today become the country's centre for scientific and technological development not only in IT but in pharmaceutical and scientific research.

Labour is cheap in Hyderabad compared to not only the Western cities but also to Bangalore or the other IT hubs in India. The IT companies are able to hire software manpower in Hyderabad at half the price they pay in the West. The labour standards in India as also in Hyderabad are relaxed as compared to US or the other developed countries. Besides, Hyderabad offers a stable political climate with a strong CM and a powerful IT minister proactively promoting the growth of the IT sector.

Hyderabad IT

Starting in the 1990s, various software

companies, business process outsourcing (BPO) firms, call centers, ITES and other technological services firms have set up their establishments in Hyderabad, making it a major hub for call center operations, technological development, and KPOs in India. Hyderabad is also known as Cyberabad. Hyderabad is the fifth largest contributor to India's overall GDP. It contributes 15% of India's IT exports. There are around 1,300 IT and ITES units employing as many as 4.31 lakh professionals in the State of Telangana. Telangana has registered a higher than national growth rate in IT exports. As against the country's growth rate of 12.30 per cent Telangana's IT exports had registered a 13.26% growth rate. Though Hyderabad is a late entrant into IT industry compared to Bangalore and other metro cities it caught up fast and is poised to grow into a US \$50 billion industry by 2025, according to B V Mohan Reddy, Vice-Chairman of NASSCOM. IT exports from Hyderabad that amounted to Rs 3,600 crore only in the year 2011 rose to Rs 75,070 crore in the year 2015-2016 registering a staggering twenty fold growth in such a Hyderabad has achieved Information Technology exports of Rs.66,276 crore during 2014-15, a growth of 15.7% over the previous year, said the Telangana's Information Technology Minister K. Tarakarama Rao. He also told reporters that Hyderabad's growth in IT and IT Enabled Services (ITES) exports is 2.7% higher than the national average during the same year. The city also created nearly 50,000 new jobs in the sector during the year. Hyderabad stands in second position, contributing 11% of the country's total IT exports. The minister also said they were heading in a right direction to achieve the goal of doubling the IT exports to Rs.1,20,000 crore by 2019. Latest, Hyderabad clocked an annual IT export turnover of Rs

85,450 crore as in 2016-17. As a standalone city, Hyderabad is the second biggest revenue generator for the IT sector in India after Bangalore.

Hyderabad ranks number two among the cities of India in software exports. This is why after Bangalore, Hyderabad has been dubbed as the Silicon Valley of India. This rank is also accorded in the light of more and more IT firms setting up their operations here. Hyderabad, which emerged on the world IT map only in mid-1990s, is home to over 1,300 IT and ITES companies including global majors like Microsoft, IBM, Google, Facebook, Dell, Oracle, Yahoo, Accenture, Apple and Amazon. Hyderabad is the home to four out of five most valued technology companies in the world. The IT and ITES sector together provides nearly five lakh jobs in Hyderabad.

Since Hyderabad offers a stable political climate as well as an efficient and good IT infrastructure, it is safe to assume that it will become a core player not only in India but also in Asia in terms of being information technology hub. These factors have made Hyderabad a prime destination for off shoring services, making it an alluring destination for many IT companies worldwide.

Hyderabad accounts for nearly 11 per cent of national IT exports. The sector registered an annual growth rate of 16 per cent in 2014-15. This is 3 per cent higher than national average growth.

Hyderabad is the site of the first Microsoft development centre in India outside of its Redmond headquarters in the US. The Hyderabad city for the past three years is getting uninterrupted power supply and adequate water supply unlike many major cities in India.

The information and communication technology (ICT) has transformed the image of Hyderabad from a manufacturing and research hub to that of a global services destination. The city could attract many Indian and foreign IT majors thus integrating itself firmly with Silicon Valley. The consumption patterns of middle class youth employed in this sector have been opening up new avenues of economic opportunities in the city. The brand image this sector brings to the city outweighs the low level of employment elasticity in this knowledge economy, when compared to the bricks and mortar economy. However, it is wrong to assume that IT and ITES sectors provide employment to elite sections of the people only. Many lower middle class families coming from small towns of Telangana, Andhra Pradesh and elsewhere from India did find their lives significantly impacted by the employment in this sector.

As the Chief Minister, K. Chandrashekar Rao has said while unveiling the new Information and Communication Technology (ICT) policy, the IT has the potential to usher in rapid progress. Hyderabad is already a magnet which attracts the best in the world. The new ICT policy embellishes it even further to make it stand out as the most preferred destination for the IT companies. The Minister for IT, Government of Telangana, K T Rama Rao, said during the launch of the new ICT policy that close to 50 per cent of jobs created in this sector have gone to young men and women from the smaller towns and mofussil areas.

The Government of Telangana has recently signed up an agreement with network solutions giant Cisco Systems Incorporation, to cooperate on a host of technology initiatives, including Smart Cities, Internet of

Things, cyber security, education digitization of monuments.

Government Support to the IT Sector

The support of successive state governments for IT sector has been very strong. A high priority is given to the development of the IT sector since it plays a vital role in triggering economic growth. The present TRS Government is also paying high attention to the IT sector. Huge investments in the city's digital infrastructure are also being made relentlessly. The state government is proactively inviting companies for investing in the city's IT growth.

The government has initiated many steps for development of the IT industry in Hyderabad and tier two cities in the state. Foremost of these is the development of Hyderabad Information Technology Engineering Consultancy City popularly known as the HITEC City. It is a major technology township that has become the center of information technology industry in Hyderabad. Composed of several campuses and phases, HITEC City has work stations, residential areas where the IT professionals can live, as well as convention centers and malls. Several multinational IT giants have made the city their base of operations in India.

Many Indian and foreign IT firms have established their bases in Hyderabad due to the vigorous efforts made initially by the Nara Chandrababu Naidu Government, followed by Y S Rajasekhara Reddy Government in the erstwhile Andhra Pradesh and the current TRS Government headed by K Chandrashekhara Rao. All these three CMs have provided stable political climate necessary for growth of the Industry. The current Chief Minister KCR, who earlier steered the Separate Telangana government

had carefully avoided disturbance to the IT sector even during the height of this mass agitation and thus helped it retain its growth momentum.

The current IT Minister of Telangana who is the son of the CM KCR is making waves with his dynamism and focused work. He has said that the aim of his Government was to drag the preeminent position of Bengaluru in software industry and bring it to Hyderabad. Noting that the 'first mover' advantage in the industry was lost to Bengaluru due to failures of previous governments, Rao said that the present regime here was focused on making Hyderabad number one destination of the country in IT sector. He said at a meet-the-press program organized by Press Club, Hyderabad, that a huge expansion of IT sector was proposed in Hyderabad whose exports in 2014 were of the order of Rs.57,000 crore, next only to Bengaluru. The goal was to increase exports to Rs.1.20 lac crores in collaboration with major companies abroad. The Government would also tap the potential of low-cost and high-value human resource available in Hyderabad by encouraging them to set up startups.

The Telangana Government had started a technology incubator. Chief Minister K. Chandrasekhar Rao had spelled out a few incentives for the entrepreneurs coming forward to invest here. Telangana Information Technology Minister, Tarakarama Rao recently said his government was committed to make Hyderabad the best IT destination in the country. The Telangana IT, Electronics and Communications Secretary Harpreet Singh said the sector was expected to add 20,000 employees during the year. "We have taken up several initiatives to boost the IT sector. India's biggest T-Hub, will be set up in Hyderabad," he has said. The I T Minister

undertook a tour of US and succeeded in building confidence of IT industry in Hyderabad as an emerging market. The Government established direct contact with honchos in Silicon Valley who agreed to participate in IT Hub set up in Hyderabad. A separate zone for micro, small and medium enterprises has been planned to be set up over seven acres at Gachibowli.

The role of the State government in the growth and development of the software industry in Hyderabad has been a crucial one. Companies received due invitation from the government to come to Hyderabad and set up base for their operations in India. Land allocations were done in specific areas for the companies and this was furthermore followed by the establishment of an IT Park called HITEC City in Hyderabad that allowed companies to build up their companies with state of the art structures and modern amenities. K.T. Rama Rao has also said that the aim of his Government was to grab the preeminent position of Bengaluru in software industry and bring it to Hyderabad. Noting that the 'first mover' advantage in the industry was lost to Bangalore due to the failures of previous governments, Rao said that the present government here is bent upon making Hyderabad the number one destination of the country in IT sector. He said - at a meet-the-press program organized by the Press Club of Hyderabad - that a huge expansion of IT sector was proposed in Hyderabad whose exports in 2014 were of the order of Rs.57,000crore, next only to Bengaluru. The goal was to increase exports to Rs.1.20 lakh crores in collaboration with major companies abroad. The Government is tapping the potential of low-cost and high-value human resource available in Hyderabad by encouraging them to set up startups. The Telangana Government started a technology incubator called T-Hub recently to

proactively promote the start-ups in Telangana.

Hyderabad achieved IT exports of Rs 75,070crore in 2015-16, a growth of 13.26 per cent over the previous year as per the Telangana government. The state's IT Minister K. Tarakarama Rao told reporters that Hyderabad's growth in IT and IT Enabled Services (ITES) exports was higher than the national average of 12.3 per cent. The city also created nearly 35,611 new jobs in the sector during the year, taking the total workforce to 407,385.

The city is also home to the largest start-up incubator in India with the establishment T-Hub in a 70,000 square feet facility built with an investment of Rs 40crore. The T-Hub currently houses more than 300 startups.

Hyderabad is Software Training Capital of India

Hyderabad is conferred the title the 'software training capital of India'—and rightly so. The role played by Hyderabad in training a huge number of software professionals is remarkable. People who got their IT training in Hyderabad have gone to different parts of the country and abroad contributing to the boom in the software industry in India that we see today. Since 1990, Hyderabad has seen an upward surge in the number of multinationals and tertiary sector services, making the city a tough one to beat, in terms of IT advancement.

Advantage Hyderabad

Hyderabad is the capital of Telangana which is arguably the richest state of India with highest growth rate of income among the states of India. Hyderabad has several congenial factors to further fuel the growth in IT sector. It has earned global reputation as a cosmopolitan city well known for its

assimilative cultural ethos. When the IT sector was opening up in the country in the mid-1990s, Hyderabad became a natural choice for the IT majors. It has become a critical national and international IT hub. The presence of leading national research and academic institutions has provided the right eco system for the growth of this knowledge-intensive sector. The city offers the industry with a vast pool of skilled man power vital for the growth of any sector. The city has a ring road, express way, local train network entitled MMTS and the city Metro Rail is in advanced stage of completion. There are hundreds of engineering, MBA, MCA colleges in and around Hyderabad. The city has global connectivity with a modern international airport, a domestic airport and two defence airports. The presence of world's major IT companies like Microsoft, Google, Facebook, IBM etc., provide the city a firm launch pad for further momentum in this highly competitive sector.

The large presence of Telugu diaspora abroad with emotional connection with the sprawling city of Hyderabad provides the state with avenues for transmission of knowledge through expatriate nationals.

Over a period of time, Hyderabad has become a premier global destination for IT and ITES industry of India, next only to Bangalore. The IT industry in the State has grown by leaps and bounds in recent years. There are several reasons why many large multinational information technology giants have chosen Hyderabad as one of their bases of operations in South Asia. For one, the untapped intellectual talent in the region is immense, especially in the field of technology and mathematics. Another reason is that labour is especially cheap and abundant. Companies are able to hire workers at almost half the cost

when they are to hire in the West. India and, in extension, Hyderabad's labour standards are reasonable and relaxed and are conducive for an active work environment.

In addition to global IT majors the city of Hyderabad already has the premier electronics companies in the public sector. The Electronics Corporation of India Limited (ECIL), Bharat Electronics Limited (BEL), Bharat Heavy Electricals Ltd (BHEL) besides defense electronics units provided the much needed industrial base in the city even before the emergence of IT infrastructure. In fact, a large number of semi-skilled persons can get employment in this sector rather than in IT and ITES.

Hyderabad provides an encouraging environment, getting various IT companies to establish their bases, grow and network with one another across the world. Hyderabad city is one of the fastest growing growth corridors of India owing to the IT sector. The city has also been selected to house India's first Silicon developing facility known as Fab City to make Hyderabad truly India's high-tech city.

IT Policy of the Telangana Government

The new ICT policy of the Telangana government has set ambitious targets. The policy statement aims at making Hyderabad the national leader in terms of IT exports and at leveraging on the strong infrastructure that exists to attract more investments. The specific objectives of the new policy include the following:

- 1) To double the value of current Rs 68,232crore IT exports in Telangana in five years;
- 2) To double the current employment of four lacs in five years;
- 3) To establish three tier-2 cities as IT hubs in

five years while keeping Hyderabad as the centre of product development and R&D activities. IT companies, particularly

- 4) those belonging to ITES, will be encouraged to locate themselves in tier-2 cities like Warangal, Karimnagar, Nizamabad etc.

The sub policy on electronics plans to make Hyderabad a global hub for electronics. Under the plan two dedicated electronics manufacturing clusters are proposed to be set up in the suburbs of Hyderabad.

IT and other related activities companies in Hyderabad

The following are a few specific areas of the IT activity in Hyderabad.

T-Hub: The T-Hub is the largest technology incubator opened here last year. The foundation stone is laid for the second phase of the facility with an expenditure outlay of Rs 175 crore. The Telangana minister for IT minister who visited United States recently announced that an outpost of T-Hub will be opened in Silicon Valley to enable startups at T-Hubs get international exposure. About 200 startups are currently incubating at T-Hub and they are getting technological mentorship and access to venture funds. Microsoft, Google, HP, Cisco, Yes Bank, IBM and Amazon have entered into partnership with T Hub. The minister said a hardware incubator T-Works would also be launched. A prototyping lab will use the innovations coming out of T-Hub.

Gaming and Animation: The global gaming and animation market is expected to grow to \$240 billion in the next three years. A significant portion of this work is outsourced to India. Hyderabad is already home to a number of gaming and animation companies. Many of these companies have made a mark in

national and global market. The new policy aims to give a further push to it. The gaming and animation sector will further enhance the global brand image for Hyderabad, besides yielding revenue. There are around 25 established gaming and animation firms and 250 digital media firms in Hyderabad. An exclusive gaming city is coming up at Riidurgam area of Hyderabad. FX Labs Studios, DQ Entertainment, Zen Technologies, Teamworks Soft Pvt Ltd, Cour Chips India Ltd, Ybrant Technologies Pvt Ltd, Game Shastri Pvt Ltd, Green Gold Animation Pvt Ltd, Samkhya Infotech Ltd and EA Mobiles are a few of the gaming and animation companies in and around the Hyderabad city.

The TS-iPass: The TS-iPass (Telangana State Industrial Project Approval and Self-Certification System), is a device which goes well beyond conventional single window systems, is an important anchor to the industrial policy of Telangana State. The TS-iPass clearance system that entails self-certification and automatic approvals is expected to create a positive environment in by means of which a large number of industrialists and investors prefer Telangana over any other state. Under this initiative a single window clearance is given within 15 days of applying for establishing a company.

T-IDEA & T-Pride: To help the MSME sector, the T-IDEA (Telangana State Industrial Development and Entrepreneur Advancement) and T-Pride (Telangana State Program for Rapid Incubation of Dalit Entrepreneurs) have also been launched.

TSIIC: Telangana State Industrial Infrastructure Corporation (TSIIC) is yet another initiative of the Telangana State Government for providing infrastructure through development of industrial areas.

TSIIC was established in the year 2014 for identifying and developing potential growth centers in the Telangana State fully equipped with developed plots/sheds, roads, drainage, water, power and other infrastructural facilities; providing social infrastructure, like housing for workers near industrial zones, co-ordinating with the agencies concerned for providing communication, transport and other facilities. The Corporation also has active projects in the public-private partnership (PPP) mode.

Telangana Industrial Parks: The industrial areas in the Telangan industrial parks range from 15 to 2500 acres of land. The Corporation has presence in each and every Mandal head quarters of the District. A large number of leading industrial houses have their presence in these industrial areas. Some of them are BPL Engg., Kirby Building Products, Asian Paints, GVK, ITW Signode, Aurobindo Pharma, Widia India, Raasi Refractories, Lanco Kondapally Power Corporation, and BSES Andhra Power etc.

Table 1: List of Major IT Firms in Hyderabad

Organization	Origin	Services of Organization
7Hills Business Solutions	India	Supply chain execution software, ITeS
Accenture	USA	IT services, consulting, outsourcing
Adaptec	USA	Computer devices
Alliance Global Services	USA	IT Services, consulting
ADP	USA	IT services, outsourcing
Agilent Technologies	USA	Electronic testing, network analysing
Alcatel-Lucent	France	Communications

Amazon.com	USA	E-Commerce
AMD	USA	Semiconductors
Analog Devices	USA	Semiconductors DSP
ATI Technologies	USA	Semiconductors
Avaya	USA	Telecommunications
Bank of America	USA	banking, IT
Bose Corporation	USA	Consumer Electronics
Broadcom	USA	Semiconductor
3Com	USA	Computer networks
Computer Associates (CA)	USA	Enterprise software, IT services
Capgemini	France	IT services, consulting, product development
Capitol Records	USA	Animation
CFC	USA	Banking, IT services
CGI	Canada	IT services
Conexant	USA	Semiconductors
Cognizant Technology Solutions(CTS)	India	IT services and consulting
Covansys	USA	Product development
Convergys	USA	IT consultants
CSC	USA	IT services
24/7 Customer	USA	BPO
Cypress Semiconductors	USA	Semiconductors
Dell	USA	IT, hardware
Deloitte	USA	IT consulting
Diebold	USA	Integrated Technology Solutions
DST Systems	USA	IT Services
Facebook	USA	Social Networking
FactSet Research Systems	USA	Financial services
First American Corporation	USA	IT services
Franklin Templeton	USA	Asset management and IT services
GE	USA	IT, financial services
GE Capital	USA	Banking

Genpact	USA	IT outsourcing
Google	USA	Web applications
HCL Technologies	India	IT services1
HP	USA	IT services, Product development
Honeywell	USA	Avionics software, Automation control systems, Transportation systems, R&D
HSBC	UK	Banking, IT services
Hyundai	Korea	Motors and car designing
IBM	USA	IT, Product service2s
Infosys	India	IT services
iGate	India	IT services
Infor Global Solutions	USA	ERP software
Invensys	UK	Automation, product services
Intergraph	USA	Product services, software
Intelligroup	USA	IT services
JDA Software	USA	IT services
Keane	USA	Management consultancy services
MarketTools Research Pvt limited.	USA	IT services
Mahindra Satyam	India	IT services
Microsoft	USA	Product development, R&D
Mindtree consulting	India	Consulting and IT services
Motorola	USA	R&D, networking and telecom equipment
NCR Corporation	USA	IT Services
Nokia	Finland	Telecom
nVIDIA	USA	Semiconductors
Oracle	USA	Database products
Patni Computer	India	IT services

Systems		
Progress Software	USA	Computer software
Qualcomm	USA	Semiconductors
Rockwell Collins	USA	Avionics design
Rhythm and Hues Studios	USA	Animation
Reliance Infocomm	India	IT services
Samsung	Korea	Consumer electronics
Siemens AG	Germany	Consumer and medical electronics
SITEL	USA	Outsourcing
Sierra Atlantic	USA	IT services
Sitel	USA	Outsourcing
Sonata Software	India	IT services
SSA Global Technologies	USA	Computer Software
Sun Microsystems	USA	Product development
Synopsys	USA	Electronic design and Automation tools
TCS	India	IT services
Tata Elxsi	India	Embedded systems
TeamF1	USA	Computer Network and Security
Texas	USA	Semiconductors, electronics
Teradata	USA	Data Warehousing, Data Appliance & Business Intelligence Solutions Instruments
Thomson	France	Consumer electronics
TNS	UK	IT services
UBS	Switzerland	Banking and IT services
UMC	Taiwan	Semiconductors and IC
Unisys	USA	Data management
Verizon Communications	USA	Communication Services
VSNL	India	Networking, Telecomm
Virtusa	USA	IT services

Wellsfargo	USA	Banking and IT services
Wipro	India	IT services
Xilinx	USA	Integrated Circuits
Yahoo!	USA	Web applications
Zensar Technologies	India	IT services

Recently the government of Telangana unveiled its industrial policy which is very attractive for investors who want to set up new industries in the state. In the policy the government has identified 14 thrust areas. It has plans to develop six industrial corridors and common infrastructure for various industries among other things. The policy framework also lists sector-specific incentives and steps for the development of hassle-free and transparent environment for the units to set-up and operates. The three key pillars for developing the state's economy are reliable power supply, world class urban infrastructure, and industrialization.

Major IT companies in Hyderabad

The following is a list of major IT Firms in Hyderabad given in alphabetical order along with their country of origin and the products and services provided by them.

IT Firms by Country of Origin: Most of the IT companies in Hyderabad are multinational companies. A cursory look at the above list shows that the largest number of IT firms of Hyderabad are US based(47). The next in number are the Indian firms(17), followed by French firms(3), UK firms(3) and Korean firms(2). There are also one each of German, Canadian, Taiwanese, Finish, and Swiss based IT companies in Hyderabad.

Range of Services and Products of IT companies: These firms provide or deal with a very wide and astounding range of products

and services. They include supply chain execution, software development, consulting, outsourcing, computer devices manufacturing, electronic testing, consumer electronics, network analysis, communications including telecommunications and communication services, e-commerce, semiconductors, banking computer networks, enterprise software, IT services, product development, animation, BPO hardware, integrated technology solutions, social networking, financial services, asset management, web applications, avionics design, avionics software, automation tools and control systems, R&D, transportation systems, automobile designing, ERP software, IT consult services, telecom equipment, data base products, computer networks and security, data management, data warehousing, data appliance, Business intelligence solutions, integrated circuits, web applications, network solutions, application development and software solutions. This list is not exhaustive but only illustrative. It is also a rough and ready one needing further consolidation. Yet it serves the purpose of revealing the variety of products and services the IT sector in Hyderabad as a whole is dealing with.

Types of IT Companies: There are four main types of IT companies in Hyderabad. They are: (1) Computer Software Companies, (2) Information Technology Enabled Services (ITES) Companies, (3) Computer Hardware Companies and (4) IT related companies as detailed below.

1. The **computer software companies** handle the various software development programs for the multiple industrial sectors in Hyderabad and the rest of the world. In this category, Hyderabad has a colossal number of

domestic and international companies to its credit. This segment of the Hyderabad's IT industry earns the maximum export revenue for the Indian Government. These companies are mainly involved in the development of various software programs for various industrial sectors. Companies in this category are both Indian as well as multinational conglomerates who have established base in India. They cater to the demands of both the domestic as well as international market. Thus this segment of the Hyderabad IT companies plays a major role in earning export revenues for the government.

2. The **ITES companies** deal largely with business process outsourcing and support services. They are also popularly known as the Business Process Outsourcing (BPO) companies. The BPOs contract in non-primary business activities of companies. BPO companies typically provide human resource, accounting, customer relations and call centre activities or services at a lower cost on contractual basis. Knowledge process outsourcing (KPO) and legal process outsourcing (LPO) are two of the major lines of outsourcing activity. These companies mainly deal in operations of the parent company dealing with a particular product or service. This segment of the software industry forms a big part of the Hyderabad IT companies. Both Indian and international companies are a part of this group of IT companies. Tata Business support Services Limited, Infinite Medtech Solutions, INK Soft Private limited, Data Angle Technologies Private Limited, Neron India, Havita Technologies Private Limited, Data Angle Info Solutions, Zolt Info Solutions Private Limited are a few of the ITES/BPO companies present in Hyderabad.

3. The third segment of IT companies is the **computer hardware companies**. Several brands of computer hardware companies provide support to multinational companies and domestic ones and are in the bid to expand their network to the rest of the country. There are several reputed brands of computer hardware companies that are a part of the Hyderabad IT companies. Some of the companies are international brands that have established base in the conducive environs of Hyderabad IT industry in a bid to expand their sales network in India.

4. The **other related companies** include entertainment industry, IT training and financial services companies. NIIT, Timespro, Marvelsoft Software Training, Vishal Institute for ultimate Technology, Reach IT, Durga Software Solutions, Boston Software India Private Ltd, Vistas Software Solutions, Mapworld Technologioes, Ramsi Risk Management Software India Pvt Ltd, ICA Computer Education and training Center, iClass, Java Dotnet Training, Informatica, Cognas are a few of the software training institutes in and around Hyderabad. Ameerpet is the major hub for IT training in India. According to one estimate around one lakh fifty thousand people are annually trained in IT and related domains in Hyderabad. Hyderabad is so popular.

Area of Location of IT Companies: There are more than 250 listed software companies in Hyderabad. They were initially clustered around the Hitec City area but are now spreading widely to various other areas. Contrary to popular notion that IT companies are located mostly or largely in HITEC City they are actually located in posh localities and good neighborhoods all over the city. The tally of company locations along with numbers

given in parentheses according to one available list is: Banjara Hills(16), Gachibowli(15), Madhapur(15), Somajiguda(12), Jubilee Hills(5), Begumpet(5), Punjagutta(5), Secunderabad(4), Ameerpet(4), Madhuranagar(3), Secretariat(3), Abids(2), Kairatabad(3), Lakdikapul(1), Kondapur(1), Manikonda(1), Nachram(1), Adibatla(1), Pahadi Sharif(1), Medchal(1), RTC Cross Roads(1), Sanjiva Reddy Nagar(1), Srinagar Colony(1), Kukatpally(1), Yusufguda(1), Mehdipatnam(1), Masabtank(1), Basheerbagh(1), Lakdikapul(1), Nallagandla(1), Uppal(1), Poccharam(1) and Saifabad(1), Dulapally(1).

Top IT Companies in Hyderabad- 2017

1. IBM: The IBM is counted among the top notch IT service providers in the world. It has operations in more than 170 countries. In India IBM started its operations in 1992. IBM provides IT solutions to financial services, healthcare, government, automotive, telecommunications and education companies. It is one of the reputed and prestigious IT firms of the country. Based in Hyderabad, it has its presence all across the nation. Being a reckoned global Information Technology and Services innovative service provider, it is known as the biggest technology as well as consulting solution employer famous worldwide. Having more than 375,000 employees it is catering to diverse needs of clients based all around the globe. Recently it has completed its 22nd year of patent leadership, skills and expertise. The company has been like the future of Information Technology with over 3000 researchers based in about 12 labs spread across six continents. Adding to this, the scientists of the IBM research facility have been known to depict 10 U.S. National Medals of Technology, 6 Nobel Laureates, 6 Turing awards, 5 U.S. National Medals of Science, 19

inductees belonging to the National Academy of Sciences and 20 to U.S. National Inventors Hall of Fame. At present, the company is simply more than just being a software and hardware service provider. In fact, over the span of time, it has been expanding and growing as a pioneering cognitive solution provider and a well known cloud platform company. The people and work culture of the firm can be found in all kinds of destinations all around. The professionals of IBM are assisting to transform healthcare by improvising and enhancing the retail shopping experience of corporations and individuals, reroute traffic jams and designing and formulating the next generation experience across sports stadiums worldwide. Along with this, the specialties of the firm lies in cloud, cognitive, mobile, commerce, security, financing, research, system services, Watson, resiliency services, consulting, analytics, experience design, financing, IT infrastructure, technology support, design, internet of things, industry solutions and more.

Address: Survey No 64, AP 2C, Software Layout, Raheja IT Park, Hitech City, Madhapur, Hyderabad, Telangana, 500081

2. Infosys Technologies Limited : Established in the year 1982, Infosys is considered as the first Indian IT Company. It started with team of just 7 people. Today it has a global team of 193,383 professionals representing 122 nationalities. They are among most trusted and most awarded outsourcing company from India. They help 1045 clients across 50 countries to transform their business using a wide range of IT solutions and services. The company has two delivery centres in Hyderabad.

Address: Survey No. 210, Manikonda Village, Lingampally, Rangareddy (Dist.), Hyderabad 500 032

3. Tata Consultancy Services: TCS is India's largest IT Company and IT Enabled Service (ITES) provider. They are the subsidiary of Tata Group. With 147 Offices and Delivery Centres all across the world, they offer global technology with local support. Their main services are Custom Application Development and Maintenance, Business Intelligence, Enterprise Mobility and Solutions, Product Engineering and Industrial Services, Business Process Outsourcing or BPO, IT Infrastructure Services, and Quality Assurance Services

Headquartered in Mumbai, India and having branches spread all around the nation, it is a leading and preeminent Indian based multinational IT service, consulting as well as business solution service provider. Being a subsidiary of well known Tata Group, it operates in about 46 countries worldwide and is known as the biggest Indian firm as per market capitalization of about \$ 80 billion. A global pioneer in digital, IT services and business solutions, it has partnered with its huge base of clients in order to simplify, transform as well as strengthen their businesses. Along with this, it has been assuring biggest standards and levels of satisfaction as well as certainty through its comprehensive industry expertise, in-depth commitment and dedication to its clients and a wide network of delivery centers and innovation. Reckoned as one of the Big 4 global IT service providers by Brand Finance, it has a proven track record as well as its continued industry leading growth is like a testament to its expertise and certainty that its clients experience on everyday basis. Set up and incepted in year 1968, the mission of the company actually reflects the long standing dedication and commitment to provide excellence through assisting users attain their business goals by rendering world class and

innovative IT services, consulting solutions along with making it a fun and relishing experience for all stakeholders to work with the company. Adding to this, the values and beliefs of the firm lies on leading change, respect for the individual, integrity, learning, excellence and sharing. The high and top notch quality services offered are simply remarkable and unique in their own way. Also, it is counted among the first firm that is been accredited as per CMM Level 5, renowned as the most rigorous and stringent assessment methodology.

Address: SEZ Unit, Synergy Park, Premises 2-56/1/36, Survey Number 26, CMC Campus, Gachibowli, Seri Lingampalli, RR District, Hyderabad- 50019

4. Google Inc: Google needs no introduction. Popularly known for their search engine, they offer Cloud Computing, Software, Computer Hardware, and Online Advertising services. Other than Google Search Engine, they own Youtube, Google Chrome, Google+, Google Maps, Google Keep, Google Drive, Google Docs & Slides, Google Photos, and GMAIL. Their Indian head office is located at Hyderabad and is considered as most sought after MNC IT Company in the city.

Address : Block 1, Divya Sree Omega, Survey No. 13, Kondapur Village, Hyderabad, Andhra Pradesh, India Phone: +91-40-6619-3000

5. Sonata Software: is a CMM Level 5 Company, has over 2800 employees that operator from US, Europe, Middle East, India and APAC. The company works on global delivery modal and use uses cost effective solutions to impart IT services to its clients. Company has good reputation in the market and in 2011 ranked among the top 100 global IT service providers.

Address: 1-10-176, Begumpet Main Road,
Opp. Hyderabad Public School, Hyderabad -
500 016, India
Tel: 91-40-3981 3899 Fax: 91-40-2776 4831

6. Zensar Technologies: is another excellent company to start career in IT sector. Zensar Technologies is CMM Level 5 Company, has over 13 years of experience in providing IT solutions to clients across US, Europe, Africa, Middle East, Singapore, Australia and India. Company has over 7000 associates and has offices in more than 20 locations.

Address: 6th & 7th , Tower A, Ananth Info Park, Madhapur, Hyderabad

7. Accenture: Accenture is 34.79 billion US Dollar Company, dealing in Consulting and IT services. They main service offerings are Technology & Business Consulting, Digital Services, Enterprise Services, Mobility, Technology Solutions, BPO, Outsourcing, Managed Services, Infrastructure and Security Services. They have employee base of 394,000 professionals in different countries in the world. In India, they have offices at Hyderabad, Bangalore, Chennai, Gurgaon, Kolkata, Mumbai, Delhi, Noida, and Pune.

8. GrapeSoft: is a CMM Level 3, ISO 9001:2008 certified company, offers IT services in E-Governance, RFID and Quality management systems. Company services portfolio includes application development, OPD services, QA services, maintenance support and re-engineering services. GrapeSoft has head office in Hyderabad and other office in Canada.

Address: 10-3-1/2, 2nd Floor, Gemini House, Mehdiapatnam, Hyderabad - A.P.500028.

9. Wipro: is counted among Top 5 IT Companies in India. They have 160,000+ employees in all around the world consisting of 98 nationalities. They are trusted by Fortune 500 Companies for IT services and outsourcing requirements. They were the first Indian Company to implement Six Sigma Process in their Development and are trusted for their quality and zero error work.

10. Oracle : Oracle is second largest Software and Hardware Company in The world. They offer Integrated IT Solutions and services namely Cloud Computing, Storage, Database Solutions & Servers, Applications, Storage, IT Infrastructure, Enterprise Software, Operating Systems, Oracle Hardware range, Big Data Appliances, Software as a Services (SaaS), and many more. They have clients in 145 countries in the world. In India, they have offices at Gurgaon, Noida, Mumbai, Bangalore, Chennai, Hyderabad, Pune, Vijaywada, and Trivandrum.

11. Cisco : Cisco rules in Networking Solutions since their inception in 1984. They are among top 10 IT Companies in the world. They offer solutions and services for Enterprise, Small Business, and Home. They offer VoIP services and Products, Hosted Collaboration Solution (HCS), Cloud Computing, and Network Emergency Response Products. They have a decade old presence in India. They started their India Operations in the year 1995 and now have 7 sales offices in the country located at Hyderabad, Bangalore, Chennai, Mumbai, Pune, Kolkata, and Delhi.

12. Capgemini : Capgemini is world's leading providers of IT services, Consulting, Outsourcing, and Technology Services. They have 190,000 employees in 40 countries in the

world. Their Key services are Software Application services, Cloud, Enterprise Mobility, Consulting, BPO, Infrastructure Management services, and many other integrated IT enables services and products. They have offices in 7 Indian cities and a corporate university at Pune.

13. Microsoft : World's largest IT Company Microsoft have its Indian headquarter located at Hyderabad. They entered in Indian market in the year 1990 and have worked on many Indian Government projects. Their main campus is located at Hyderabad, which houses R&D services, IT and global services. They have 6000+ employees in India and have offices in 9 cities (Chennai, Hyderabad, Kochi, Bangalore, Gurgaon, Kolkata, Mumbai, New Delhi, and Ahmedabad). Their Sales Head Office is situated at Gurgaon.

14. Sachi Infotech – Reckoned as one of the leading and preeminent IT companies located in Punjagutta in Hyderabad, India, it has been founded in year 2004. Being a privately held company, it has employee strength in about 11 to 25. Offering all kinds of web application development, website designing, domain name registration, web hosting, search engine optimization, search engine submission and web content writing solutions, it is a fully fledged independent export oriented service provider assuring to render cutting edge and end to end software services and solutions to its wide base of clients from all around. The prime focus and emphasis of the company lies in product development as well as web development and project based application creation. The vision of the company is to maintain long term and mutual strategic

business alliances and partnership with its US based clientele and engages them mutually into IT and bigger projects and render solutions according to the same. Having more than 25 years of expertise, vast experience, in-depth functional as well as domain understanding and knowledge across the healthcare and hospitality domain, it has actually strong and robust business partnerships with leading and reputed US based service providers and technology. Adding to this, it has actually carved a niche in the industry and maintained a reputed position in offering latest technology and innovative products solutions to the healthcare and hospitality sector. In fact, it is counted among one of those few firms engaged extensively in rendering technology based services to most strong and widely acclaimed advocacy, political committees and policy groups. In recent few years, it has actually made a long list of satisfactory clients from all around serving political and hospital groups. The aim of the company is to work in mutual association with clients to acknowledge their unique business goals, ideate new thoughts and deploy solutions impacting directly and indirectly the bottom line. The success and growth of the company is been measured by the long term relationships it has been maintaining with their clients along with the approach it has been following and executing to render project deliverables at highly lower prices. Proffering integrated solutions, each of the application is been following dual-shore development prototype and a constant enterprise application architecture tactic for ease of integration within existing client's environment. Moreover, the applications are

encompassed with integration and implementation solutions providing one stop services to clients.

15.C1 India Pvt. Ltd.: C1 India is leading name in e-Procurement Solutions and Services in India. Established in the year 2000, they were the first to provide e-procurement service in country. Today, they are serving numerous clients worldwide, in more than 10 industries. They have global presence with offices in India, Dubai and Oman, with 200+ employees working for them. They have been awarded with many prestigious awards for their projects. One of their project for Govt of Oman have received “Best e-governance implementation” award.
Website: <http://www.c1india.com/>

16.CES Pvt. Ltd. : CES is an ISO 9001:2000 Certified and CMM level 3 Company, offering IT consulting services, Enterprise IT services, SaaS Enablement Services, Application Development, Database Migration Services, and BPO Services etc. They are known for their cost effective solutions and have some loyal client base across Healthcare, Travel and Banking industries. Their clientele list has reputed names such as Citibank, Bank of America, Amazon, US Airways, HEIT etc.
Website: <http://www.cesltd.com/>

17.City Info Services Pvt. Ltd. : CityInfo is one of its kind of real estate solution Provider Company which has a decade old experience and knowledge of Indian real estate markets. They offer variety of services such as real-estate transaction management, asset portfolio management, advisory, valuation, allied services, residential real estate services etc.

They have PAN India presence and have completed transaction in more than 80 markets in country
Website : <http://www.cityinfoservices.com/>

18.CMC Ltd: Founded in the year 1975, CMC is 100% subsidiary of Tata Consultancy Services. They have expertise in Application Development, Software Solutions, Cloud Services, Mobility, Analytics and ERP Solution. They are CMM Level 5 and ISO 9001:2000 certified organisation. They have global presence with their development centres in 11 locations in India, UK, US, Europe and APAC with more than 10,000 extremely skilled workforce. They are known for their cost effective solutions and cutting edge, out of the box products and services.
Website : <http://www.cmcltd.com/>

19. Convergys Information Management (India) Pvt. Ltd.: Convergys is a global company with its 150+ offices located in 31 countries around the world. They have a wide portfolio of services and solutions to Industries such as Healthcare, Insurance, Travel, Retail, Automotive, Technology etc. They have 125,000 diverse employees working for them. Their main capabilities are Customer Care Services, Revenue Generation, Retention, Analytics, Collections, Omni channel Technologies and Technical Support.
Website: <http://www.convergys.com/>

20.Couth Infotech Pvt. Ltd: Couth IT is a leading name in affordable software solutions. They have two types of business units –Embedded Software Group and Application Software Group. Each group have expert

professionals who are capable of creating complex software applications. Their main clients are small and mid-sized companies namely, CSG Openline, Sasken Communication Technologies, and Global IP Solutions etc.

Website: <http://www.couthit.com/>

21.D. E. Shaw India Software(DESIS) Pvt.

Ltd: DESIS is a part of investment and technology firm D. E. Shaw Group. Their main business is to invest in market, namely in equities and make risk adjusted returns to their clients. They have two divisions – IT and Finance. Finance Department take investment decisions and IT department develops and maintain software which is used for their investment activities. Their software is backbone of the company and is managed by 200+ skilled software professionals.

22.Danlaw Technologies India Ltd: Danlaw is an ISO 9001:2008 certified company which is engaged in IT, R&D, Engineering and Intelligent Security. Their Information Technology vertical create web based products, such as educational software for disabled school children etc. They have been a part of various renowned projects such as SUVIDHA, CARMAN, ESAP, GECIS Telecom Digital Cockpit etc.

Website:<http://danlawtechnologies.com/WEB/home.shtml>

23.Cybage Software Pvt. Ltd: Established in the year 1995, Cybage is a leading IT services company. With 20 years of experience, they offer expert solutions in Software Development, System Architecture, e-learning services, Testing & Automation,

Technical Documentation and Technical Support Services. Till now, they have served more than 188 clients spread across the world. The company has their offices in India, US and UK with more than 5000 employees working for them.

Website: <http://www.cybage.com/>

24.Aryabhata Solutions Limited: Founded in the year 2000, they are leading provider of various IT services. Their main services are Software Development, Mobility Solutions, GIS Services, Smart Card Applications and Short Code or SMS Solutions. Their clients are mainly medium and small companies who are looking for cost effective yet quality services.

Website:<http://www.aryabhata.com/>

25. E2E SerWiz Solutions Ltd: It is one of the acknowledged and reputed IT firms based in Hyderabad city. The core areas of operations and specialties of the company lie in telecom sector, contact center and customer care, and customer interaction management. Also been popular and reckoned as SerWizSol, it is a well known wholly owned subsidiary of Tata Sons Limited, being an integral part of Tata Enterprise. Providing business of both voice and non voice based BPO solutions and services, it is also been known as the third biggest outsourced customer service providers all over the country. Lending advantages and benefits of both on shore as well as off shore delivery capabilities meeting particular client needs and requirements, it is into offering customized business process services from its great and class apart delivery centers based at different locations of the country. Having

international acclaim and recognition, the company is into customer lifecycle management and business process management.

26. Eduquity Career Technologies Pvt Ltd:

Incorporated and started its operations in year 2000, it is another reputed and acknowledged IT company of India. Based in Hyderabad, it is been into business services, institutional services, student services and much more. Being known all around as a thoroughly professionally managed and owned human resource assessment organization established and introduced by few members of entrepreneurs, it has been backed with a strong and talented panel of more than 100 people with extensive experience and expertise in the fields of consulting, human resources, technology, product development and operations. Offering end to end human resource assessment solutions to institutions and corporations, it has been renowned for having fully owned assessment centers based all across the nation including Noida, Kolkata, Chennai, Hyderabad, Bangalore and Mumbai. Adding to this, it is been known for assessing more than half a million candidates in varied locations of the country and more than 12 countries across Europe, Middle East, Asia Pacific and North Africa. The vision of the company is to facilitate firms and organizations to realize their true strength and potential aiming for the right candidature and fit. Also, its mission is to serve and cater innovative solutions to meet ever growing and ongoing demands prerequisites of institutions and corporations.

27. Endeavour Group: Incorporated in year

2001, it has been reckoned as a pioneering consulting firm proffering an extensive and comprehensive range of legal, strategic and communications solutions to expand and advance its clients' critical global agendas. Backed with a highly talented and creative and experienced panel of professionals, the company has been assisting the world's idealists to expand and spread their influence and presence all across the globe. Utilizing its diverse experience and expertise to assist corporate CEOs, influential and promising global leaders, and ultra net worth individuals and others, the company's team helps people to find and look for solutions that could bridge up the government, business and social realms. The professionals and experts do rigorous analysis and evaluation, integrate constructive and healthy innovation, sheer hard work and dedication and result driven solutions to help their wide base of clientele to boost their personal brands presence, introduce humanitarian and compassionate initiatives and drive value in their vast global portfolio of business as well as other assets. Adding to this, it is into turning aspirations and dreams into strong results and simply reality.

28. ESN Technologies (I) Pvt Ltd: It has been a renowned trusted and reliable IT partner for IT solutions and services having more than two decades of proven track record, expertise and experience. Known all around for offering information technology and world class software services and solutions to its vast base of clientele all across the world, it has expertise in providing top notch and end to end technologies with state of art

infrastructure, great people and communication along with collaboration capabilities. Being a leading client driven firm, it has been into offering efficient, responsive and amazing results in a timely fashion. Based in Hyderabad, India, it is renowned and acknowledged for hosting world's pioneering IT firms and deploys and executes the best expertise and resources to meet diverse project challenges and criteria.

Future Outlook of the Hyderabad IT

Despite the boom of the Hyderabad IT companies along with those in other parts of the country the economic recession had resulted in rough times for this industry. The slowdown in the US as well as the European economies had affected the progress of many Indian companies. Faced with the threat of a closure some of the companies tried option of cost cutting as a result of which many lost their jobs. All further recruitments to these companies were also stopped. However things are brightening up with the recession being officially declared as over. Companies are again recruiting along with adequate retention.

It may therefore be safely concluded that the Hyderabad IT companies are headed for a positive and futuristic growth owing to favourable times and environment that the city has successfully provided the companies from around the world. The current infrastructure development initiatives of the KCR Government like Mission Bhagiratha, uninterrupted power supply, Outer Ring Road(ORR), proposed Regional Ring Road, the metro rail project, T-Hub , significant

reforms in policing and traffic management are making Hyderabad highly business friendly raising all round expectations of continued growth of Hyderabad. The IT jobs that were once confined to Bangalore, are slowly starting to experience a geographical diffusion into other cities like Chennai, Hyderabad and Pune. Between these three later cities Hyderabad seems to be gaining more ground than the other two cities. There are new directions in research and development in the IT industry. The industry was earlier concentrated on programming technologies like Java, but in the recent times the research focus has changed towards technologies like mobile computing, cloud computing and software as a service. This shift is attributed to the preference of clients for ubiquitous computing over standalone computing and to the growing demand for low-cost computing solutions. Hyderabad, it appears, will stand to gain from this emerging trend too.

Call for Papers

Auroras Journal of Management (AJM) a quarterly publication of the Aurora's Business School, Hyderabad, India, is a journal addressed to managers in the industry, the government and nonprofit organizations. It aims at disseminating results of research studies that are of relevance to their jobs and capable of being applied at their work-place. AJM provides a combination of scholarly research papers and papers that are conceptual and application-oriented. It does not confine itself to any one functional area, but invites articles relating to all areas of management, marketing, finance, organizational behavior, and human resources, operations, etc. The journal also features articles on various sectors like industry, agriculture, banking, international trade, urban and rural development, public systems, and information systems cutting across functions.

AJM welcomes high quality papers on management, business, and organizational issues both from academicians and practitioners. Papers based on

theoretical/empirical research/ experience should satisfy the criteria for good quality research and show the practical applicability and/or policy implications of their conclusions. All articles are first screened at the Editor's level, and those considered of sufficiently high quality are double blind refereed by reviewers who ensure a high standard of academic rigor in all the articles.

Authors can submit their contribution for consideration under any of these features:

- Research Articles which present emerging issues and ideas that call for action or rethinking by managers, administrators and policy makers in organizations. Recommended length of the article, not exceeding 7,500 words.
- Book Reviews which covers reviews of contemporary and classical books on management.
- Articles on social, economic and political issues which deal with the analysis and resolution of Managerial and academic issues based on analytical, empirical or case research/ studies/ illustrations. PI

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Guidelines for Submission of Book Reviews in AJM

The following is the suggested format for authors:

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- Abstract (not more than 250 words) and Keywords
- Introduction / Background / Objective
- Literature Review
- Methodology, Findings, Analysis & Discussion
- Conclusion, Limitations and Recommendations
- References - Harvard or APA Style is required.
- Tables, figures, etc. in their appropriate location in the paper (if applicable)
- Margins: 1 inch or 2.5 cm.
- Font: Times New, 12 points
- Spacing: 1.5 between lines and 2 between paragraphs