

THE WINNING SUIT FOR THE C-SUITE

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Make A Difference

The unusually **warm weather** this year has once again highlighted the impact of electrical energy on our lifestyles—and the woeful lack of this **valuable commodity** in India.

Bereft of it, modern commerce and industry comes to a halt. This is the principal reason why we are compelled to outfit our offices and data centres with expensive UPSs and generator sets. While these pieces of equipment require substantial investments to install, maintain and operate, they do little good for the environment.

So, the practical challenge for IT managers is to identify ways to minimize energy consumption and reduce the deleterious impact of IT on the environment—even while ensuring higher service quality, enhanced infrastructure availability and lower costs. This is a tough balancing act. Thankfully, you have some help from the plethora of innovations that are being spurred by worldwide green movement—from operating systems and apps that enable sophisticated power management, to energy efficient hardware, better infrastructure management solutions, and improved sources of non-renewable energy.

There are also other things that you can do as a manager to inculcate and develop the culture of green within the organization. For instance, consider the complete lifecycle of IT products, and focus on how to repair, recycle, re-use, and reduce the use of equipment. From monitors to printers, servers to storage—there is probably enough potential to rationalize and simplify. Don't limit yourself to optimizing IT sub-systems, consider the whole. You may be overlooking opportunities to make substantial savings in other places. Educate users to conserve paper, ink and other consumables—and enforce policies where feasible. Encourage and facilitate the use of solutions like phone and video conferencing, intranets and portals to cut travel and communication costs.

As an IT manager, there are many areas where you have little control but a lot of influence. Help business executives understand the implications of making (or not making) specific investments in technology and equipment. While you may need to do the background research to ensure that the proposed solution supports corporate objectives, the satisfaction of contributing to the overall corporate good while saving the environment is too good to pass up. Are you ready to take up the challenge? Write in, and let us know what you are doing to make a difference. **ITNEXT**



“Focus on how to repair, recycle, re-use, and reduce the use of equipment.”

R GIRIDHAR



Blogs To Watch!

Investment Option in Green:
<http://www.blueplanetgreenliving.com/2010/05/27/investment-in-greentech>
 Greentech Enterprise: <http://www.greentechmedia.com/articles/read/automation-is-new-key-in-green-it>

Your views and opinion matter to us. **Send your feedback** on stories and the magazine at rgiridhar@dot9.in or SMS us at 567678 (type ITNEXT <space> your feedback)

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JUNE 2010

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IT NEXT VALUES YOUR FEEDBACK

We want to know what you think about the magazine, and how we can make it a better read. Your comments will go a long way in making *IT NEXT* the preferred publication for the community. Send your comments, compliments, complaints or questions about the magazine to editor@itnext.in.

I must say that the presentation style of IT NEXT is really impressive. The insight section is always a delight to read. Besides that, I always look forward for the training calendar section in the magazine which I believe aid IT Managers to identify the various short term courses to improve their skills in areas like management and communication.

MAYANK KUMAR,
Consultant, Wipro

The May 2010 story on Outsourcing for Value was an interesting read. India has been a frontbencher in terms of understanding the importance of outsourcing in different sectors. There have been plenty of technologies today that helps business run in an efficient and tranquil way, without making any hassles to manage and operate them. The traction of outsourcing has increased not because of just cost reduction, but also in terms of increased productivity and quality. Organisations along with their customers benefit as they can access some of the best available technology expertise in the industry and helps them to operate business in a smoother way. I feel it is just the start of an era, and outsourcing will certainly drive the growing demands of Indian businesses.

VARUN SINGH TOMAR,
Strategist & Change Professional, JK Tyres

I really liked the Open source special (April, 2010) issue. The cover story “gaps are closing” was well covered and discussed the technicalities and functionality of open source and proprietary systems. I completely agree with the fact that managing an open source system is fairly a complex and cumbersome process. The open source players have understood that to reach out to the mass user base, they need to engage them with simplicity. Congratulations to your entire team for



MARCH 2010

IT NEXT THANKS ITS READERS FOR THE WARM RESPONSE

www.linkedin.com/groups?gid=2261770&trk=myg_ugrp_ovr
366 members

READ THIS ISSUE ONLINE

<http://www.itnext.in/resources/magazine>

bringing out such an interesting issue.

NEHA MAKKAR,
Assistant Manager Internet Marketing at Studyplaces.com

Would like to thank you for bringing such a fantastic magazine out, it is a refreshingly fresh take on the IT industry as a whole, and the IT professionals in particular. I am still ROFL on reading the MYLOG by Shashwat DC in the special issue, rest assured Shashwat, your job is not on the blink. IT managers have their own specialty, and professionals like you have your own, never the twain shall meet. And of course, you will keep hearing the good, bad and ugly ringtone always.

PARESH THAKKAR,
SKRFID.com

Can we have more of 15 Minute manager articles in IT Next, as there are lot of resources on technology on the internet and even in print, but there are very few available for managerial resources. Would like to have more articles on time management, team management, etc.

PRASHANT PHILLIPOSE,
Consultant, Accenture

I really enjoyed reading the cover story on top 10 technologies (IT NEXT, February 2010). However I would like to differ on the rankings a bit. Business Intelligence and Analytics, for me, is going to be the leading technology for the year 2010. With most of the sectors are facing the heat of growing competition, leveraging BI/BA tools will be the top priority for any CIO. Also, the biggest showstopper could be the quality and format of underlying data that can mar effectiveness of a good BI/BA solution.

KANNAN K,
Communication Manager, Nokia Siemens Network



ITNEXT <space> your feedback
and send it to
567678
*Special rates apply

LEADERSHIP

Be double barrelled

You need the two of you to be an effective CIO--think from both left and right brains, see both the sides of a coin, listen to disparate tones in a chatter, and make two simultaneous moves at a time. That's a CIO's life.

A CIO needs to be a strategic thinker while being a fire-fighter. You need to have an eye on the long term while producing short-term wins.

If you spend too much time on putting together a long-term strategy and focus on executing it, you will lose your executive team quickly. While the executive team appreciates your long-term thinking, they also want to see quick results of their investment in you. That comes with your other eye on short-term wins.

These short-term wins can come in many ways. Figure out where you can save. Can you move some strategic architectural components to open source? Figure out how you can start using cheap aka free mainstream technologies effectively without compromising your enterprise set-up. Can you use Facebook to connect with your customers? Can you build an iPhone application for your sales team?

If you keep producing these short-term wins, the executive team will be patient with your long-term plan and at the same time, you will start winning your business colleagues' confidence.

Another place where a two-pronged approach is necessary is in IT investments. You have to ensure that your existing investment is secure and efficient while making a new investment. Sometimes, if you are promoted within the IT organization, your focus tends to be more on existing investment because you have been dealing with those for a long time. In such a situation, you are in the danger of losing sight of possibilities of new efficiencies. Similarly, if you move to a new organisation, you may ignore



“If you keep having short-term wins, the executive team will be patient with your long-term plan”

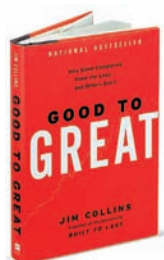
most of the existing investment. Both ways, a disaster awaits you. Staying in the centre keeps you safe and sound.

Both your brains need to be at work simultaneously. While one is thinking about a robust technology infrastructure, another needs to understand the business.

Talking about suppliers, you need to constantly think when you treat them as partners and when you treat them as vendors. If you always treat them as vendors and keep them on their toes, they will not step up to help you over and above their SLAs when you need them to. On the same token, if you constantly treat them as equal partners, you will have a tough time enforcing SLAs and in turn, you will alienate your business colleagues for being too lenient on your vendors.

Last but not the least, it's important to make sure that you stay connected with the outside world. While you can be a rock star inside your organisation, people outside should also know and appreciate what you are doing. Good luck! **ITNEXT**

SUGGESTION BOX



The book tells why some companies last longer than others, namely, due to leadership and innovation. A must read for IT managers.

WRITER: JIM COLLINS
PUBLISHER: HARPER BUSINESS
PRICE: INR 626.00

The author is Chief Information Officer of the city of Chicago, USA



The money side of IT

It is important to evaluate IT investments in terms of their business benefits. However, very often these benefits themselves are not quantifiable and at times decisions are made more on hunch than on business linkage.

It is also important to note that IT investments not only entail start-up investment, but have recurring costs in terms of maintenance, resources and upgrades. Organisations need to understand the value impact of such investments. There also needs to be a quantification of return on IT investments.

IT managers must evaluate projects based on costs, savings, strategic benefits and risks, in order to determine the most advantageous initiatives for the enterprise. Boards will want to know which projects will contribute how much to the strategic and tactical business goals.

There are various methods for evaluating IT projects. It is important to determine the appropriate method for a given project, as the deliverables of each project will vary. While some can be quantified straight away, others may have more notional or indirect benefits. Let us take the example of investment in an ERP project. The benefits will have to be quantified in terms of the following:

- Eliminating non value adding activities
- Online information, MIS and decision making
- Reduction in manpower and related resource costs
- Reliability and better compliances
- Intelligent data mining and



“An evaluation based on costs, savings, risks and benefits will help determine the most advantageous initiatives”

subsequent impact in cost reduction and improvement in productivity

- Cycle time reduction
- Internal controls

This example is illustrative. For some project, there can be more tangible or intangible benefits, so each IT project needs careful evaluation and use of one of the following methods.

Return on investments: The method is easy to calculate and interpret. It measures the tangible benefits received over the amount of investments made in the project. However, it ignores the risk and time value of money.

Payback period: It measures the time a project takes to recover the cost of investment made. The evaluation method is easy to use and provides a time frame but does not determine value.

Internal rate of return: the evaluation method measures the cash returns (in %) generated by the project considering the time value of money. It is easy to interpret but complex to calculate. The method ignores risk involved in the project and may generate multiple outcomes.

Net present value / discounted cash flow: The method takes into account the discounted cash flows based on an assumed rate of interest. It measures whether a project generates positive or negative net cash flows (net of cash outflow/ inflow) within a defined time period. The method is complex to calculate and is subjective to the assumed rate of Interest. In case of projects with different durations it is not conclusive in determining the priority of projects. However, it takes into account the risk involved in the project.

Economic value added: The method measures the value generated by a project in comparison to the cost. It takes into account the opportunity value of money and is in line with shareholders value.

It is important for organisations to understand the value and impact of technology investments, as well what those investments imply for effective management.

While it is generally agreed that IT conveys value to the business, there are a number of factors that firms must carefully consider when deciding how best to procure and utilise IT resources. Organisations must fully understand the impact of IT capital on business performance and the correlation with shareholders' return-on-investment decisions. Organisations must stay ahead of rapid developments in technology and align their technology investments to business needs. **ITNEXT**



Keep it selectively social

My biggest challenge, both professionally and personally, has been to convince IT and IT-related service companies to openly embrace social media. That it has been hard to do so is ironic, considering that these are IT companies.

The last time I checked, productivity for India-based IT companies would stoop to zero if access to Google and developer blogs was restricted. So, why is the scenario the way it is? Let's try and understand what social media really is.

In simple terms, any digital medium that allows for social interaction among users can be broadly defined as social media. And the philosophy that guides social media is its unmoderated flow of information. While at last count there were over 250 social media channels available on the Internet, Facebook, Twitter, LinkedIn and YouTube are the leading ones, enabling social conversations in their respective domains.

Corporate communism

The no. 1 reason why companies restrict access to social media sites is that they believe them to be time-wasters. While this argument is valid, an all-out ban is clearly not the solution.

With the rise of smart-phones, (available for Rs 5,000 onwards) employees anyways have unrestricted access to social sites. What stops them from wasting company time by using their hand-held devices?

Recently, a leading IT company restricted access to MouthShut's



“Allow HR to access LinkedIn and let corpcom access Facebook while blog access can be for sales and marketing”

website because there were unsavoury comments about their management and its functioning. Despite the site being blocked at the office premises, there were more than 1,300 reads for a company of 800 employees. The cat was out of the bag and the company's management learnt, the hard way, that a blockage was not the answer. It's better to stop hiding behind firewalls and learn to defend your brand wherever and whenever required.

Allocated access

The key is to find a middle path, between an all-out ban and unrestricted

access. All companies handle multiple functions ranging from finance to HR to marketing and sales. Given that the finance is privy to accounting information, HR is privy to employee-related information and the software developer is privy to source codes, access can be allocated to social media sites that correspond to a department's functionality.

So allow the HR department to access LinkedIn and let the internal communications team access Facebook and Twitter while blog access can be for the sales and marketing teams.

Best practices

The next step after allocation is to establish a set of best practices. While its planning and training may require you to hire a social media consultant, establishing this process in the early stages will go a long way in mitigating risks associated with managing your online reputation.

I believe any best practices you establish for your organisation should incorporate the following seven attributes:

Transparency: In terms of both intention and identity of the user.

Commitment: In terms of resources, time and expertise.

Understanding: Users should have in-depth understanding of the social media channel or tool they use.

Listening: What the customers and other stake holders are saying online.

Participation: Participation on matters and issues related to the organisation, directly or indirectly.

Contribution: Users should be able to contribute to the online conversations at large with their views and opinions.

Value addition: Conscious and honest attempt should be made to add value to the social media channel.

They key aspect in using social media is to keep the conversation alive, kicking and relevant. We as human beings are community driven and can collectively achieve goals faster and more efficiently. It's better to be tuned into this conversation than not. **ITNEXT**

UPDATE INDUSTRY TE

TRENDS

DEALS

PRODUCTS

SERVICES

PEOPLE



Mobile marketing to drive business value

EXCLUSIVE | Mobile Marketing has the potential to become the new age value-driver for Indian enterprises, predicts Flytxt in a recent interaction with IT Next.

“The fact is, that, today, mobile has become the most personal medium of interaction among customers and partners. Be it at any level, the medium is capable to create diversified revenue opportunities for all stakeholders,” says Thomas Schuster, Co-founder and Senior Vice President - Product and Technology, Flytxt.

Enterprises are expected to leverage mobile marketing to reach consumers in an impressive way

“Let’s take the example of financial sector. Banks looking for more customers for a specific product can directly approach and sell the product to them. That too, with premium discounts and based on the tailor-made customer need” elaborates Schuster.

“Considering this, in the future a consumer might not need to go to a retailer. And this ease can be further supplemented by the kind of discounts; a company might afford to offer by removing traditional retail medium completely.” Schuster adds.

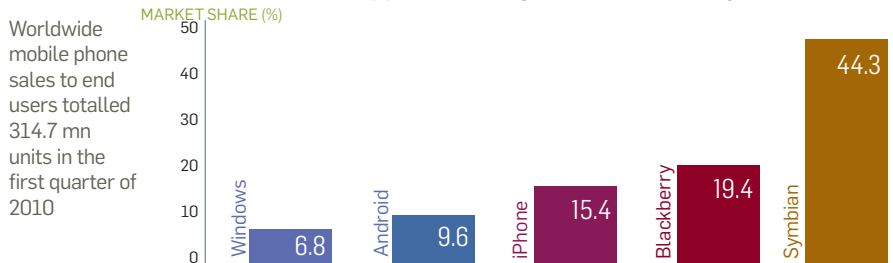
The company has recently announced the launch of its next version of mobile marketing platform, Neon. The platform is intended to deliver compact marketing system to help mobile operators run closed loop marketing campaigns within minutes, from a single web desktop, without the help of IT specialists.

According to the industry report released by GSMA and ComScore, Mobile advertising is expected to reach \$24 bn by 2013. In India the market is projected at around \$25 mn and is expected to witness 100% y-o-y growth in next few years.

India currently boasts to have over 600mn cellular subscribers and hence offers enormous potential for operators and content providers to yield revenues from this stream. At present, the concept of mobile marketing is very limited and has not been explored in the real business environment.



Global Smartphone Leaders by OS First quarter of 2010 saw RIM make its debut among the top 5 mobile devices manufacturers, and Apple increasing its market share by 1.2% (1Q10)



SOURCE: GARTNER, 2010

ILLUSTRATION: SURESH KUMAR

SAFEGUARD YOUR DATA

Transcend has launched JetFlash 620 USB Flash Drive. The device comes up with the memory of up to 32GB and comes with inbuilt 256-bit Advanced Encryption Standard (AES) security.



THE SMALL GENIUS

Inspan has announced the launch of Genius ScrollToo 200 Mouse. Being touted as value for money, the mouse is priced at Rs489 and carries a 3 year warranty.



SPLIT YOUR FILES WITH EASE

Steller has launched a PST File Splitter that can be used to split a single or multiple file(s). It is priced at Rs. 2100 for single license and is Windows 7 compatible.

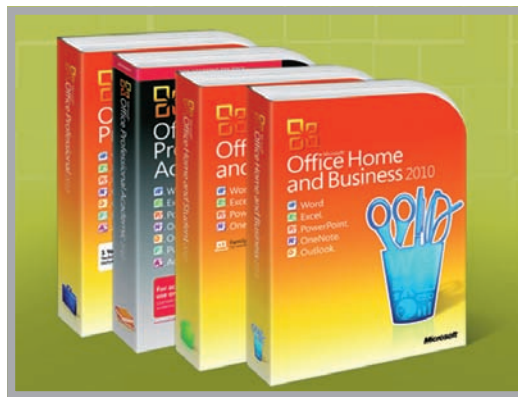


Microsoft intros office 2010 in India

TECH TIDINGS | Microsoft has announced the availability of Office 2010 system in India. While the new productivity suite was made available for commercial purchase from this month, the company informed that the retail editions would be launched on 15 June 2010.

The company stated that the 2010 professional edition will cost Rs 20,000 and the SMB and Consumer versions would cost at Rs 10,000 and Rs 5,000, respectively.

Microsoft, along with Office 2010, has also released the SharePoint 2010 collaboration suite.



Except the new collaboration tools, the expensive version doesn't justify to upgrade

The new edition of Microsoft Office 2010 introduces many new features like embed videos in PowerPoint presentations and voice-to-text conversion for voice mails on Outlook etc.

However, IT Next notes that except the new collaboration feature, which allows users to integrate with Microsoft's widely publicised Web Apps, the latest version, especially, considering the high-price tag, doesn't seem to compel users to go for the upgrade straightaway.

The company has claimed that its beta version saw over 13-lakh downloads and over 2,000 leading businesses and organisations have already made the transition to the latest version.

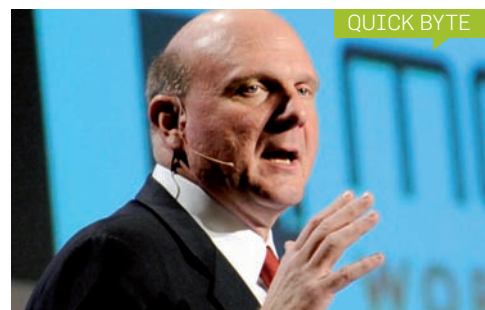
The software giant has further announced that the Mobile edition of Office 2010 will soon be available on Windows 6.5 phones and a broad range of Nokia smart phones, starting with Nokia's business-optimised range, the E-series.



AROUND THE WORLD

Indian SaaS market to grow at 53% CAGR

According to a recent projection by Frost and Sullivan, the SaaS market in India is expected to record a compound annual growth rate (CAGR) of 53% for the period 2008-2015. The country, characterised by high presence of SMEs, growing need for mobility and strengthening internet infrastructure with heavy investments expected in 3G and WiMax, promises a huge growth potential in this space.



QUICK BYTE

STEVE BALLMER CEO, MICROSOFT CORPORATION DURING HIS RECENT INDIA VISIT

"COMPANIES ACROSS THE WORLD WILL LOOK TO INDIA FOR SUPPORTING THEIR TRANSITION TO CLOUD COMPUTING"

SAP buys Sybase for \$5.8 billion

M&A | German software maker SAP has confirmed the reports to buy Sybase for \$5.8 billion. The acquisition will allow it to gain technology to deliver its programs to mobile devices like the iPhone.

“SAP will accelerate the reach of its solutions across mobile platforms. Sybase’s innovative mobile platform can connect all applications and data and enable them on mobile devices,” said SAP in a statement.

This acquisition of SAP would be largest since it purchased Business Object in 2007 for 4.8 billion Euros. According to industry analysts this acquisition will better place SAP to compete with US business software Oracle, particularly on mobile devices.

“In a world, where everything



Largest acquisition since SAP purchased Business Objects in 2007 for 4.8 billion Euros

is getting mobile SAP’s acquisition of Sybase is directed towards enhanced and efficient mobile applications to help customer access mission critical and business critical applications on the move,” says, Praveen Bhadada, Engagement Manager, Zinnov Management Consulting.



INTERVIEW

MUKESH SHARMA
CEO, QA InfoTech

IT NEXT: What is the role of software testing for any organisation?

SHARMA: Over the years, software testing has evolved as a multi-billion dollar industry. This is primarily because companies and governments have realised the impact in terms of revenue loss, customer satisfaction and in some cases loss of life that a defective piece of software can cause. Apart from this, an increased penetration of ICT at all levels and e-governance initiatives have increased the domestic consumption of software products manifold, thereby creating a pressing need for testing and quality assurance.

How do you see the role of cloud in providing platform for testing services?

In terms of processes, more and more companies are moving to agile development methodology and thereby demanding a change in the testing process. Cloud computing and virtualisation helps to do things in an effective manner. The cloud now provides a common platform for developers and testers to share.

Mobile apps is a growing area? How do you see it evolving?

With hundreds of commercial and free applications available for everything from maps, organisers, e-mail to social networking, it becomes extremely important to test these across the phone platforms. In addition, the licensing of the 3G spectrum will open up a whole new space of rich media, TV and real time video applications, making testing a challenging and complex task.

By Nilabh Jha

Verizon unveils remote management solution

TECH TIDINGS | Verizon has unveiled a new cloud-based service to help workers quickly, and securely, access their corporate networks, while making it easier for IT managers to manage a global mobile workforce.

The new offering, enterprise mobility as a service, uses advanced software and an intuitive user interface to enable employee laptops and netbooks to detect and connect to the best network service at a given time and place – for example, the network with the strongest signal, or the one with the lowest charges.

According to the company, businesses can configure employees’ portable computers to select the appropriate network, including Wi-Fi, Ethernet, mobile broadband and virtual private network services, to help increase worker adoption while reducing the need for IT training and technical support.

The Enterprise Mobility solution will be available by next month in 30 countries and territories in Europe, Asia-Pacific and the Americas, with local billing, currency and support options available.

McAfee eases security in virtual environments



The software helps map real-time energy consumption within the enterprise

TECH TIDINGS | McAfee is currently developing a platform and application programming interface to provide a framework that will accelerate and address the specific needs of security for virtualised environments. According to the company, the new platform, McAfee Management for Optimized Virtual Environments (MOVE) platform, is designed to provide a common way to develop across the hypervisor vendors, offload resource intensive actions like security policy checking outside of the individual virtual machines, and optimise scheduling of these actions based on the overall state of the hypervisor.

McAfee MOVE will provide the platform for leveraging new and

existing virtualised architectures to significantly reduce the overhead of protecting individual machines, said George Kurtz, CTO, McAfee. Security within virtualized environments is one of our customers' main concerns. We believe that enhancing the overall protection of these environments will lead to increased adoption of virtual machines with significant costs savings.

McAfee plans to provide open source to its partners for security innovation, accelerating future virtual-adaptive offerings for the enterprise market. Utilising the MOVE platform, McAfee intends to release A/V Offloading as its first product for customers.

TECH TIDINGS

Google Apps to add increased connectivity

Google Apps already had great connectivity with Gmail, docs, chat, video, calendar, and groups. Now, Google has said that it will be expanding that connectivity to Reader, AdWords, news, finance, Picasa, and other services, thereby allowing users a more unified approach to their work, that does not require them to switch between personal and work accounts to use.

Google said that nine out of the top 20 product suggestions for Google Apps request for just this expansion of connectivity, with thousands of users wanting their Google App accounts to work in synchronisation with the other services from Google. The new functionalities will roll out as a new interface later in 2010 by the month of August or September and will be available for all Google Apps customers. The company also said that those "customers who would like more control over the timing of this change will be able to make the switch voluntarily during the summer."

NEWS @

BLOG

GOOGLE SEARCHES NEW HORIZONS ON TV

THE GOOGLE TV BOX could be a very cool and hopefully inexpensive gaming console | Billionaire entrepreneur and chairman of HDNet, Mark Cuban, thumbs his support for Google TV in his blog | <http://bit.ly/itnewsblogjune10>

Google TV is going to be very interesting. It is far from a certainty that it will be more than Apple TV in terms of consumer sales. From a first glance the Marketplace is the most important and interesting element of the announcement. As a development platform, Android creates the potential for untold unique and interesting applications that could capture users imagination.

6

PRACTICAL WAYS TO



go GREEN

A handbook on how to green the enterprise.

BY SHASHWAT DC

For the past few years there has been an immense buzz around green, with the growing realisation that our current way of living cannot be sustainable in the long run, every action – be it positive or negative – has become very critical in the grand battle of climate change. Much like the proverbial Butterfly Effect, the outcomes and repercussions of our every day actions can be manifold. Thus it is not altogether surprising that ICT sector – including personal computers (PCs) and peripherals, telecoms networks and devices and data centres – that accounts for over 2% of total emissions from human activity is also looking at green in a serious way.

The green debate raises two questions: How does an enterprise go green? And more importantly, why should the IT manager be concerned?

First, from an enterprise perspective, green is not merely about environment but more about economics. Considering the ever increasing costs of power, green is more a necessity than a privilege for companies. And, indeed there is a lot that can be done on that front, right from swapping



incandescent bulbs for compact fluorescent light (CFL) bulbs to moving into a green building. By the way, according to the Smart 2020 report, in 2002, the global data centre footprint, including equipment use and embodied carbon, was 76 MtCO₂e and this is expected to more than triple by 2020 to 259 MtCO₂e – making it the fastest-growing contributor to the ICT sector's carbon footprint, at 7% pa in relative terms. Hence, there is a range of things from micro to macro that can be achieved through such measures.

Coming to the IT manager part: going ahead as green becomes more and more mainstream, it will pose as a challenge and opportunity for the IT manager. Challenge, as they have to bring down the costs continuously to ensure higher productivity. And then, as the IT manager aspires to taken on a executive role, a green hue can be of much help and would add well to the profile.

To start off, we present a simple 6 step guide to green that covers almost all the areas. Based on a pan-India enterprise survey (IT Next Green Survey 2010) in which over 130 senior IT managers participated and shared their views, in which the best practices in green were mapped on an enterprise scale. Culled from the numerous interactions, here is a handbook on how to implement green. So, go right ahead, and start greening your company.

SERVER CONSOLIDATION

VIRTUALISE TO CONSOLIDATE

Through virtualisation IT managers can reduce the number of servers in an energy-efficient way

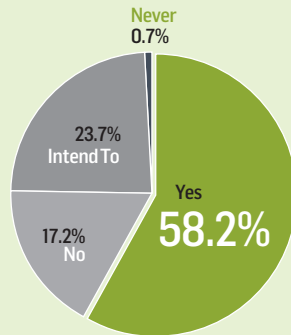


In plain-speak, data centres are nothing less than an energy-guzzling power monsters. Within a typical enterprise, the datacenter can account for anything from 15% to as much as 50% of power usage of the IT function. Hence, reducing the energy consumption within the datacenter is quite an essential and important aspect of going green. And the truth is, it is not that hard either as since quite a few years, it has been on the energy map of the industry and scores of solutions are readily available.

Greening the datacenter involves two aspects, namely, reducing the computing energy map and also the ancillary energy consumption. The need to pay attention to ancillary infrastructure is important because cooling infrastructure consume much energy, according to some estimates as much as 60% of the power consumed.

Reducing the computing energy

UPGRADE OR RECONFIGURE DATACENTER COOLING INFRASTRUCTURE?



Source: IT NEXT Green Survey 2010

IT managers are indeed looking at ways to cool the datacenter, with the use of new cooling technologies

footprint is a little complex, and requires much diligence and application. Of the many ways, virtualisation is gaining immense ground over the past few years. In a typical scenario, enterprises will have a host of servers, often one for every enterprise-wide application, or racks and racks of storage containing archaic information. Virtualisation of servers and software can be of immense help as companies can then consolidate their infrastructure. In fact, a virtualisation device or a software application can track the server space and remap applications to different physical locations as necessary. With virtualisation, information can be made location-independent and can be redirected across multiple I/O devices and platforms.

It is much easier to go in for a new one, but even the existing one can be 'greened' with a little planning. Server consolidation through virtualisation could be a good starting point. Next up can be software/application consolidation which will help in reducing the hardware infrastructure. Cloud is also emerging as a green datacenter option, with the ability to host remotely and efficiently. **ITNEXT**

"BETWEEN 30-60% POWER IN DATACENTRE IS WASTED. INTEGRATED PLANNING CAN REDUCE POWER CONSUMPTION BY 50-80%."

RAZAUDDIN SHAIKH, HEAD IT, ANI MEDIA



"BY VIRTUALISATION WE REDUCED ENERGY COSTS PER SERVER BY 50%. SO, EVEN AFTER WE DOUBLED THE NUMBER OF SERVERS, KILOWATT-HOURS USAGE DROPPED BY APPROX 25%."

AMIT BHASIN, MANAGER - DC, DLF PRAMERICA LIFE INSURANCE

4 tonnes

of CO₂ are emitted annually per server across the globe



STEP GUIDE

- Measure energy footprint of the different equipment in the datacenter
- Reduce ancillary power consumption
- Go for virtualisation
- Consolidate software and applications

DESKTOP VIRTUALISATION

GO THIN TO TRIM POWER

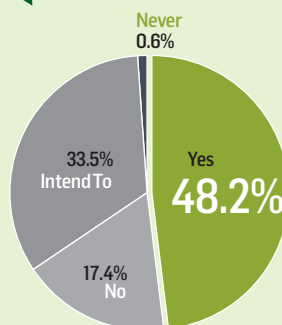
To save big time on energy consumption, you can replace heavy-duty desktops and monitors with thin clients and LCDs



Desktops are ubiquitous and much integral part of our lives. And though, a lot has been said about laptops displacing desktops, there is still much time for the same to happen. The trouble with desktops is that with the ever increasing pace of computing, the processing power, the storage capacity and the screen resolution, all have improved phenomenally and thus turned the innocuous machine in to a small power hungry device. According estimates, a typical desktop consumes anything between 80-280 KW of power depending on the configuration.

But the biggest concern is not when the desktop runs, but when the desktop sleeps. It is estimated that close to 60% of enterprise users do not switch off their machines regularly, resulting that the desktop goes into sleep mode and consumes electricity even when it is non-operational. The best way to plug the gap is to install software on it which configure the machine in such a way that

INSTALLED PC POWER MANAGEMENT SOFTWARE?



Even though many IT managers are aware of desktop's power consumption, a great many have yet to install power management software in their PCs

Source: IT NEXT Green Survey 2010

"REPLACING CRT MONITORS WITH TFT'S HAS BEEN QUITE BENEFICIAL, AS THE ELECTRICITY COST WITH TFT WAS MUCH LESS. ALSO, THE LONGER LIFE OF TFT'S MEANT ADDITIONAL COST SAVING ON REPLACEMENT FRONT"

MANI BHUSHAN, MANAGER
IT, PVR

10

times the weight of a PC in fossil fuel and chemicals is used to manufacture one PC



"WE SENT A NOTIFICATION TO USERS ASKING TO SWITCH OFF THE MONITORS IN BREAK TIME OR KEEPING THE LAPTOPS IN LOW-POWER CONSUMING MODE"

DAYA PRAKASH, HEAD
IT, LG

it will switch-off if there is no activity for some time. It is said that for every 12 consumers who keep power settings enabled for their on their monitors and PCs, CO2 emissions equivalent to removing one average automobile from the road will be avoided.

Next comes, the monitor, all the old CRT monitors should be replaced by TFT or LCD monitors. For instance, a 17-inch CRT monitor consumes around 70 watts, while a LCD of same size will consume about 35 watts, resulting in 50% saving right away.

Thin clients are also a great solution to the power issue, as they consume much lesser power than conventional PCs and are much easier to manage as well. Thin clients consume around 15W of power, which is much lesser than a typical PC.

The next big thing on the desktop front is virtualisation. Much like the revolution brought on the server side, desktop virtualisation also promises many gains in terms of energy savings. Also, thin clients used in conjunction with desktop virtualisation allows simpler provisioning of new desktops, reduced downtime and lower cost of deploying new applications. **ITNEXT**



STEP GUIDE

- Install power management software
- Replace CRT with TFTs or LCDs
- Use thin clients in conjunction with desktop virtualisation

VIDEOCONFERENCING

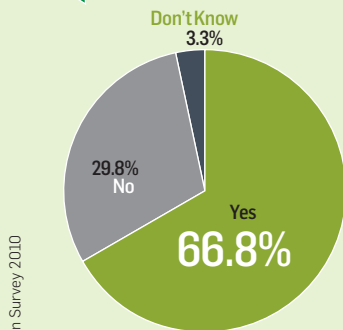
CUT DOWN ON TRAVEL

Videoconferencing is a great way to save inter-office travel, saving money as well as carbon footprint.



By and large it is the finance function within the company that frets and fumes over inter-office travel. Keeping in mind, the high costs of air travel and hospitality, these concerns are not altogether unjustified. But such costs should also be the IT manager's concern because of the environmental impact due to the huge carbon footprint associated with it. As most top executives in any organisation are frequently on the move from one office to another. Thus, as an organisation assesses the need and invest in collaborative tools that will reduce the need for such travel. And this is where videoconferencing (VC) and other solutions come into play. By efficient communication, the need for constant travel can be reduced to a large scale and thus bringing down the carbon footprint as well.

IS YOUR COMPANY ACTIVELY ENGAGED IN REDUCING COST THROUGH VIDEO-CONFERENCING?



Source: IT NEXT Green Survey 2010

Many IT managers professed their faith in video conferencing as a way to reduce costs. Almost as many mentioned that they are also looking at telecommuting as an option

Previous conservative estimates have suggested that tele- and VC could replace between 5-20% of global business travel. Advanced VC applications in the early stage of adoption could have a very significant impact in highly distributed service industry environments in both the private and public sectors. VC is being used heavily by every sector of business, education, medicine and government. These days tele-presence is quite popular among the big corporates, evident from the TP (or tele-presence) rooms that can be found in many.

Yet, don't be bogged down by the grandiosity of VC and its benefits. Besides the high-grade solutions, there are many low cost versions that are freely available. For instance, Skype and Google Video Chat can be a good starting point for VC. And there is a word of caution as well, while VC might be great for the finance department's wallet, it is not so good for an enterprise networking bandwidth. So, pay close attention to who is allowed to VC and who is not. The best way would be to draft a policy of the same that clearly defines all the issues. **ITNEXT**

"ADOPTION OF VIDEOCONFERENCING HAS NOT ONLY CUT DOWN COST OF TRAVELLING BETWEEN OUR OFFICES, BUT ALSO HELPED SAVE MUCH TIME"

JACOB LIVINGSTONE, MANAGER IT, BEC



"WE CONDUCTED 3 INTERNATIONAL AND 15 DOMESTIC MEETINGS IN YEAR 2008 & CONDUCTED 31 INTERNATIONAL AND 102 DOMESTIC MEETINGS IN YEAR 2009 THROUGH VIDEO CONFERENCING, LEADING TO IMMENSE COST SAVINGS"

BASANT CHATURVEDI, HEAD IT, PERFETTI VAN MELLE INDIA

Upto **20%** of global business travel can be replaced by videoconferencing.



STEP GUIDE

- Evaluate conventional travel costs versus VC solutions
- Test waters with free or low cost versions like Skype and Google Video Chat
- Pay attention to the bandwidth usage by VC
- Go for Tele-presence

POLICIES, TRAINING & EDUCATION

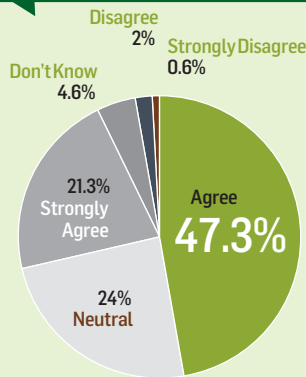
SPREAD THE MESSAGE

Your green efforts will not bear fruits unless you market the whole idea and action points across the organisation



EMPLOYEES AND STAFF ARE PROUD OF THE ORGANISATION'S STANCE ON GREEN?

Source: IT NEXT Green Survey 2010



When the employees are aware and involved in the green practices, there is a positive outlook to green

Reaching out to the employees is indeed the crux behind the success and failure of green practices within an organisation. For far too long, companies that have treaded down the green path have done so in a very ad-hoc manner. Participation of all employees is the key to success of a green initiative within the company and for that to happen, everyone must know that there is such a project that is being undertaken in the company. For that to happen there needs to be compelling internal communication blitz within the organisation.



"WE HAVE A SET UP TASK FORCE OF MEMBERS FROM ALL FUNCTIONS, CHAIRED BY MARICO'S CFO, HR & STRATEGY. THE TASKFORCE DRIVES COMPANY'S GREEN INITIATIVES"

SATISH PAI, SYSTEMS ADMINISTRATION MANAGER, MARICO

The ideal way to start is to create a green policy document that list down the dos and don'ts prominently. Like those corporate mission, vision, value, statements, it is much advisable to frame a green mission statement. This statement can and should be now plastered across the company to remind all n sundry about the need to be conscious in every action, from

2%

of the total CO2 emissions of human activity were done by the ICT sector



"USER BUY IN IS VERY ESSENTIAL. WE MOTIVATE USER TO MINIMIZE PRINTING OF DOCUMENTS, TO USE EMAIL INSTEAD OF SENDING MANUAL PAPERS"

RAJESH AGARWAL, MANAGER IT, DP JINDAL GROUP

powering off a PC to printing on dual side.

The way to go about creating such a policy document would be to create an advisory council that sits and deliberates on the various issues and also looks at ways and means to educate the people and get their participation into the whole initiative. You could also look at creating a section on green policy in the office Intranet or creating a separate webpage or even a Facebook page for the same. Since, most of the people are hooked on to the internet, it can be a useful resource to spread the word on green and test out the ideas with the audience beforehand.

Next, pay attention to all the wastages that are being done within the organisation, for instance, should the central conditioning in the office work beyond the office hours, just because a few people are working late. Or how to deal with employees that shoot indiscriminate printouts and then not collect them at all. **IT NEXT**



STEP GUIDE

- Frame a Green Policy Document
- Put together a multi-faceted advisory council
- Use various media, like posters, emails, tea coasters, etc. to spread the word on green
- Create a separate page on Facebook or Intranet where employees can participate

GREEN PRODUCTS

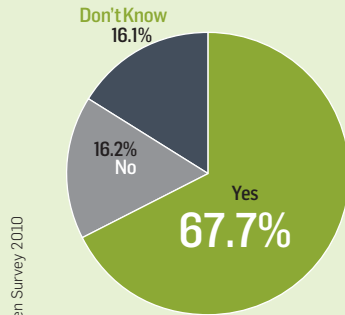
BUY ONLY GREEN

Insisting on purchasing environment-friendly equipment is the best way to support your green policy



It is often said that if you believe in something, then wear it on your sleeve. Similarly you can show your commitment to green by taking oath to propagate and buy green only. Thus, buy green should be the new mantra. So, whenever a new hardware purchase is made, it should be as green as possible. To start off, be sure to look at the energy conservation merits of the product before making a purchase decision. Look for certifications and labels, for instance Energy Star or Electronic Product Environmental Assessment Tool (EPEAT) is a recognised standard within the industry for displaying an energy efficient hardware. These days almost all equipment be it a router or a laptop, each come with a star rating, so make sure that you are well aware of the same.

IS YOUR COMPANY ACTIVELY ENGAGED IN PURCHASING ENERGY STAR CERTIFIED PRODUCTS?



Source: ITNEXT Green Survey 2010

Sensitivity towards green products is fairly high as most managers admit that they prefer Star rated products over others

You could bring about the green in all the enterprise purchases as well. So next time, before sending out a RFP, make sure it has some green parameters in it as well that need to be adhered with. The best way would be to ask the vendor to provide all the relevant energy profile of the product. Also, you should insist on a take back policy that is being offered by bigger vendors, like Dell, HP, IBM, etc. wherein they will take back the product at the end of the lifecycle.

Green power or renewable energy is the next big frontier for the enterprises. While, green power might not really be a reality as of now thanks to the exorbitant costs, the shift is taking place steadily. Many enterprises are looking at green power, namely solar for succour as India being a tropic country, there is always an abundance of sunshine. Similarly, green buildings are a big hit as well, they help companies to not only reduce the consumption of energy but also earn money in terms of certified emission reductions (CERs). **ITNEXT**

"WE USE SCANNED SOFT COPIES FOR MOST TRANSACTIONS WHICH REDUCES THE CONSUMPTION OF PAPER AS WELL AS TONER."

MALAY NANDY, MANAGER IT, ADANI AGRI LOGISTICS



50%

of power used by desktop is wasted as heat jettisoned by the fans of power supply



STEP GUIDE

- Buy only energy rated products
- Ask for energy related information at RFP stage
- Implement renewable energy measures



"WE INTEND TO SWITCH 5% OF OUR EXISTING IT POWER REQUIREMENTS TO RENEWABLE ENERGY; WE PLAN TO INSTALL SOLAR PANELS BY 2010-2011."

CHANDRESH DEDHIA, SR IT MANAGER, FERMENTA BIOTECH

REUSE, REDUCE & RECYCLE

THE 3R MAGIC WAND

When it comes to going green, following the triple policy can do wonders for the enterprise

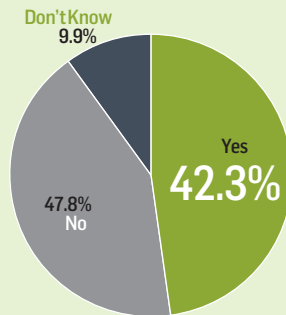


The 3 Rs are most handy mantras that should help and aid any IT manager to go green. They are: Reduce, Reuse and Recycle. Simply put look around the IT infrastructure, see if you can reduce it through optimisation and consolidation. Next, rather than indiscriminately chunk away all the unused equipment, see if it can be reused in some manner. And finally, all that you cannot reduce or reuse, make sure that it is recycled.

Without doubt e-waste is one of the biggest challenges faced by the country and don't add to it by selling your old PCs to the neighbourhood junkyard. The ideal way is to try and extend the life of your equipment as much as possible and also look at collaborating with local companies that recycle hardware. As an IT manager it is important for you to look at the end of lifecycle scenario for all your assets. The ideal way to do it would be to create lifecycle docket for all the servers and the desktop, that not

IS YOUR COMPANY ACTIVELY ENGAGED IN RECYCLING DECOMMISSIONED IT EQUIPMENT?

Source: IT NEXT Green Survey 2010



E-waste and recycling is still not on the priority list of many managers, as a majority of them were not aware of it or did not do anything about the same



"WE HAVE THE PRACTICE OF RECYCLING WASTE MAINLY IT HARDWARE EQUIPMENT, COMMUNICATION EQUIPMENT, BY GIVING IT TO A GOVERNMENT RECOGNIZED RECYCLER"

ANJAN DEB, HEAD IT, GE SHIPPING

41mw
of energy or 2 barrels of equivalent oil can be saved by just recycling one ton of paper



"WE ALIGNED WITH SOME SCHOOLS FOR DONATION OF OLD COMPUTERS AFTER UPGRADATION SOLVING TWO ISSUES: LESS E-WASTE AND CSR"

YASHPAL SONI, HEAD IT, SECURE METERS

only carries the IT specs but also the manufacturing and the approximate end date. By doing this you can track the entire infrastructure more effectively.

Also these days many hardware vendors are also serious about the take back schemes, be sure to keep that into account when you purchase anything new. The best way to do it is to resolve the issue before-hand, as a lot of hardware vendors these days have a take-back policy, wherein they promise to recycle the waste at no or nominal costs. If the IT managers were to insist on the same before making purchases, the whole issue would be solved even before it cropped up.

Finally, look at the small things as well, for instance, all those cardboard cartons that come with each purchase, is there a way to reduce that. What about the scores of unused printouts, can something be done about the same. Remember, that recycle is not a solution but a process and that needs to be imbued on an enterprise level. **ITNEXT**



STEP GUIDE

- Create a Product Lifecycle Docket for all infrastructure
- Recycle old equipment through vendor purchases or by tying up with NGOs
- Reduce usage of paper and related products across the enterprise



GIVING TEETH TO mobility

Mobile access to enterprise-wide applications will get a shot in the arm with 3G technology

BY JATINDER SINGH

PHOTO: PHOTOS.COM

With over Rs 67,000 crore at stake, the recently concluded 3G auction was undoubtedly the biggest draw of its kind to have happened in the IBL a.k.a Indian business league.

The battle for licences was fought fiercely by service providers, with the aim of getting significantly large number of consumers, as well as enterprise customers, for sustainable survival of their businesses.

For enterprises, 3G networks are the next step in their quest for higher-speed connectivity and streaming of videos on mobile devices. For instance, the benefits of a truly "FAT" pipe to the employees are tremendous. Information can be truly at employee fingertips wherever they are and sophisticated database applications that were only ever in-house can now be streamed anywhere within India's 22 mobile circles. Moreover, the technology is likely to help enterprises in leveraging e-commerce at substantial level. It will enable them to offer new channels to reach out to customers in an effective way, without any geographical constraint.

No wonder then, many IT managers are busy testing and evaluating mobile devices to understand the technology and its usage in a better and realistic way.

According to Ashwini Yadav, Vice President - IT at IDBI Fortis Life Insurance, "3G by definition will allow for more bandwidth on the mobile handsets. If used correctly, it will be a big boost to the financial inclusion roadmaps drawn by regulators in India. In addition, if it is made available to rural India, it will create countless opportunities in agriculture, education and banking."

Demystifying new applications

Driven by growing competition, Indian enterprises today understand the necessity of having a mobile workforce to ensure that the business priorities are taken care of even if an employee walks out of the office premises.

According to experts, with 3G, users will be able to experience

true broadband speeds over mobile which will completely change the game. 3G dongles plugged into the PCs will provide network speeds superior to those available in many offices in India.

"It will foster an era of cloud-based computing that has already spread throughout the western world, allowing IT departments to reduce costly internal infrastructure and rely on secure external third-party resources for CRM and many other enterprise applications," says Tim Daniels, Product Marketing Manager, Telesoft Technologies India.

IT managers today have realised that mobility does not end at providing an e-mail solution to employees. And one needs to look beyond to meet the specific requirements of individual businesses.

"3G will see a huge uptake by the enterprise to enable their sales team on the field. It can equip sales team to give live demos over live IP instantly, and service engineers can be connected to the back office support team to download any upgrade patch or fault resolution," says Nikhil Jain, COO, Elitecore Technologies.

The high-speed connectivity will also support more demanding multimedia applications, such as video conferencing, VoIP, full-motion video and music streaming, while also offering faster web browsing and file downloads.

According to Dr. R Venkateswaran, CTO and Head, Telecom Business Unit, Persistent Systems, "With everything moving onto the cloud and the development of third-party applications on the rise, 3G might be a great asset to collaborate and share and help companies reduce their travel expenses on a large scale".

However, he cautions that the success of the technology will largely depend on the innovative applications and initiatives from service providers.

3G has other takers as well. For example, leading car manufacturer Maruti Suzuki is planning to provide Internet access in the premium-segment cars. And LG Electronics

APPLICATIONS TO WATCH OUT FOR...

Real-time videoconferencing: Similar to videoconferencing on desktop computers, but now available on a device.

Video-on-demand: Where a provider can send a movie to a subscriber's phone, or a sales rep might send a corporate video to a client, for example.

Tele-medicine: In which a medical provider can monitor or diagnose a patient who's in another location.

Location-based services (LBS): It's another interesting feature that will enable organisations, in areas like transportation, to track the devices and objects on a real-time basis.



How 3G can help you

Field service technicians can easily access reference materials to assist in equipment repairs, including large manuals as well as product schematics, in addition to capturing and transmitting photos that document conditions

First responders in the police and fire department can easily view, capture and transmit photos and video footage

(Adapted from White Paper on 2G and 3G cellular networks by Motorola)

is banking on 3G to streamline and strengthen communication between dealers, distributors, service centres and consumers across countrywide locations.

Commenting on the relevance for this technology for Star News, Subrata Dutta, Executive Vice President, Engineering, Star News, late last year revealed that he was trying to figure out if 3G was capable of helping his news team to do live reporting from every nook and cranny of the country. He further felt that the prevailing market conditions demanded that people get on-the-move information, and the potential of 3G had not been explored fully well.

Nevertheless, one cannot ignore the significance of quality devices, pricing models and services from operators.

“It will probably not make an iota of difference for some time to come. Indian mobile operators sell bandwidth as if it were gold. I don’t see why 3G operators are going to do it differently especially after paying so much money for access to a closed



“WITH EVERYTHING MOVING ON TO THE CLOUD, 3G WILL BE A GREAT COLLABORATION TOOL FOR ENTERPRISES”

— R Venkateswaran, CTO and Head, Telecom Business Unit, Persistent Systems

“3G WILL SEE A HUGE UPTAKE BY ENTERPRISES TO KEEP IN TOUCH AND ENABLE THEIR SALES TEAM ON THE FIELD”

—Nikhil Jain, COO, Elitecore Technologies



IT manager’s checklist

- Analyse the percentage of users consuming data services at large. If the percentage is small, then there is no need to move to 3G
- Ascertain if it is important to create an aggressive plan to migrate to 3G mobile devices today
- Determine which all services are required to help businesses function in a smoother way
- Check with your integrator and estimate the RoI before moving to the new technology
- Every new technology requires some initial investment to gain long-term benefits. Make sure that adequate security policies are in place before testing 3G
- Ensure that firewalls are strong enough to keep out foreign parties and malicious users while allowing legitimate users
- In cases where third-party enterprise applications are used they should be able to demonstrate isolation from other corporate users



Operator’s checklist

- Managing CAPEX and OPEX: Operators need to adopt a converged IP-based platform that is future ready and flexible to support 2G and 3G on the same platform
- Availability of network and vendor agnostic OSS/BSS solutions: In a 3G ecosystem, there can be a number of content providers and partners with whom the operator has to interface. The OSS/BSS system should be able to integrate seamlessly with third-party systems.
- Ensuring multiple service deliveries over a common platform: Operators need to have convergent service delivery platforms over which multiple services can be offered to consumers in attractive bundles
- On-demand services: Customers should be able to launch and retire any service at will. It will reduce the number of calls made to customer care centres and cut the cost of servicing existing customers.
- Time to market: Mobile operators have to take risks, both in technology and marketing, and innovate to keep ahead of the competition. They have to be first to make profits from any new service.

By Nikhil Jain, COO, Elitecore Technologies



“IF YOU ARE NOT SURE WHETHER YOU WILL REQUIRE THE DATA-INTENSIVE APPLICATION IN THE FUTURE, THERE IS NO NEED TO INCUR HEAVY EXPENSE TOWARDS THE MIGRATION NOW”

—Naresh Chandra Singh, Principal Research Analyst, Gartner

but huge marketplace. They would want to make a quick buck through expensive data plans,” opined Tarun Dua, CTO, e2enetworks.com.

“At Rs 200 to Rs 10,000 per GB, the existing mobile data plans are not only the most expensive but the quality of bandwidth is also poor. The only USP is that it is mobile.” Dua adds.

Global experiences

According to some of the industry experts, the global experience of 3G has not been all that exciting among the

enterprises. In a majority of countries where 3G has become a hit, large chunk of services offered are still to do with social networking rather than high-bandwidth applications.

“I really don’t have a clue what 3G will bring to India. We are still awaiting 4G before we really get the broadband services working on our mobiles in the United States. Even today, a large percentage of data consumed via mobile still comes from e-mails which actually work okay on 2G,” comments Marijn Geurts, experienced mobile billing and messaging specialist.

“The availability of video conferencing and web shares does exist on 3G, but I must admit that in the United States, there is still a limited group of people that actually utilise this,” Geurts adds.

Other challenge is the change in operator. “If the consumer’s current operator does not have the licence in the circle, consumers will have to switch. With number portability coming in soon, this will also be resolved in the near future as it will be easier for consumers to migrate between operators,” comments Praveen Bhadada, Engagement Manager, Zinnov Management Consulting.

Since the cost of deployment might be a concern area, enterprises can also look for a pay-as-you-go model. And this will also be good news for the fast growing SaaS market, pegged at US \$120 million in India.

“Mobile is increasingly being seen as a key form factor (delivery device) and with 3G coming in, it would enable businesses to access critical applications anywhere anytime at a greater speed,” Bhadada added.

According to various estimates the SaaS market is expected to cross USD 500 million by 2015 and 3G will be a key driving factor towards that.

Look before you leap

As the 3G networks gain more visibility among enterprise users, the challenges for IT managers are going to increase. One of the major challenges will be in scheduling migration from the existing 2/2.5G mobile networks.

“An enterprise should identify the key business gains before heading blindly towards 3G. If you are not sure whether you will require the data-intensive applications in the future, there is no need to incur heavy expenses towards the migration now,” feels Naresh Chandra Singh, Principal Research Analyst, Gartner.

Besides, the IT manager has to be sure about the effectiveness of data security in the organisation.

“3G will certainly drive enterprises to embrace mobility in an effective way. However to make this technology work for the betterment of the business, IT managers will also have to analyse and evaluate the existing data security policies and password mechanisms,” advises Samvit Raina, SVP, Patni.

According to experts, non availability of IPv4 addresses will be the biggest issue that enterprises will face in terms of providing scalability. Other major hindrances will be the concerns related to explosion of routing tables. These issues can be addressed by moving to IPv6, but IPv6 is still far from being widely deployed, so scaling to 3G will not be very easy. But IPv6 is moving towards wider acceptance, so these issues will be resolved over a period of time.

Another critical aspect that IT managers need to evaluate is whether to deploy middleware solutions that can support multiple device platforms or to go with a standard solution or device, for example the iPhone. However, the usage pattern will depend on the kind of requirements an organisation has, adaptability of the devices and the kind of money one can pour in for new devices. **ITNEXT**

IT MANAGERS TODAY HAVE REALISED THAT MOBILITY DOES NOT END AT PROVIDING AN E-MAIL SOLUTION TO EMPLOYEES.

THE FATAL FIFTY

Security solutions may tackle half the risks—the external ones- but employees can put corporate data at greater peril

BY BERJES ERIC SHROFF

As an IT manager, you have deployed the best firewall; perhaps even dual firewalls from different vendors in series, intrusion prevention and detection systems, and have even got somebody to constantly monitor the audit logs.

Excellent! Your corporate data is safe, right? Wrong!

Sorry to burst the bubble, but by deploying these technologies, you've merely secured your corporate data from 50% of the threat -- the external hackers, who would have to bypass the security systems to play havoc on your network. What about the remaining 50%?

But who exactly are this 50%? What threats do they pose?

This other 50% are none other than your own internal employees. They are the ones who have access to corporate data and thus are in a

position to misuse it. They are the ones who have been provided the IT facilities by you, misuse of which could lead to a legal suit against your organisation. They are the ones you trust with the data and the IT facilities, or can you? Well, they are the weakest link!

So, can you protect your data from the ones who have been entrusted with the same? Can you protect your organisation from legal action as a result of employees' misuse of an IT facility?

No system in this world is 100% secure, but yes, you can take steps to mitigate the risk.

Latest trends show that over 70% of data theft is carried out by internal employees. He may be that disgruntled employee sitting in the corner, or the one wanting to leverage your corporate information to secure that job with the competition, or even someone who's secretly on

70%
of data theft
is carried out
by internal
employees

PHOTOGRAPHY: PHOTOS.COM



SALIENT POINTS TO REMEMBER

- Don't ignore the weakest link in the IT Security Chain – your employees!
- Policy document must be signed by the senior-most management
- Involve HR & Legal departments when framing policies and penalties / punishment
- Create IT Security awareness through scheduled, periodic training
- Identify all technologies in the organization and the risks associated with it
- Ensure that employees sign a declaration that they have read and understood the IT Policy document. This document must be retained by the IT, Legal or HR departments

the payroll of your competitor and may be getting paid for siphoning your data and trade secrets.

The IT manager needs to be sceptical and at times even paranoid in identifying the risks to gauge the magnitude of possible damage. How can they misuse corporate email? Can they take confidential hard copies of the data outside the office? What about the Internet? Blackberry is available to them for accessing corporate emails and loss of this could also result in leakage of data. Also, USB is an excellent mode of siphoning off data.

So what can you do? How can you address the risks?

Implementation of technical controls

corporate email facility could result in legal action against the organisation. Use of the corporate network's Internet and Wi-Fi facility to illegally access another organisation's network can invite serious legal actions against the organisation.

As stated earlier, policies should as far as possible address each security loophole. Senior management support for the implementation of these policies is very crucial and cannot be stressed upon enough. The policy document itself should be signed by the top management.

Also, creation of policies is fine, but what about when these policies are violated, intentionally

and essential steps for the success of the policies and guarding the corporate data against any misuse.

One important step is scheduled, periodic training. All employees, irrespective of their designation, need to be trained in all aspects of security that form part of the policy. Failure to do so may result in an employee either forgetting what he has signed for, or not understanding what a particular point in the policy means.

So who conducts this training? If a senior executive volunteers or is convinced to conduct this training for the employees with the help of the IT manager, it will have a much greater impact. However, if the IT manager makes the presentation, then it is a good idea that a senior executive of the company at least introduces the IT manager and stresses upon the management's intent and seriousness on the topic.

Training should be carried out annually or biannually. There can be special training sessions for the senior-most management and directors.

The other important step is that each and every employee (including the senior-most management) signs the declaration stating they have read and understood the policy document and agrees to abide by all its provisions, both in letter and in spirit. This signed document needs to be retained by the IT, legal or HR departments. Else, in case of a violation, the employee may plead ignorance of knowledge about the IT policies of the organisation.

Policy must be accessible to an employee at all times, either as a hard copy document, or on the company's intranet. Also, a distinction should be drawn between a policy, a standard and a guideline and this must be explained to employees during the training. **ITNEXT**

THE SOLUTION LIES NOT JUST IN IMPLEMENTING TECHNICAL CONTROLS, BUT AUGMENTING TECHNOLOGY WITH POLICIES AND TRAINING

such as web content filtering, email monitoring, and disabling of USB ports can be enforced as the first step.

Technical controls are very effective to an extent, but what happens when something beyond the control of technology takes place?

So, the answer to the conundrum lies not just in implementing technical controls, but augmenting technology with policies and training. Policies should be well planned, and as far as possible, address each security loophole, which at times may not be controllable through technology.

Revelation of a PC's network configuration as a result of a social engineering attack could pose a serious security threat. Access to external email such as Yahoo or Hotmail could be disastrous, since you would never be able to trace what data was leaked using this facility. An abusive or sexually-oriented email from the

or unintentionally? IT managers are in no position to frame penalties or punishment as a result of violation of policies, nor are they in a position to decide as to what action can be taken against the employee who has violated the policy.

Support and involvement of legal and HR departments is very essential when framing policies and determining the action to be taken in the event of a violation. Without the involvement and guidance of the HR and legal departments, penalties and punishments stated in the policy document may not hold ground, because they may not be implementable or enforceable.

Once you have the involvement of the legal and HR departments and the top management has signed the policy document for conveying it to the employees, does the buck stop there? There are two more very important

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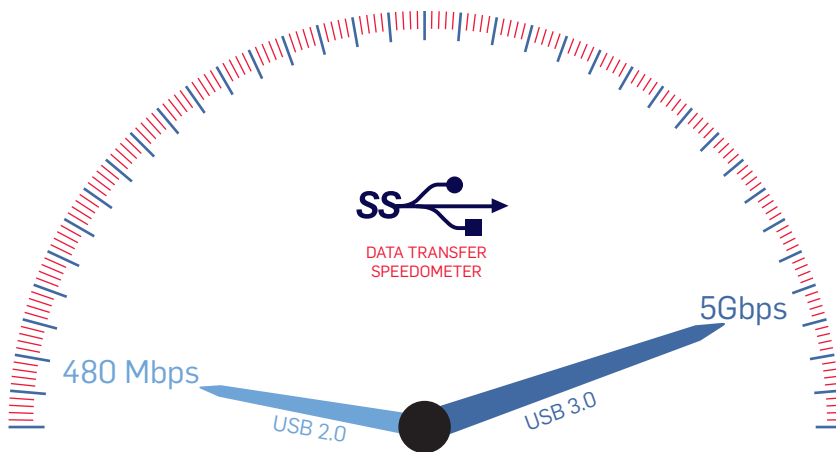


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NEED FOR SPEED

USB 3.0 offers fast data transfer speeds to consumers, but there are a number of roadblocks that have to be removed before the technology can become mainstream

BY CHARU KHERA

As per an IDC report, the amount of digital data created worldwide could hit 988 billion gigabytes by 2010. With such tremendous increase in data, users have to spend too much time waiting for large files to transfer between a computer and an external hard drive. USB 2.0 (the current standard used in all USB/flash drives that helps in the transfer of data) offers a maximum speed of 480 Mbps. Moreover, one can easily find a USB pen drive that is 64GB in size. Now, even cell phone and PDAs are available with a couple of GB internal storage. With 480Mbps data transfer speed currently offered by USB 2.0 today, people are left complaining about the time they have to wait to transfer large files. This is where the new SuperSpeed USB 3.0 can play a major role.

USB 3.0 offers maximum transfer speed of 5Gbps per second, which is almost 10 times faster than USB 2.0. The high transfer speed offered by USB 3.0 can allow users to transfer heavy files, as heavy as 20GB, in a few seconds. Explaining the technological concept behind the device,

KEY SPECIFICATIONS

- Offers higher data transfer speeds of up to 4.8Gbps
- It's bi-directional: Unlike previous versions where data would only be piped in one direction at a time, USB 3.0 can read and write data, simultaneously
- New power management features that assure better power utilisation
- Offers increased bus power and allows for more power supply to devices
- Backward compatibility: USB 2.0 gear work on version 3.0 ports and vice versa
- Better power management over USB 2.0
- Increased maximum bus power and device current draw accommodate better power-hungry devices

Vishal Tripathi, Principal Research Analyst at Gartner says that USB 3.0 achieves its high transfer rates by using four additional wires in the data cable for a total of six wires. It supports full-duplex communication, or the ability to send and receive data simultaneously, and is power efficient. Most importantly, it is backwards compatible with USB 2.0 devices, wherein the new cable dramatically improves throughput speed.

Gigabyte (P55A series motherboards), Asus, Seagate, Fujitsu, Buffalo Technologies, etc are some of the early adopters to incorporate these interfaces in their line of products.

Market trends

The increasing quest for higher transfer speed will be the key growth driver for the USB 3.0. Industry watchers believe that USB 3.0 can be popularly be called the next generation interface for transferring data. A tremendous surge in its adoption is expected in the next couple of years. "Customers today want faster

transfer of data. Thus if they will get an option for USB 3.0 (i.e. much faster data transfer), they will automatically want to have the latest technology," believes Shivratn Agarwal, Branch Head, Rashi Peripherals, Ahmedabad. He further says that although there aren't a large number of products available today with USB 3.0 interface, many are expected to be launched soon, like USB 3.0 flash drives, portable HDDs, etc. "Ultimately, most storage products will see this transition and USB 3.0 would certainly replace USB 2.0 over a period of time," he elaborates.

Most data storage hardware manufacturers have announced their plans to incorporate the technology in their upcoming product portfolio.

Moreover, many of the high-bandwidth devices are expected to migrate to the new interface and SSDs/HDD devices will benefit the most from the boost in transfer speed offered by USB 3.0. Gulbir Singh Bhatia, Managing Director, Prime ABGB, Mumbai adds that in future, there will be a lot of video-based devices like cameras and media players, which will come with USB 3.0 interface. "The future of USB 3.0 is good as all new external devices for video and audio need faster communication," he says.

Tripathy affirms that there are motherboards available today with SATA 6Gbps interfaces, which have a PCIe card to provide USB 3.0 capabilities. "Moreover, in the future, the interface will even be incorporated in domains such as high-resolution webcams, Blu-Ray drives, motherboards, LCD monitors and digital cameras," he says.

On the same lines, Harikrishnan PK, Alltime Power Technologies, Cochin, says that there are a host of motherboards available today with USB 3.0. Some external hard disks interfaces have also been announced with USB 3.0, though the products are yet to hit the Indian market. External devices like HDDs, modem, and, wireless products will also gain from USB 3.0.

Roadblocks

Anyone who would be tracking USB 3.0 would have a lot of speculations regarding USB 3.0 and Intel's involvement in it.

As per some recent media reports, Nvidia has confirmed that no Intel chipsets will support USB 3.0 standard until 2011. However, Intel has said that it will have its own USB 3.0 host controller (later in 2010), but that controller will not be part of its chipsets. Also, there has been a lack of support from Microsoft too (Windows 7 too does not provide support to the USB 3.0 interface).

The high cost of USB 3.0 is another factor that is expected to restrict large scale adoption among masses; but industry watchers believe that the scenario will change and the reduction in its prices over a period of time would make its adoption much faster, easier and extensive. Harikrishnan PK explains, "Though USB 3.0, as a technology is expensive as of now (mainly motherboards), this is how technology gets established in the market. However, there would not be a need to create awareness about USB 3.0 as a technology, as USB 2.0 is quite popular among the masses. All that vendors would have to do is to explain to users that USB 3.0 is 10 times faster than USB 2.0. Over a period of time, every storage products is expected to have a USB 3.0 interface."

Currently, not many USB 3.0 products are readily available in the market. According to Sandeep Parasrampur, Director, iBall India, only a few manufacturers like Asus and Gigabyte have launched some motherboards with USB 3.0 ports, but devices with USB 3.0 are not yet available. He adds that iBall will be launching some USB 3.0 hubs within the next few months.

Though most vendors are constantly trying to upgrade their hardware that can support the new 3.0 interface and deliver the speed boosts expected from it, industry watchers believe that it will be a while before they would be able to match up to the potential levels of speed that these interfaces promise.

In the end, though one can easily believe that it will be some time before USB 3.0 as a technology will become mainstream and ubiquitous like USB 2.0 in the Indian market, but with time, it is expected to sell like hot cakes as different products hit the shelf. Like all other technologies, USB 3.0 seems to be an inevitable upgrade. **ITNEXT**



"THOUGH USB 3.0 AS A TECHNOLOGY IS EXPENSIVE AS OF NOW, THIS IS HOW NORMALLY TECHNOLOGY GETS ESTABLISHED WELL IN THE MARKET."

—Harikrishnan PK, Alltime Power Technologies



"ONLY A FEW MANUFACTURERS LIKE ASUS AND GIGABYTE HAVE LAUNCHED SOME MOTHERBOARDS WITH USB 3.0 PORTS, BUT DEVICES WITH USB 3.0 ARE NOT YET AVAILABLE."

—Sandeep Parasrampur, Director, iBall India



“GIRD UP FOR THE TECH AVALANCHE THAT IS COMING”

Speaking to **Dave Evans**, Chief Futurist, Cisco Internet Business Solutions Group (IBSG), is similar to looking into a crystal ball and gazing into the future. His job at Cisco entails looking over the horizon of technology, working out how the future will pan, and then helping enterprises for the change. From his perch in San Francisco, US, Dave discusses the future with **Shashwat DC** sitting across a telepresence room. Excerpts:

In one of your prognoses, you have spoken about data explosion. How critical is the issue?

Data explosion is one of the biggest issues that will hold sway in the days to come because we are generating information at an exponential rate. To give you an idea, the internet in the US at 2015 will be 50 times larger than what it was in 2006 because of the huge volume of data uploads. Even as we talk now, the internet is growing fantastically, savour this, everyday some 10 billion e-mail messages are sent, close to 20 hours of video is being uploaded on YouTube every single minute. So in a way, we are drowning in this sea of data that we are creating ourselves.

This explosion has led to the realisation that data is not knowledge, and we need to be careful and not err in believing the same. The difference is essential, as today companies across the world are digging deeper into the vast loads of information they have, to find nuggets of consumer insights and thereby build up business. Thus, it is very critical for an enterprise to chalk out a strategy on how to deal with data explosion.

You have also spoken about instantaneous communication in the future. How will that have an impact?

In the years to come, thanks to wonders such as quantum

computing, etc. instantaneous communication will indeed be a reality. But even today, the world has more or less flattened when it comes to communication as the internet has enabled communication with everyone in a matter of seconds.

The impact is huge, for instance, a few centuries ago if I had to share knowledge with you, I would have to go through the arduous old trade routes. It could take anything between a few weeks to months for us to get together and exchange words. And here we are today in different parts of the globe, sitting across the table and conversing in real time.

This ability to share knowledge instantaneously will leave a huge impact in the days to come,



DAVE'S TOP 5 PREDICTIONS

1 By 2029, 11 petabytes of storage will be available for \$100—equivalent to 600+ years of continuous, 24-hour-per-day, DVD-quality video.

2 In the next 10 years, we will see a 20-time increase in home networking speeds.

3 By 2013, wireless network traffic will reach 400 petabytes a month. Today, the entire global network transfers 9 exabytes per month.

4 The world's data will increase sixfold in each of the next two years, while corporate data will grow fiftyfold.

5 By 2020, universal language translation will be commonplace in every device.

(To read the complete list log on to www.itnext.in/insight)



“EVERYDAY SOME 10 BILLION EMAIL MESSAGES ARE SENT. CLOSE TO 20 HOURS OF VIDEO IS BEING UPLOADED ON YOUTUBE EVERY SINGLE MINUTE”

business models, revenue models; everything will change under its wake.

You also used the term ‘flattening’. What are the implications of the same?

Huge! We are already witnessing its impacts of the same. You see, the flattening, so as to say, has not only resulted in an agile workforce, but has also turned the world into a sort of global marketplace. So, any company located anywhere in the world can sell anything to anyone located elsewhere. That’s why countries like India and China are blossoming. They are becoming tour de force vis-a-vis the US. This is a huge challenge for enterprises and even bigger opportunity for them.

Do you think the networking and communication capabilities will be able to cope with this growth?

Indeed. In fact, we see exponential growth in networking speed and in computing power. The computing, networking, storage technologies are all rapidly evolving for tomorrow. The best illustration is that unified communication and telepresence are no more fancy concepts, but real technology and there are several companies that offer these solutions, which goes on to prove that the network is keeping pace with the requirements.

And how will the workers and management cope with this change?

It is indeed a two-pronged challenge for the management. The expectation of the worker coming into the enterprise has changed significantly. So, by the time a worker is 38 year old, they would have anywhere between 10 to 14 jobs behind them. And, that is quite different from what we have seen historically.

If I remember the number correctly, typically in a company, 25% of the workers have been in the company for one year or less,



60% of the workers have been with the company for 5 years or less. But that has changed quite dramatically today. So what we are seeing that workers have exposure to lot more jobs in their career. Because of the exponential change all around, work has become almost a buffet with such a delectable choice around, the top 10 jobs of 2015 doesn't exist as yet. Just as the top 10 jobs of 2010 did not exist in 2006.

So, there is an explosion of jobs, and opportunities are attractive to the new work force. And that is both good and bad; the positive side of this buffet is that because of the exposure employees are more aware and informed. But the big challenge for the management



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is how to attract and retain this agile workforce.

You have also stated that 95% of what we know will be invented in the next 50 years, so in a sense, innovation will become critical for the enterprises going forward. So how should they approach the challenge, knowing that everything is in a flux?

As a species, we are crossing the threshold of discovery. We are learning so much about everything around us, right from the microscopic genome to the vast cosmos around us. This will have a huge impact on what we invent and what we innovate.

Let me contrast innovation and invention. Invention is the act of bringing out something brand new, while innovation is the act of putting a few things that already exist to create a new thing. For instance, most people today do not remember the time they used to lug their suitcases around. Nowadays, every one of them has a wheel on it. But that was not the case till sometime back, till some smart Alec thought of putting together the ubiquitous wheel on the luggage that we struggle with. This was innovation and not invention.

Similarly enterprises will have to continuously look at existing processes and functions and innovate to remain agile and be able to surmount the challenges posed by the technology avalanche.

Technology avalanche, that sounds ominous and rather scary.

Agreed! That's why I have consciously chosen the term avalanche, because it is a very disruptive force of nature. Remember, I dub it as disruptive and not destructive force. The landscape is never the same again after an

avalanche hits. Part of my objective is to get the message out that an avalanche is coming and you do not see it as yet, because it is building up. And when it finally hits individuals and enterprises, those who are not prepared will be completely blind-sided by it. But those who are will be able to ride through it with ease. History is littered with examples of great many companies that missed the next wave and were obliterated in the bargain.

How should the IT managers prepare for this avalanche? And how should they equip themselves to ride it through?

To gird up for the technology avalanche, the manager needs to do a few things. The first one might seem obvious but is very important and that is to understand that the world is changing rapidly. This is important, because unless you understand it and agree to it, you cannot really prepare for the future.

Secondly, think about the technology infrastructure and IT investments in different manner. Newer technologies like cloud, virtualisation are gaining strength and the days of hard wiring and hard drives are gone. So when you think of designing the infrastructure you need to think about open standards, interoperability, virtualisation and other things. Always keep one eye on what is happening on the horizon.

And finally be agile. Coming back to the avalanche metaphor, what makes a great skier ride through the turbulence; it is the preparation and the mindset. So, understand, evaluate and prepare for the future, hire the right people, embrace new tools like social media, innovate and most importantly have faith in your own abilities. **ITNEXT**

BUILD BACKBONES THAT BEAR IT

In view of the exponential data growth leading to high-density data centres, cabling standards that match up are a must

BY KENNY GOUNDER, ILLUSTRATION BY PRASANTH TR

22%

CAGR of structured cabling market in India

SOURCE: SYSTEMAX SOLUTIONS

32%

of the structured cabling business in India comes from data centres

SOURCE: AMI

High density can mean multiple things: high computation density, high power density, high application density, high user density, high cabling density or all of these. Most data centres incorporate some elements of all these factors, and they are all potentially inter-related. When technologies like 40 and 100 Gigabit Ethernet, Fibre Channel over Ethernet, IP convergence and server virtualisation are becoming real, and managing these aspects of data center assumes much more significance now than ever, enterprises essentially need to prepare themselves for this trend to run their businesses smoothly and cost-efficiently.

Properly managing a high-density data centre means making it more efficient and reducing the total cost of ownership. And it is precisely for this reason that manageability assumes significance. Shehzad Merchant - Senior Director of Data Centre Strategy, Extreme Networks, says, "Unless managed properly, the benefits gained from one dimension of high density can be lost in other dimensions since they are interrelated. If managed properly, all dimensions can lead to a more efficient operation of the data centre."

Managing a high-density data centre is important as lot of elements are getting in, particularly with 40 GB and 100 GB cabling adoptions

on the horizon. Enterprises need to have a closer look at how this density aspect can be dealt with effectively and proactively from the structured cabling point of view.

To keep pace with growing data transmission and application needs, data centres today are experiencing increased bandwidth and server requirements. Dileep Kumar, Director - Product Management, ADC India, says, "The industry is responding to these needs with advancements like 40 and 100 Gbps Ethernet (GbE), Fibre Channel over Ethernet (FCoE), server virtualisation and IP convergence. These new technologies also have implications for the data centre bandwidth performance, and there is a need for enhanced reliability, flexibility and scalability. Fortunately, focused solutions and strategies are available today that can help data centre managers prepare while simultaneously lowering the TCO."

The need to reduce TCO is at the forefront of concerns among today's businesses. Over the life cycle of a typical enterprise, operational costs alone can account for 50% of total costs. By making operations more efficient, that cost can be significantly reduced. Retrofit costs take up another 25% of life cycle costs. Therefore, having solutions in place today that

enable easier upgrades tomorrow can also significantly reduce TCO for enterprises.

Merchant of Extreme Networks says, "Structured cabling plays an important role in managing high-density data centres. To give an example, if enterprises have 40 1RU servers in a rack, each with say four 1Gig Ethernet ports, they can have 160 Ethernet cables in a single rack. In many cases, data center architects make design and planning decisions around cabling to make sure that the constraining factor does not become cabling."

Different techniques exist for addressing these types of problems. For example, using MRJ21 cables to connect into high fan out modules in the network aggregation/distribution layer can simplify the cabling issues as well as cut down tiers of switches in the network. This solution leads to lower cabling cost, simplifies cabling challenges and leads to a scalable network architecture with less oversubscription and less latency.

Fortunately, there are solutions available in the market to manage today's complex high density data centres, and it would be wise for your data center manager to consider available solutions and strategies to better support next-data generation centre technologies when they are needed.



ABOUT R&M

R&M is a leading Swiss supplier of passive cabling solutions for high quality communication networks. Our copper (Cat.5 and Cat.6, UTP/shielded cables and components) and fiber optic (cables, patch panels and cords, enclosures etc.) systems guarantee maximum network availability. With innovative, user-friendly products and forward-looking system design, we ensure that networks are sustainable, in keeping with our motto of "Convincing Cabling Solutions".

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Convincing cabling solutions

Kumar of ADC says, “Fibre infrastructure will be greatly impacted by future technologies, and the right structured cabling components can support MPO solutions, high-density cabling and connectivity, high bandwidth and performance, and enhanced reliability, flexibility and scalability—all of which ultimately lower the TCO.”

Mylaraiah JN, Country Technical Manager, Tyco Electronics, says, “In today’s dynamic business environment, IT tasks are highly critical to both people and processes. IT driven tasks are changing as quickly as required by the constantly evolving needs of organisations, which means the techniques and products have to be high-performance, secure, modular, scalable and reliable, where high-density data centre can be implemented at the speed of your business needs. This means the infrastructure has to be a truly integrated cabling system and take a simple plug-and-play approach to managing such dynamic business environments.”

Enterprise IT managers need to consider key parameters which have become a dictum for enterprises, and structured cabling vendors are fully prepared to render help with appropriate cabling solutions to effectively manage the high-density data centres today.

MPO solutions a must

For higher bandwidth cabling like 40 and 100 Gigabit Ethernet, MPO connectors will be a must. It is wise for data centre managers to purchase pre-determined lengths of multi-fibre cables pre-terminated with MPO connectors. Leading cabling vendors like ADC, Tyco Electronics and Molex offer robust solutions for high-bandwidth environments.

ADC offers several MPO solutions including trunk cables, array cables, and plug-and-play cassettes. TrueNet fibre panel and high-density Optical Distribution Frame (ODF) have also been designed to easily accommodate

MPO connectors at interconnects and cross-connects in the Main Distribution Area (MDA) and Equipment Distribution Area (EDA) in the data centre, enabling a variety of cabling configurations, including top-of-rack that will likely be deployed for FCoE. MPO connectors are factory terminated and tested in a clean environment to ensure precise performance for 40 and 100 GbE. MPO connectors also ensure lower TCO because they offer significantly reduced labour costs versus field termination or splicing and are fast and easy to install.

Tyco Electronics offers complete plug-and-play products for both copper 1Gig to 40Gig (MRJ 21 and AMP Sigma Link) and fibre (MPO and MPOptimate). The AMP Sigma Link System is a pre-terminated, fast and easy to install cabling solution for high-speed applications. Performance

is ensured due to 100% factory testing of all AMP Sigma Link Classic cable assemblies. Traceability of the far end is achieved by an integrated plastic optical fibre for easy identification after installation. The system is designed for reliable and quick operations in data centres. The system is fully compliant with TIA/EIA 942 and EN 50173-5, which are data center-specific standards.

Support for more fibre cables

Several technologies will result in more optical fibre links throughout the data centre, creating a demand for high-density solutions to properly manage high optical fibre counts and provide scalability to support more optical fibre cabling.

Because MPO connectors terminate up to 12 fibres in one connector,



“RIGHT STRUCTURED CABLING SOLUTION LEADS TO LOWER TCO BECAUSE OF ENHANCED RELIABILITY AND FLEXIBILITY”

—Dileep Kumar, Director – Product Management, ADC India

“WITH A STACKED COMPUTING INFRASTRUCTURE ON EVERY DEVICE, ONE CAN ACHIEVE INDIRECT SAVING ON PHYSICAL CABLING EXTENSIONS”

—PK Saji, SVP, Sify Technologies



approximately the same size as a one SC-style fibre connector, they offer the highest density for maximising space savings and managing higher port counts that come with IP convergence as also the increasing number of network devices and equipment.

Ease the airflow

When managing a high-density data centre from a structured cabling point of view, care must be taken to manage cable routing and cable management, which have much influence on airflow and cooling efforts. Mylaraiah JN, says, "If cabling management is done properly, airflow design efficiency will strongly be affected. This applies to individual racks that house the active devices/servers as well as to the pathways covering the overall data centre design. Improper management or routing of the cables can result in equipment failures by disturbing the cooling design."

Today's switching equipments in the market have either front-to-back or side-to-side ventilation concepts. For managing high-density cabling systems within high-density data centres, Tyco offers AMP HI-D systems (high-density systems), which support both the cooling methods and increase the reliability and airflow efficiency of the equipment by keeping the cables away from the ventilation pathways.

Kumar of ADC says, "Smaller

diameters of cables play a critical role in facilitating higher densities in cable management and pathways. Preterminated MPO multi-fibre cables are a small, round loose-tube configuration that includes 12 fibres in a 3mm jacket, which is only slightly larger than traditional 2-fibre cables in a 1.7 to 2mm jacket. Round loose-tube cables are also easier to manage and route through pathways than traditional multi-fibre ribbon cables." ADC AirES conductor insulation technology makes the copper cable 28-32% thinner. This helps reduce cable blockage in cabinets, allowing improved airflow in and around the equipment for optimum cooling and less energy consumption.

When considering the operational cost benefit of a system, a holistic approach is required. By the usage of Tyco's Zero U cable management solution like HI-D angled panels, rack density increases by 35%. Professional cable routing improves airflow and cooling concepts. Plug-and-play approach, reusable products, and faster MACs mean lower operational costs.

Cabling vendors offer targeted solutions for high-density data centres. Tyco offers AMP Hi-D which is a cabling platform for enterprises' IT infrastructure. The platform embraces different kinds of products and features designed for future IT infrastructures requiring high-density solutions. In line with organisations' needs to provide

more performance in less space within their data center environments while meeting power consumption objectives, Tyco has developed focused product sets for these environments that meet the design objectives of guaranteed high-density performance, seamless migration and user flexibility at a reduced power level.

Thin diameter cabling and reduced size in data centres means saving real estate costs as well. From an aesthetic aspect too, diameter of the cabling solutions is important.

High bandwidth solutions

As per various studies, data transmission is expected to be six times higher in 2012 than it was in 2007. Overall IP traffic is expected to grow to over 45,000 petabytes (PB) per month by 2012—that's more than 46 billion gigabytes of data.

This data explosion and several imminent technologies in the domain of information transport system warrant higher-bandwidth cabling and precise performance. With this in view, leading cabling vendors are offering 10 GbE copper and fibre cabling solutions, which is the minimum required for FCoE.

Kumar of ADC says, "40 GbE and 100 GbE will require reduced insertion loss and delay skew to ensure that signals in each optical fibre arrive at



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The optimum transmission properties of this push-pull connector are based on high-precision ceramic ferrules, adapted interfaces for improved insertion and return losses, and APC 8° ferrules for high-return loss requirements. The self-closing screen not only provides protection against dust and damage, but also protects your maintenance personnel from high-energy laser light.

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Convincing cabling solutions

very precise intervals relative to each other. ADC's patented fibre technology ensures minimal loss and delays skew for precise performance."

Low TCO mantra

Proper cable management means a lot for enterprises in terms of data centre efficiency and cost effectiveness. It helps in maintaining reliability, flexibility and scalability of cabling and connections in the data centre. This helps to lower the TCO by enabling proper flow of cool air into and out of the cabinet, improves the life cycle of the equipment and reduces the need for fans and additional cooling that increase energy consumption.

Kumar of ADC notes that while performing these cable management activities, due care needs to be taken to ensure proper bend radius protection. This is to reduce signal attenuation, maintain fibre performance, establish well-defined cable routing paths, and to provide accessibility for working on

connectors and cables without affecting adjacent circuits or ports, and physical protection for cables, patch cords, and jumpers. Without end-to-end cable management, cables can pile up in raceways, maximum bend radius can be exceeded, connector access can be difficult, and it can take hours to trace cables, all of which impacts the ability to support and deploy new technologies in the data centre.

Final words

Structured cabling vendors advocate that enterprises build networks that are future proof and avoid unnecessary downtime due to cabling problems. This is achievable though today's plug-and-play solutions available for both copper and fibre media.

As far as possible, enterprise IT managers need to use modular components within their data centre environment that are pre-terminated and factory-tested prior to shipment. Besides this, selecting the installation

partner who is trained and certified by the vendor is crucial in order to ensure that high quality of the installation is maintained.

According to experts, the best approach to build today's data center is being proactive that is better than reactive. Preparing the data centre today itself for the future high-bandwidth technologies like 40 GbE, 100 GbE, FCoE is an important strategy, as it ensures saving much cost.

Data centre managers should consider the above aspects whether doing a green field data centre deployment or upgrading their existing data centres. Things like MPO solutions, high-density solutions, higher bandwidth cabling, and cable management that ensures reliability, flexibility and scalability are the essential building blocks. These will ensure cost-effective, higher-efficiency and high-density data centres that are low on power consumption and have reduced life-cycle costs. **ITNEXT**

Cable Management Tips

While selecting the cabling solutions the following aspects need to be considered without fail to ensure optimum efficiency of high density data centers:

IMPROVING ROI COMPARED TO TRADITIONAL CABLING SYSTEMS

IMPROVING AIRFLOW IN RACKS AND RAISED FLOORS

ENABLING REDUCED POWER CONSUMPTION

PERMITTING HIGHER DENSITY DUE TO SPACE SAVING

MODULAR SOLUTION FEATURES REUSABLE CASSETTES AND CABLES, AND MPO ASSEMBLIES

10 GB/S OVER COPPER WITHOUT ANY ANEXT TESTING AND EMC CONSIDERATION

QUICK INSTALLATION OF MULTIPLE CONNECTORS

FIBER CABLING – MPO SOLUTIONS

SUPPORT TO ALL OPTICAL FIBER APPLICATIONS WITHIN THE ETHERNET FAMILY

SAVING PATHWAY SPACE WITH IMPROVED AIRFLOW COMPARED TO TRADITIONAL CABLE BUNDLES

EXCELLENT FOR PARTIAL SECTION CABLING IN DATA CENTERS

LOW-POWER CONSUMPTION WITH MPO

PRE-TERMINATED CABLES

WIRED FOR FAST PACED GROWTH

The need for robust infrastructure among enterprises is expected to drive growth in the structured cabling market

BY SOMA TAH

The adverse economic conditions in 2008-09 took a bite out of cabling vendors' profits, but that has not flattened the growth curves of the networking infrastructure market in 2010. In fact, analysts predict strong demand and investment for infrastructure upgrades in the New Year, both in the enterprise segment and in greenfield projects. Since the network is the backbone of any IT infrastructure, there will be great demand for networking equipment,

including structured cabling and passive components.

A study by Springboard Research says that the market for enterprise networking equipment in India is estimated to grow from \$1 billion in 2008 to \$1.7 billion by 2012, recording a compounded annual growth rate (CAGR) of 15 percent during this period.

"There is tremendous potential for the growth of enterprise networking in India, given the current low standard of

telecom infrastructure in the country, government focus on increasing broadband penetration and lack of basic infrastructure in many areas," says Nupur Singh Andley, senior research analyst-connectivity, Springboard Research.

Growth curve

Though structured cabling was considered to be a good riddance from the cabling mess businesses had to face ear-



FIBER OPTIC RACEWAY SYSTEM

This system is suitable for separate and protected cable guidance in data centers and central distribution facilities of network operators. It can be installed in raised floors as well as above racks. The Raceway System modules can be easily connected by snapping them together, no additional tools are necessary.

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R&M

Convincing cabling solutions

How Structured Cabling Scores

Minimal downtime: It is easy to identify, isolate and fix problems with minimal downtime.

No vendor lock-in: Structured cabling is compatible with multiple vendor integrations and gives the flexibility to support various applications and hardware from different vendors.

Cost-effectiveness: Offers excellent ROI. The cabling system accounts for only five percent of an organization's total networking expenditure, but outlives most of the components in the network. The upgrading costs are also cheaper.

Low maintenance: It requires very little maintenance.

Scalability: Upgrading is much easier with standardized components. System upgrades also do not require modifications in cabling infrastructure.

lier; enterprises have gradually started to understand the role of robust cabling infrastructure in reducing network downtime.

The growth of structured cabling is mainly driven by an unprecedented growth in the volume of organizational data. There is a need to store voluminous data, as well as to have real time access to that data, which requires the connectivity to be fast and efficient. The cabling infrastructure also needs to be robust enough to support increased bandwidth usage, which is resulting in considerable growth in the networking infrastructure market.

In fact, UK-based research firm BSRIA reported India's emergence as one of the fastest growing structured cabling markets, with an increase of 33.6 per cent by value in 2008. The mounting pressure on the data centre environment, with companies increasingly hosting their mission-critical applications in third-party data centres, is also a key growth vector in this aspect.

Besides data centres, growing demand from the expansion programmes in banking, government, IT and ITeS sector, business process outsourcing (BPO) units, and upcoming townships are also fuelling the growth of this market segment in India.

Technology trends

On the technology front, vendors continue to deploy accepted and proven solutions, such as Cat5, Cat6,

and Cat6A. According to IDC's India Structured Cabling Solutions Market Study last year, the Cat6 cable segment is expected to clock a CAGR of around 22 per cent, growing from Rs 365 crore in 2008 to Rs 977 crore in 2013. Cat6 is expected to, thus, remain the biggest market segment throughout the five-year forecast period, mainly for high bandwidth requirements and high-speed data transmissions across data centres and other enterprise environments.

India is also witnessing the deployment of latest technologies such as Cat6A and Cat7 in niche segments. Cat6A cabling is mainly used for data centre applications. Cat7 is yet to gain momentum, since there is no widespread preparedness or demand for Shielded Twisted Pair (STP) and foil screened twisted pair (FTP) cables in India. Reports also state that there has been a very slow uptake on the IOG front.

While the debate on fibre versus copper continues, fibre has some advantages over standard copper coaxial cables, in terms of data transmission, extended coverage, resistance to interference and robustness and better security, which make it a smart choice for enterprises. However, the cost of the supporting equipment poses a deterrent in the mass adoption of fibre; leading to growth in adoption of copper. Power-over-Ethernet (PoE) will also continue to make people invest in copper in the coming days.

To wire or to be wireless

While some fear that wireless networks will eventually displace all physically structured cabling system networks, most vendors believe that wired and wireless networks will complement each other. Though a number of business and technology trends are creating a new set of requirements for wireless networks that can deliver increased value to the enterprises, unfortunately, the current WLAN architectures are not equipped to enable optimum benefits for enterprises. There is no functional, performance or economic advantage that wireless networks provide over physically cabled networks. That is why wireless today does not pose any potential threat to wired networks, believe many industry watchers.

Intelligent cabling

The advent of intelligent cabling has added a new dimension to the conventional cabling infrastructure by providing greater visibility into the network. It can reduce the manpower and down-times cost considerably, while increasing network efficiency and network security a great deal. Though real-time monitoring and troubleshooting become very simple with intelligent cabling, it can be expensive to deploy a full intelligent cabling solution within an organization - in some cases, a mid-size organization may not be able to afford that. This is where patching technology comes in, which can take a lot of pain out of the cable management process.



THE CAT6 CABLE SEGMENT IS EXPECTED TO CLOCK A CAGR OF AROUND 22 PER CENT, GROWING FROM RS 365 CRORE IN 2008 TO RS 977 CRORE IN 2013

The road ahead

“The future of next generation cabling and connectivity solutions is bright and positive, as new technology and trends mark the path for future growth. Consolidation and virtualization techniques force the organisation to move into next generation cabling and connectivity. Organisations that would like to be at par with the current technologies would like to be early adopters of next generation cabling and connectivity solutions. However, based on the standards being

published, few organisations gradually wake up to the next generation cabling and connectivity solutions,” says Prasanna Kumar, regional director, India & SAARC, Leviton.

“The structured cabling market has been going through a tough time due to a steep rise in copper prices this year, which has diminished the growth rate further in this down economy,” says KK Shetty, managing director, Tyco Electronics India.

Rising prices in already adverse

economic conditions have also made it a daunting task for solution providers to convince customers. As Kumar points out, “Customers would also like to wait and watch a little, before implementing a solution that is next-gen, futuristic and robust. They would also wait for standards ratification and affordability.”

However, one of the key challenges associated with next-generation cabling and connectivity is the partners’ and customers’ awareness of current and new technologies. People often fail to understand that the performance of a network depends, to a great extent, on the cabling infrastructure; and poor cabling can adversely affect even the quality of the bandwidth the network delivers.

“It is very difficult to get skilled and qualified structured cabling solution providers, who can support the entire project lifecycle. One also needs to have the right mindset to serve the mid-size to large projects, which usually take at least a period of three to six months to set up the basic infrastructure,” says Ketan Kothari, director, Sigma Byte Computers.

Nevertheless, despite the challenges, there are ample opportunities for vendors and partners who are able to convince customers of the benefits and deliver customised solutions at affordable prices. Not everyone will wait and watch. **ITNEXT**



HYBRID COPPER/FIBER OUTLET

The Fiber Optic Splice Outlet is a wall outlet with four ports and integrated splice storage for optical fibers. The ports can be fitted with two LC duplex, SC or SC-RJ connector sockets. The R&M outlet also accommodates a standardized Cat. 5e or Cat. 6/RJ45 connection module, allowing the hybrid use of fiber optic and copper cabling. This ensures maximum functionality in minimal space.

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Convincing cabling solutions

THE WINNING SUIT FOR THE C-SUITE

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15-MINUTE



TRAINING
EDUCATION
WORKPLACE
COMPENSATION
WORKFORCE TRENDS
SKILLS DEVELOPMENT
PERSONAL DEVELOPMENT

BUSTING STRESS
PAGE 48



Leadership Lead with fortitude THIS PAGE

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Manage IT 5 things to look out for in

Office 2010 PAGE 50

Training Calendar Career booster courses PAGE 52

**BY ANAND KUMAR
PADMANABAN**

The recent economic slow-down has shown that we are more reactive than proactive in terms of demonstrating courage. Best-of-breed leaders know and understand the nuances of demonstrating courage on a consistent basis, and individuals look up to leadership for guidance.

When issues become political or controversial, many leaders get intimidated instead of energised to stand tall and demonstrate courage. Effective leaders do what is right, not what they think people want. They don't run away from a controversy but instead, clarify their credentials and what they represent.

Demonstrating honesty and internalising it inside an organisation is more difficult than it sounds. It will be very difficult for organisational leadership to be honest with the community and the public stakeholders if they cannot be honest with themselves.

Organisational transparency and courage make sense as they bring about good governance and ethics, and make organisations run with better efficiency and effectiveness. In spite of this, many leaders resist it because it goes against



LEADERSHIP

LEAD WITH FORTITUDE

Courage with transparency will bring about good governance and make a more effective and efficient organisation

15-MINUTE MANAGER

even the human nature in some ways.

Some leaders believe that information is a perk of being in power or close to the powers that be, and sincerely believe that it is a benefit that separates their privileged status from the working class. Such leaders derive a sense of intellectual superiority from such guarded information. They feel that they need to be selective or in many cases would only have the capability to use sensitive data or information. Some leaders even prefer sharing information on a need-to-know basis only or have opaque shields about what they do because it allows them to hide mistakes that may be committed.

How do you as an IT leader counter and resist these tendencies? How do you make a conscious decision to support transparency and create a culture of courage?

As with everything else, if you want to develop a culture of courage, start with self and then work on your environment, while keeping some of these recommendations in mind:

Believe in *Satyamev Jayate* (borrowing from our constitution): Speaking the truth is easier said than done; we have a natural impulse to tell others what they want to hear. True leaders tell everyone the same factual story. Once you develop a reputation for straight talk, your organisation will institutionalise it.

I once knew of a business leader who would talk and espouse values and invariably violate it every time he had a chance. It was no surprise that individuals and his managers used to ignore his emails and the message around values he would convey in his team meetings

Follow bottoms up approach in terms of driving courage: Encourage individuals to lower down in the hierarchy to speak truth to seniors in the organisation. It is difficult for people lower in the hierarchy to tell seniors inconvenient truths, but unfortunately, that is what is needed to be heard by seniors.

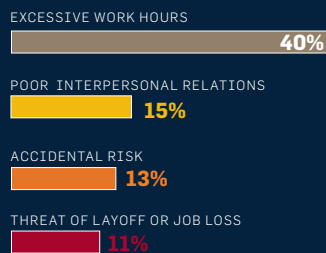
A widely respected senior scientist who was the CEO of a technology



HEALTHY LIVING

HOW TO BUST STRESS!

MAJOR FACTORS RESPONSIBLE FOR WORK-RELATED STRESS



Being in shape is also a good way to beat stress, as healthy living is also stress-free living.



Stress is one of the most common ailments that afflict humans. Hectic lifestyles, increased workloads, irregular diet, are some of the major reasons for causing stress and anxiety. Some of the common symptoms of stress are exhaustion, irritability, muscular tension, inability to concentrate and others. Here's a few pointers on how to make life stress-free:

Breathe slowly and deeply. Before reacting to the next stressful occurrence, take three deep breaths and release them slowly. If you have a few minutes, try out a relaxation technique such as meditation or guided imagery.

Speak slowly whenever under duress. You'll find that you think more clearly and react more reasonably to stressful situations. Stressed people tend to speak fast and breathlessly; by slowing down your speech you'll also appear less anxious and more in control of any situation.

Manage time effectively. Choose one simple thing you have been putting off (e.g., returning a phone call, making a doctor's appointment), and do it immediately. Just taking care of one nagging responsibility can be energising and help cope with stress.

Get fresh air. Our grandparents were right about the healing power of fresh air. Don't be deterred by foul weather or a full schedule. Even five minutes on a balcony or terrace can be rejuvenating.

Drink plenty of water and eat healthy. Hunger and dehydration, even before you're aware of them, can provoke aggressiveness and exacerbate feelings of anxiety and stress.

unit once told me that he always wanted to hear the bad news first, as senior leadership needed to know more critically what was not working than what was working well. Create organisational conditions for people to be demonstrate courage and be factual about it.

Demonstrate and practice crucial conversations: Practice having critical and inconvenient conversations. The top leaders learn how to deliver bad news kindly so that individuals understand the context and do not take it personally. I have personally seen cultural issues playing a role in this, but we need to get over that hurdle.

There is a great book around crucial conversations by a well known author which comes with a workbook, and can be used to teach the art of having crucial conversations. I personally think this is an area where most of us struggle and we tend to sugar coat critical conversations, which corrupts the message for the receiver.

Demonstrate Mea Culpa: True leaders admit their mistakes and are open and honest about it. They convey to the team that mistakes can be made and that is ok as long as the learning happens and the mistake is not repeated. On the contrary, what I have seen happen many a times is that the leaders don't acknowledge their mistake, which

leads to contrived remarks and a feeling that different values apply to different people. When you acknowledge your mistake as a leader, this gives everyone around you the permission and the courage to do the same.

Become a trust architect: Today's organisations place a lot of emphasis on skills and knowledge and do not look closely at building trust relationships. At a time when workforces are looking towards leadership and searching for meaning, trust and connection within the organisations they work for, one of the most important roles of a leader is to become a trust architect. It is through individual personal action and fostering relationships that leaders develop trust and gain commitment from the workforce.

Demonstrating leadership courage means taking calculated risks and putting yourself in the forefront. It's about walking the talk. I used to counsel and mentor a few individuals at work and in one such meeting where we were discussing business ethics, the individuals came up with many suggestions for improvement, some of which would require some changes in how the senior leaders interacted with employees. When I asked how we would go forward, everybody was silent due to the risk of belling the cat. This is where demonstrating courage is difficult.

Whether it's about speaking to a team member on the individual's performance, bringing up an idea that may not be popular, being honest about something you see happening that you don't think is ethical, being genuine and demonstrating the courage of your convictions, earns you respect in the workplace. When your words and your actions reflect each other, you build trust.

By broadening the perspectives that leaders consider, demonstrating courage deters a lot of the noise that is prevalent in organisations. But the real value of courage and transparency is that it keeps leaders of organisations honest to their stakeholders and perhaps more importantly, honest to themselves.

Web 2.0, the Internet and organisational intranets are upping the ante in terms of increasing the risk of misinformation, but used proactively, technology can help harness crucial information and insights from all levels in the organisation. Sure, there are some inconvenient aspects about courage and transparency that leaders simply have to learn to live with, but which lead to huge organisational efficiencies and effectiveness. **ITNEXT**

The author is CEO of SurgeForth Technologies and specialises in HR analytics

IT STRAT **CHARTERED SERVICE**

VIP support is about going beyond the routines and aiming for what is best termed as customer delight

BY SATISH MAHAJAN

One common question that keeps coming up in IT circles is: who is a VIP user?

Is he a person who is from the top management or is he someone critical to the organisation?

For me, a VIP user is normally a person who is not part of operations and whose computer downtime will lead to huge losses for the organisation. The promoters of the organisation, close group members of promoters, and senior professionals who are more into strategic decision making on the

MANAGE IT

5 THINGS TO LOOK OUT FOR IN OFFICE 2010



1 Integrated Ribbon: The Ribbon feature debuted in 2007 and was much liked and disliked at the same time. The Ribbon reappears in Office 2010 and has now been added to all the Office programs, including Outlook and OneNote. But sweat not, as the Ribbon this time has been well integrated into the suite, so you control how it looks and how it functions. The Ribbon this time is fully customised and well integrated.

2 Sleeker Outlook: It does not matter if you agree or not, but Outlook still happens to be one of the most used and popular Office product. The email suite has been tweaked to make it more productive for the user. For instance, there is a new Ignore button that's been added, so next time you wish to get rid of boring conversation threads that you aren't interested in. Then there is the Quick Steps section of the Ribbon that lets you perform multi-step tasks with one click.

3 Added Multimedia in Word & PowerPoint: Office 2010 has added more zing to Word & PowerPoint, now it is possible to apply artistic effects, similar to those available in third-party photo editing programs, Like PhotoShop, from within Word, Excel, and PowerPoint. The Office 2010 applications also include several new SmartArt designs, to make it more likely that you'll find one that fits the needs of your document or slide.

4 Collaborative working: Another great feature of Office 2010 is that it provides a much more collaborative platform for enterprise users. So now, two people can edit a document simultaneously. A notification in the status bar tells you who else is currently editing the document, and where they're making changes. Word also lets you cache shared documents so you can edit them when you're offline, and any changes you make will automatically be synchronised with the original on the server when you are online.

5 Web-enabled Office: Google Docs seem to have finally made Microsoft see the light of the day, as Office 2010 marks the debut of free online versions of Word, Excel, PowerPoint, and OneNote, which will work in popular web browsers. Microsoft intends to integrate free versions with paid Office Suite and provide a compelling proposition to the lay users.

basis of technology are some users that can be categorised as VIP.

As a support department, we have challenges to handle the queries of senior management. The person who handles calls of users has to be very particular about understanding the nature of the call and the possible solution to handle the query.

What should be the feedback given if the problem cannot be resolved quickly? Is the problem always technical or one needs to handle the issue, crossing boundaries of technology, and integrate? Sometimes, queries can be related to watching movies from the iPod, copying DVD content to a hard disk, seeking help for finding information from the Internet or for selecting the right mobile or electronic device.

Now, it is important to know what special IT services can be given to VIP users. When this issue was discussed, the understanding we got was that we need to go beyond IT services to support VIP users. This "beyond" becomes a very frequent term occurring in service terms.

After a lot of brainstorming and experimenting, we concluded on the following points regarding VIP support:

First, we named the service as that-VIP Support. The term has really cached the fancy of many people in the organisation, as VIP support services are really special with additional quality of engineers entrusted with the function. Some of the common steps we followed were:

- Select an engineer who is :
 - Good at technology
 - Willing to learn beyond technology
 - Willing to learn effective communication
 - Confident in presenting himself and will be ready to work under stress

■ Initially assess the need for spare hardware and standbys to help emergency replacements

■ Create FAQs of problems and possible solutions for the problems faced by the user and orient the engineer accordingly



IN A SERVICE FUNCTION, EVERY USER IS IMPORTANT, BUT VIP USERS ARE DIFFERENT FROM IMPORTANT USERS

10-step VIP Support guide

1 ANSWERING THE CALL

When users call for support, they usually feel helpless and may sound irritated over the phone. Always be polite to them. Yes, we know that some of them can be major pains, but explain that if they are not patient, you will not be able to help them to the best of your skills.

2 ASKING THE USER TO EXPLAIN THE PROBLEM

Ask the user to describe the problem to the best of his or her understanding. What were they doing when the problem occurred? Did they change any settings recently? Did they install any new applications or patches on the computer?

3 REPRODUCING THE ERROR

Reproducing the error is an important part of the troubleshooting process because it helps us to determine when and where the problem occurred. Ask the user to reproduce the problem to see if it is an isolated issue. Often, a simple reboot will fix most of the computer problems.

4 IDENTIFYING THE PROBLEM

Use the gathered information from steps 2 and 3 to establish the cause of the problem. Is it hardware or software related? Try to think about a couple of possibilities. It is important to keep an open mind when dealing with computer problems. With all the hardware and software installed on a PC, the possibility of conflict between all the components is pretty staggering.

5 GATHERING TECHNICAL INFORMATION

Gather as many technical details as possible about the problem and the users' environment. What are the versions of the applications in use? Is the operating system using all the latest drivers and service packs?

6 DETERMINE POSSIBLE SOLUTIONS

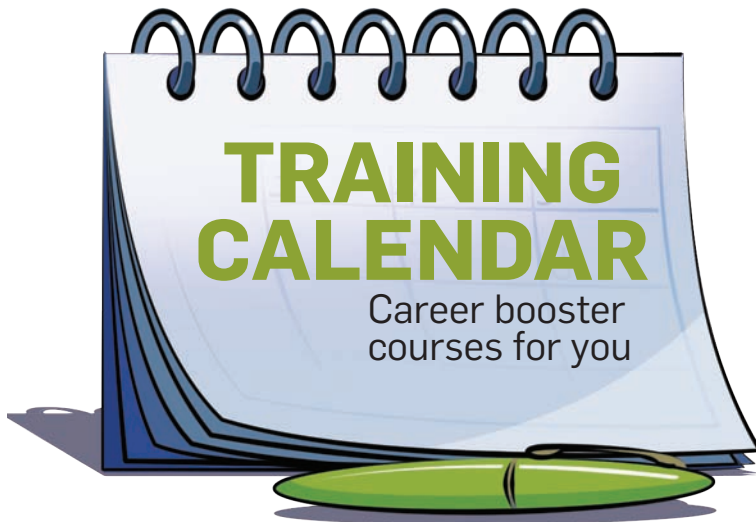
Establish a few possible solutions using the knowledge database or from the knowledge you've gained in the previous steps and through personal experience.

7 FIXING THE PROBLEM

If the problem is related to mission-critical data, never forget to take a backup before applying the fix. If you are uncertain about the problem and come up with several possible solutions, always implement them one at a time, so that if something goes wrong, you will be able to undo your changes easily.

8 TEST AND TEST AGAIN

Did I say test? Test again! Some-



Program	Venue	Dates
Finance for Non finance Executives	FORE School, Delhi	June 9-11, 2010
Marketing: Winning Concepts and Practices	FORE School, Delhi	June 24-25, 2010
Leadership and Decision Making	XLRI, Jamshedpur	July 02 - 04, 2010
Managing Change and Conflict at the Work Place	IIM Indore	July 05 - 07, 2010
Management of Creativity and Innovation	IIMC, Delhi	July 05 - 09, 2010
Effective Communication for Managerial Success	IIML, Noida	July 12-14, 2010
Building and Leading Teams	IIM, Indore	July 14 - 16, 2010
Managing Across Cultures	IIMC, Delhi	July 14 - 16, 2010
Understanding and Analysis of Financial Statements	IMI, Delhi	July 16-17, 2010
Developing a Culture of Working Together	IMI, Delhi	July 26-27, 2010

times, a problem may seem to be resolved, but it is not. The solution may also have broken other part of the user's system, so you need to test everything extensively to be sure that everything is working fine.

9 DOCUMENTING THE ISSUE
 Always write down what you did to resolve an issue. Who knows when it might happen again? Also, the documentation can be used as a knowledge base to resolve other problems of the same type.

10 STANDBY INVENTORY
 Always ensure to have sufficient standby inventory so as to minimise downtime in case of hardware failures.
 In a normal scenario, we have 10% spares available with the support team. For VIP users, the spare percentage can go up to 100%. It is like keeping a helicopter with dual engines instead of a single engine for the air travel of the Prime Minister to avoid problems in case one engine fails. The cost should not matter when addressing the IT problem for a VIP user. The time and loss due to non-availability of the service is what matters.

The needs of VIP users are more consumer-like, where they look for trust, consistency and quick resolution. The engineer with proper communication and technical skills also wins the trust of the VIP user as he handles critical data on the desktop or the laptop of the user.

The list is surely not exhaustive. One may add more points on addressing VIP support. These dos and don'ts will help form the VIP service standards over time.

What can best describe these standards? SLAs? No, we need to see the concept as something beyond SLAs. The term used here would be "customer delight". Normally, in a service function, every user is important. But, VIP users are different from important users. The IT support service is to be customised to suit the needs of an individual VIP user. **ITNEXT**

The author is the Head - Infrastructure, Raymonds



CLOUD COMPUTING

HOW TO MAKE THE SWITCH?

EXPERT PANEL



RAMESH SHANMUGANATHAN
EVP/GROUP CIO,
JOHN KEELLS
HOLDINGS

ANWER BAGDADI
CEO, KASHIF
TECHNOLOGY

AJAY SARTAPE
COO, IBEXIS

THE SITUATION...

"Boss, I agree what you say about the dimension of control, but how can we be absolutely certain about security," said Ravi while taking a final sip of his beverage at the lunch table. His boss, Ramesh Thakur and also the CIO, was constantly monitoring the project to take GemPro's applications to the cloud. And Ravi was driving this initiative.

GemPro was a global leader in logistics solutions. Ravi Khurana was responsible for IT at GemPro's India office. The firm offered a variety of logistics solutions to a wide spectrum of clients across the subcontinent from its India operations.

Ravi's thoughts were like a tag cloud of the cloud for the last three weeks, ever since he had been put on the assignment. Ravi's mandate was simply worded - take our applications to the cloud.

Ravi knew that migration of applications to the cloud brought its set of advantages and especially for a company like GemPro. What Ravi immediately understood was that with movement to the cloud,

there would be just one code base to be maintained across all customers, freeing up significant time. His team of developers could then focus on building new features and functions. But deep down Ravi knew that there was more than meets the eye.

"Can we entrust somebody else with our application?"

"How is the confidentiality of my customers' data assured when so many components in the cloud are open source or vulnerable?"

"How can I be sure that their business and technology problems don't impact me?"

"How can I ensure smooth integration?"

"Should I take a staggered approach, or should I take a hybrid approach?"

Ravi was confused. He also knew that there was a great amount of energy behind the momentum to get to the cloud. To be able to stay competitive in the current economic scenario, cloud was the only solution at hand.

With the inevitable shift to cloud looming over his head, Ravi decided to jot down his thoughts and then hunt for specific answers.

CUT IT
FROM HERE

Your responses count. Log on to www.itnext.in/bigQ to submit your replies. The best entry will be published in the next print edition.

► **NEXT**

THE BIG QUESTIONS...

? WHAT IS THE APT APPROACH TO TAKE WHILE MIGRATING TO THE CLOUD SO AS TO ENSURE THAT THE MIGRATION PROBLEMS ARE MINIMAL, CONTROL IS NOT LOST, AND SECURITY IS NOT COMPROMISED?

? HOW CAN RAVI ENSURE THAT THE SHIFT TO CLOUD DELIVERS ALL THE GOODS THAT IT PROMISES, NAMELY, COST SAVINGS, OPERATIONAL EASE, PRODUCTIVITY GAINS, ETC.?

HERE ARE THE ANSWERS...



RAMESH SHANMUGANATHAN

EVP/Group CIO, John Keells Holdings

About me: A multi-faceted professional with over 20 years of experience in the ICT industry, both in Sri Lanka and USA

'PAY ATTENTION TO AGREEMENTS'

FIRST ANSWER

Cloud computing is probably the next inflection point such as the internet and is likely to be as or more disruptive than the internet itself since its going to take the enterprise boundaries sans frontiers. As any disruptive models/technology does, this too, comes with the mixed bag of benefits and what if's. A company has to make certain decisions/choices based on their own assessment of their business needs, technology maturity, organisational capability in deciding whether they wish to embrace the cloud? And if so, whether they wish to start with Iaas, PaaS, SaaS? Whether they should be setting up a private cloud (suitable for organisations with a big IT footprint) of their own, or leverage a public cloud that is already out there, or a hybrid?

Public cloud computing carries with it, its own unique risks regarding the privacy, confidentiality, and security of business information, which companies must fully assess before migrating to the cloud. Once this assessment is made whatever one plans to put on the Public cloud needs to be assessed with an appropriate legal compliance and risk management strategy—and strong, fully negotiated contractual protections—companies should be able to safely transfer their data and applications to the cloud. Cloud Service Agreements (CSAs) entered into should clearly describe the services provided, guarantees, warranties, limitations, liabilities, and the responsibilities and rights of each party. Proper due diligence requires inquiry into the following categories of concern: data security, performance, limitations of service, data migration, government and third party litigation access, handling of trade secrets/confidential information, exit plan, etc.

SECOND ANSWER

It's important to have a base-lining exercise done to assess the current operating model vis-à-vis costs and benefits as well as the pros and cons. Once this is done, you would have well defined measures/KPIs to assess alternatives in a more meaningful way since you will ensure that your evaluation of cloud as an option gives you a better ROI and lower TCO and more agile/nimble platform for you to leverage your business and change the competitive landscape.

It's also crucial that these measures/KPIs and the necessary business flexibility, as required, is mapped into the CSA, which would be the ultimate and enforceable document between the two parties. Once this is established ensuring that the defined measures/KPIs are monitored on a continuous basis to ensure that the basic parameters/measure are met is essential. It's also important to have a steering committee, comprising all stakeholders, to provide the required leadership and to handle exceptions during the course of the contract.

'LEVERAGE OPERATIONAL EFFICIENCIES'

FIRST ANSWER

First and foremost this question has to be tempered with what is the size and position of the organisation in the competitive landscape within the market segment . The question of size establishes extent of "digitisation" and the size of existing IT infrastructure, business value and utility oriented application portfolio. And the geographical spread of IT resources including data centers.

As we are aware, that cloud computing is a model for enabling convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction.. Thus it is important that any organisation migrating to cloud should consider the key business gains it might get from cloud and to what level it would like to leverage its organisation working on cloud platform.

SECOND ANSWER:

In the above case, it is obvious GemPro want its logistic business to benefit from singular code of business operations across all customers and reduce the cost of infrastructure across geography and customer locations.

As already mentioned cloud brings massive scale of infrastructure resource with better utilisation of computing power & storage (through virtualisation), ensure high availability and Uptime by rapid assigning and deassigning resources. Software as a service (SaaS) converts the model from Capex to usage based and thus reduces the cost in a major way. Wherever there is development of software for specific usage within a vertical by internal team, the deployment would be easy as same would be applicable across the cloud. But there are challenges for the SaaS model from version control and applicability of same at various geographical levels. Thus it is important for GemPro to choose the right application for deployment. There are excellent market oriented software products available like Zoho, Salesforce.com and even Google Apps to name few which are well proven and hence quite reliable. Ravi can leverage these service providers for cost benefits, operational ease and productivity gain by opting for cloud.

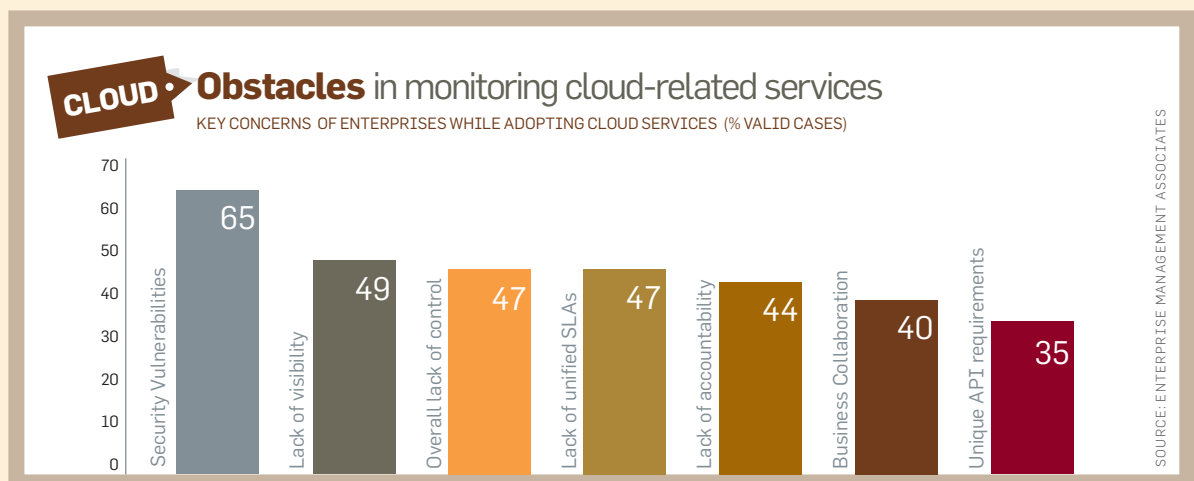


ANWER BAGDADI

CEO, Kashif Technology

About me: An industry veteran with over 30 years of experience. Had been associated with Epicenter, Lawkim, Godrej-GE Appliances, CFC India in leadership positions in the past

► **NEXT**





AJAY SARTAPE

COO, Ibexis

About me: A young dynamic business professional with a creative bent. Has been associated with Web and gaming industry for over 15+ years. Worked with WebPercept in the past before co-founding Ibexis

'GO ONE PIECE AT A TIME'

FIRST ANSWER

To ensure a smooth transition to cloud, it is first imperative that the current infrastructure is ably mapped and the objectives of the shift are decided upon. Homework as we call it is very important before the shift is done. So for instance, if objective is cost savings, the migration approach will be vastly different if the objective was operational efficiency. Hence the goals must be very clear right at the onset to ensure that the objectives are met. Also, not only ensure that the SLAs or service level agreements with the vendor are pretty clear, but also the damages if the same are not met. Finally, before choosing the vendor due diligence must be done to assess the delivery capabilities because quite often there is a disconnect between what is promised and what is delivered.

SECOND ANSWER

The best option available to Ravi is to do the migration one piece at a time. As said earlier he should map all the systems that can go on the cloud with appropriate timelines and next he should list them on the basis of their importance and criticality. Thus, while shifting a mail server is much easier and less dangerous to shift than a CRM application. The success of each such migration will not only give confidence to Ravi to commit himself to the cloud, but will also help him know the nuances of migration. By this mechanism he can ensure that all the benefits that have been promised are delivered as well.

NOTES

IT NEXT

MORE RESOURCES

Cloud Success in Seven Steps with External Monitoring:
http://www.webmetrics.com/resources/whitepapers/wp_wm_cloud_success_in_seven_steps.pdf
Interoperable Clouds: http://www.dmtf.org/about/cloud-incubator/DSP_IS0101_1.0.0.pdf

THE WINNING SUIT FOR THE C-SUITE

9.9 Media is one of India's most diversified media companies that integrates its print, online, research and event platforms to serve highly-targeted communities such as Owner-Managers / Entrepreneurs, CIOs, CTOs, CSOs, CFOs, Manufacturing & Logistics professionals, IT professionals, Channel partners, Gamers, Personal technology enthusiasts, senior bureaucrats responsible for IT policy and implementation, and those leading institutes of higher education. Some of its leading brands include *The CTO Forum*, *Digit*, *Industry 2.0*, *Logistics 2.0*, *Digit Channel Connect*, *SKOAR!*, *CFO India*, *EDU*, *igovernment.in*, *thinkdigit.com*, *consumermate.com* and now the latest addition, *Inc. India*.



SIMPLY HONEST

“I’ve learnt something new and positive from every rough phase,” says SK Rudra, IT Manager for Usha Martin Group

BY JATINDER SINGH



MY SUCESS MANTRA

Honesty is a critical factor in the long-term success, so put absolute honesty, dedication and integrity in whatever you do

A job is something we do for money; work is something we do for love!” says SK Rudra, IT Manager for Usha Martin Group who is happy to be in a profession that has been his passion.

A simple human being, Rudra always knew that IT was the only thing he wanted to do in life. “I knew that I hardly love anything like IT. I enjoy every bit of it. And I always try to do complete justice to the duties that I have been assigned, with all sincerity, dedication and honesty,” says Rudra very humbly.

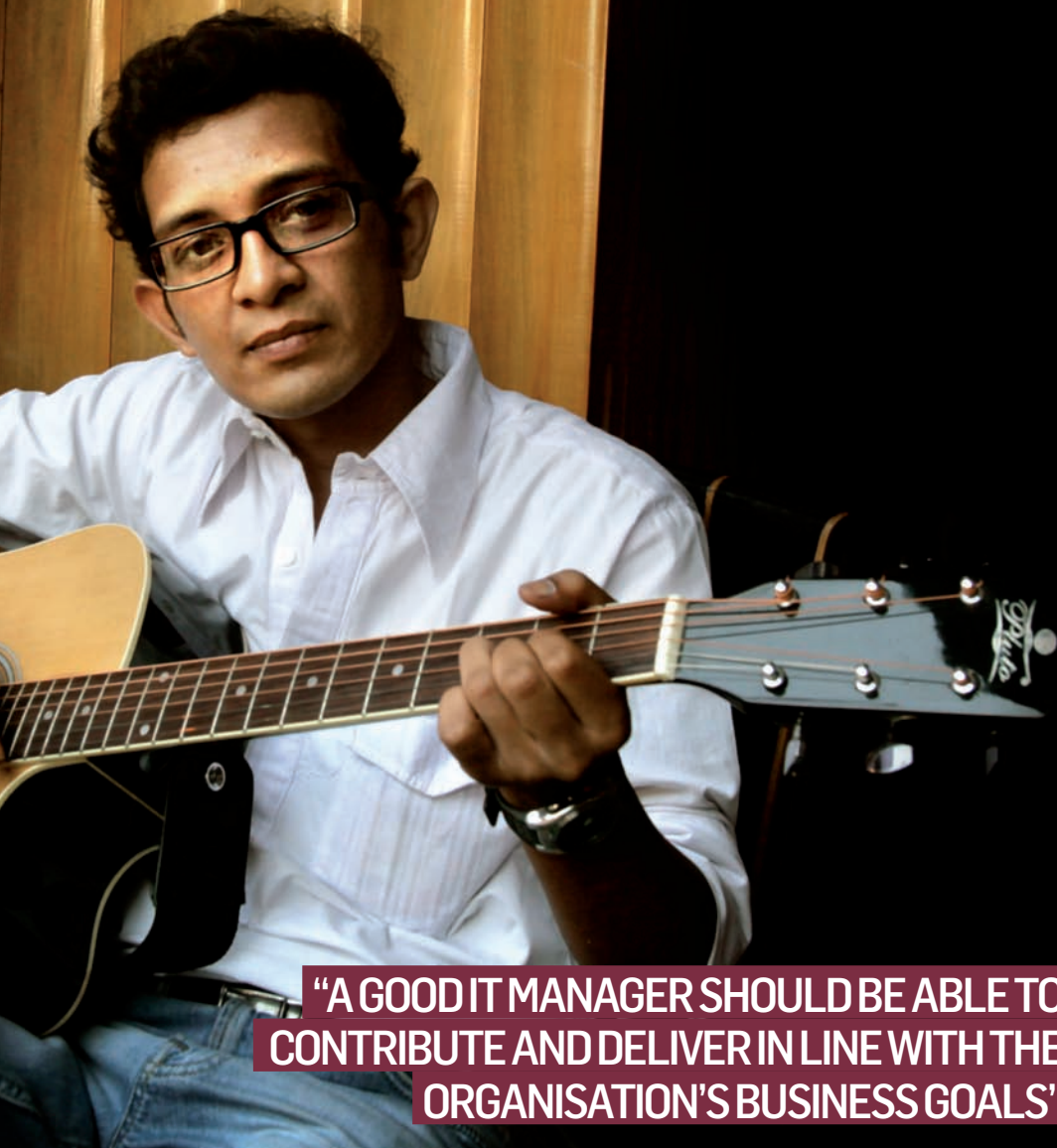
Not that Rudra’s professional journey been without its share of ups and downs. “Like any other individual, I faced hard times, went through those bleak phases, but took them in my stride. And I believe I came out stronger

every time as during every bad phase, I learnt something new and positive,” he says, reflecting.

What gave him the strength and the inspiration? “Had I not had such supportive and encouraging parents, I doubt whether I could have achieved a fraction of what I have today,” he says,

And what is his idea of a successful IT manager? “Well”, says Rudra, “Besides having sound technical knowledge, a good IT manager, should have proper understanding of the business part of the organisation, so as to contribute and deliver in line with the organisation’s business objectives”

Given the kind of complexities any IT manager faces in day-to-day work, it is extremely important to have a cool head to solve the technical puzzles properly, he stresses.



“A GOOD IT MANAGER SHOULD BE ABLE TO CONTRIBUTE AND DELIVER IN LINE WITH THE ORGANISATION’S BUSINESS GOALS”

“An IT manager should be able to remain composed during times of crisis and be able to take up challenges with positive frame of mind, work towards the solution honestly and dedicatedly, inviting active user participation,” Rudra explains.

Noting that honesty is a critical factor in the long-term success of an individual’s life, he categorises dedication and integrity in whatever he does as the other major factors responsible for the success he has today.

His pet peeve? It irritates him when people show lack of logical reasoning and talk like idiots.

Apart from IT, music has always been a passion for Rudra. And this is not just limited to his interests as an avid listener. The IT guy is quite a guitar strummer and

loves to compose and play his own pieces.

An atheist all through his life, Rudra considers humanity as the biggest religion.

“I believe the account of our acts get squared off before we leave this world. Thus more than God, we should be afraid of our deeds and take care not to end up hurting someone without any reason,” he said.

On the the career front, Rudra has a very clear and healthy outlook. “Definitely, I look forward to going higher up the professional ladder, but I do not have targets like becoming a CIO in the next five years. Instead, I set targets for my projects. I believe in doing my job with sincerity, honesty and dignity, and if recognition is to come my way, it will,” he signs off with a smile. **ITNEXT**

FACT FILE

NAME
SUBHA K RUDRA

CURRENT DESIGNATION
MANAGER (IT), USHA
MARTIN GROUP

CURRENT ROLE
MANAGING THE ENTIRE
IT INFRASTRUCTURE OF
THE GROUP.

EXPERTISE
SETTING UP NEW IT
INFRASTRUCTURE;
MANAGING IT
INFRASTRUCTURE,
ESPECIALLY PLANNING,
SETTING UP AND
MANAGING SERVERS,
NETWORKS AND IT
SECURITY; DISASTER
RECOVERY AND BUSINESS
CONTINUITY PLANNING
MANAGEMENT.

WORK EXPERIENCE
2004-PRESENT
MANAGER-IT, USHA
MARTIN GROUP

2001-2004
PROJECT MANAGER, PCS
TECHNOLOGY

1998-2001
CUSTOMER SERVICE
ENGINEER, AGCON

EDUCATION
2003-2006
BA (ENGLISH HONOURS),
NSOU

1995-1998
DIPLOMA IN
ELECTRONICS &
TELECOMMUNICATION
ENGINEERING, GTTI

OFF THE SHELF

A sneak preview of enterprise products, solutions and services

LG unveils Green projectors

The new **portable** projectors are based on **LED-based** digital light source



Strengthening its portfolio in the LED projector segment, LG Electronics India has launched the new portable projectors, the HS201G (SVGA) and HX301G (XGA) in the Indian market. According to the company, the new projectors instill features that makes its usage comfortable at work and while at home.

Successor to the previous version HS102G, the new HS201G, featuring high brightness of 200 ANSI lumens & contrast ratio of 2000:1, promises high picture quality, connectivity and vivid graphics. It has long lamp life of up to 30,000 hours and weighs 800 grams. With digital light processing technology, the product is an ideal solution for executives who deliver presentations more frequently.

According to the company, the system can play DivX files, display JPEG images and even play MP3 music files through external hard drives, USB memory sticks or memory cards connected through the USB port.

HX301G FEATURES

- * 0.55" DMD
- * XGA, 270 ANSI-lumens
- * Contrast ratio: 2,000:1
- * Life time: 30,000 hrs
- * Light weight (2lbs)
- * HDMI 1.3, USB 2.0 (DivX HD, File Viewer)
- * Green Technology (Mercury free)
- * Instant Quick on/off



Kobian launches Mercury Elite 650 PRO UPS

Kobian has announced the availability of its new Mercury 650 PRO UPS in India. According to the company, the new UPS is designed not only to protect the personal computers and electrical equipments but also give them a new life.

The UPS is inbuilt with a wide input range of 140–300VAC includes output short circuit protection and features like overcharge protection with sleek and compact design with CPU control and will be available across the country with the Kobian's distributors.

According to Sushmita Das, Country Manager, –Kobian, "It gives us great pleasure to launch our Power Product Series in India starting with Home Segment UPS- Mercury Elite 650 PRO , Elite 800 & Elite 1200UPS. This is our attempt to bring value solutions to the consumers after understanding the needs and demands. We are launching the Elite 650 PRO for the home, and the SOHO segment with a focus on the specifications and requirement of the masses."

PRODUCT FEATURES

Improved for **longer lifecycle**

System check to protect the overload, overcharge and **short circuit**

New firmware enhances the **battery life** and improves backup time

PRICE: RS 1,680

D-Link launches Green Ethernet Switch



D-Link has unveiled the new Ethernet switch DGS-3200-24 which claims to reduce power consumption by detecting device link status. Besides this, the switch also boasts of advanced security features and smart fan enabling users to operate in temperatures up to 50 degree Centigrade and in non A/C environment especially suitable for Indian climate.

According to Jayesh Kotak, VP-Product Marketing, D-Link (India), "D-Link DGS-3200-24 is a compact device that not only helps customers lower their operating expenses by cutting down on electricity consumption, but also reduces the capital expenditure on power backup investments."

The DGS-3200-24 supports both IPv4 and IPv6 protocols to meet the ever-increasing demand of larger address space. IPv6 simplifies, streamlines network configuration and also reduces costs of deployment. The company has a dedicated website, www.dlinkGreen.com that outlines the company's Green initiatives, such as conserving energy, protecting the environment from harmful substances and reducing waste by using recyclable packaging.

KEY ADVANTAGES

- * Reduce power consumption by detecting device link status
- * Advanced security features
- * Supports both IPv4 and IPv6 protocols

NComputing launches U170 Desktop

NComputing has launched the new USB Virtual Desktop (model 170) in India. The solution will meet the needs of small businesses, schools and home users. The product,, according to the company, is simple to install and set up, has full USB support, and sparkles on high-resolution and full-screen video. The U170 comes in a single station kit and with plug-and-play simplicity for up to 10 users per PC. With this high performance product, NComputing U 170 kit enables users to cut computing costs by sharing the untapped power of existing computers and efficiently harnessing the computing capacity by enabling multiple users to share a single machine. The cost of the product is RS. 5000.



KEY ADVANTAGES

- * Saves 50% energy
- * Loop cooling technology
- * Green alternative for power hungry datacentres

Elliptical unveils Green Data Centre

Elliptical Mobile Solutions (EMS) has launched data centre-in-a-box products. According to the company, the Data Centre-in-a-Box technology provides more than 50% savings in data centre cooling costs due to the closed loop cooling technology that the product has, thus enabling users to substantially reduce their overall energy consumption. The products include the R.A.S.E.R., a full-height (42U) MMDC, the C3.S.P.E.A.R., a half height (24U) MMDC and the S.P.E.A.R also a half-height, armoured (22U) MMDC. A recent study by McKinsey Group says that the data centre industry is the fourth largest producer of carbon dioxide emissions accounting for three percent of global pollution. According to Gartner, the total data centre capacity in India is expected to reach 5.1 million square feet by 2012 and is projected to grow 31% from 2007 to 2012.



INDULGE

The hottest, the coolest and the funkiest next generation gadgets and devices for you

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PRICE: US \$799



HOT HARMAN KARDON GL-55

Alien looking desktop speakers, delicately crafted, chrome tubing, touch sensitive volume control

PRICE: RS 44,485



NEW

GOLDMUN EIDOS BLU- RAY PLAYER

Collector's edition, swiss durability, improved mechanical grounding, HDMI 1.3 Video and Audio digital output

PRICE: RS 60,03,320

O!PLAY AIR HDP-R3 HD MEDIA PLAYER

Wireless access, USB for eSATA-connected devices, high streaming capability

PRICE: RS 10,500



ACER LIQUID

GSM/HSDPA (3G ready), 3.5 inch screen, 256 MB RAM, 5MP Camera, Snapdragon CPU

PRICE: RS 24,900



BENQ JOYBEE GP1 MINI PROJECTOR

Plug and play, palm-sized, ultra-portable 3LED pocket projector, sharp image clarity, for easy view

PRICE: RS 17,786 ONWARDS



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OPEN DEBATE

A platform to air your views on the latest developments and issues that impact you

Is Open Source cheaper than Proprietary?



SHEELA GOSAIN
ASSOCIATE S/W
ENGINEER, IMPETUS

If you see the direct cost, open source is certainly cheaper however in the long run; proprietary software has a distinct advantage as managing an open source system at times proves to be complex and challenging.

Nevertheless, the decision whether to go for an open source or adopt proprietary software should be based on the organisation's need and policies. Open source requires constant supervision from IT Managers, even though it gives the advantage of customisation but if you are not sure about how to manage the complexities effectively it is always more advisable to take the tried and test proprietary route.



GAURAV KOHLI
IT CONSULTANT,
XEBIA ARCHITECTS

The answer is fairly obvious, it is open source. Open Source is flexible where the IT manager can easily accommodate new and customise applications based on the business requirement of an enterprise.

The dependency on vendor is reduced and an IT manager can easily try and test new things and focus on innovation. It enables organisation to focus on growth and scale. However, it must also be remembered that open source requires dedication and it is extremely important to stress upon policies related to security and configuration to achieve the best result in a cost effective way.



NIKUNJ KARIA
MANAGER – IT,
NDTV IMAGINE

It is a misnomer that open source software is free. In this regard, open source software may have little if any advantage over proprietary software.

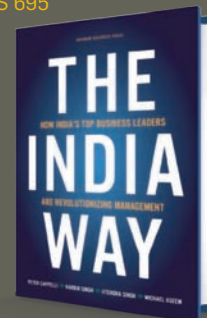
With unrestricted access to the source code to run or modify at will, and support coming from an ad hoc collection of software developers and fellow users, the open-source model is very different from proprietary software. Whether open source software is less costly to administer depends largely on a ready pool of resources trained on the system, the availability of administration tools and the number of version upgrades issued by the developer.

BOOK FOR YOU

Offering An Alternative

An alternative methodology for pursuit of growth derived from India.

PUBLISHER : HARVARD
BUSINESS PRESS
PRICE : RS 695



The "unbridled pursuit of self-interest" has been the hallmark of the American model of economic development, popularly called the "Washington Consensus". But it is now clear that it has very often led to deep, self-inflicted injuries. And the recent global financial meltdown, the outcome of companies chasing profits, has offered enough reason to unlearn what we have learned from the Western economies in the last 50 years.

According to *The India Way*, in the US model, companies rely on constant restructuring through job cuts and outside hiring. Now that the whole world feels the pinch of that model, which the rest of the world blames for the meltdown, the authors—four of them—look at how companies around the globe could take some big tips from businesses in India. Drawing on extensive interviews with some 105 Indian business leaders, the book says that the Indian approach to "running companies centres on a concern for multiple stakeholders and their needs, not just the narrower needs of shareholders".

IT NEXT VERDICT

This book is heavy with insider accounts, will help Indian businessmen understand themselves in the global scheme of things. It will also inspire managers elsewhere as they look for ways to compete in a changing world.

STAR VALUE: ★★★★★



Your views and opinion matter to us. Send us your feedback on stories and the magazine to the Editor at editor@itnext.in



Things I learnt at IIM-A

A personal account of a strategic program at India's premier management institute



ILLUSTRATION: ANIL T

It was a nice Sunday morning when I reached the land that produces most of the highly paid management executives in India. I was really thrilled at the thought of becoming a part of that elite league – even if for only six days.

I was greeted well and given an IIM bag and my room keys. The room was decently maintained and had everything that could make you feel that you were here to learn. As for the bag, besides some stationery, it had a thick folder with hundreds of pages – all case studies! I was supposed to read three case studies for the first day and the reporting time next morning was 8:45.

When I went out to have lunch in the nicely decorated dining hall that looked more like a senior officers' mess, I spotted a gentleman coming to my side with his plate, and we greeted each other. We introduced each other and I discovered that he was a colonel from the Indian Army. He was also here for the same course – Strategic Planning of Information Systems.

Soon, it was dinner time, and I moved into the dining hall, which was full of people from different states, countries, and organizations – all with the simple objective to learn.

Next morning during breakfast, I met my course batch mates, and we went to the class room at 8:45 as scheduled. A few seconds later Professor Verma, our course

coordinator, appeared and we all formally introduced each other. His first question: “How many of you have actually read the case studies?” There was a mixed reply, as no one thought they would actually be asked about it on the first day. But the best part came next: “We are much disciplined and we will always start sharp at 8:45 AM everyday – but the discipline ends there because there is no end time!”

Day one ended with the relief that we managed and would now go relax till tomorrow. But it was all wishful thinking. We were to have group discussion for next day's case studies. So after changing clothes and having dinner, we met again in groups.

This routine went on for six days. We would usually meet around 9:30 PM to start our group-study-cum-discussion and carry on till midnight. But there was one thing we admired and which seems to have vanished from our education system today: the Prof used to visit us in that period to see what we were up to. It was a great feeling to see your professor sitting with you at 11 in the night to find out whether you needed his help, offering his advice and sharing insights on different things.

We also realized that the IIMs start thinking from the point where most of us almost give up. What's more, they add more efficiency in your efforts. **ITNEXT**

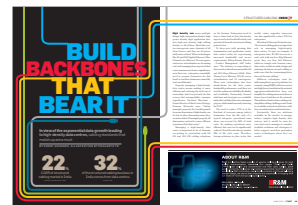
3 ESSENTIAL READS



3G Enterprise Applications are set to change the way business will be conducted in the future Pg 24



USB 3.0 with data transfer rates of up to 4.8 Gbps, is much swifter than the current USB 2.0 Pg 32



Cabling standards require to realign with new HD data centres Pg 38