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Editor Note

LEADERSHIP IN THE FAST LANE

The business world has transformed into a fast-paced arena, reminiscent of a T20 cricket match. Being agile, strategic, proactive, quick-thinking, and relying on data-driven decision-making are essential qualities for today's business leaders. These traits are crucial in navigating the complexities of modern business operations. The role of business executives, especially those in operational leadership positions, has evolved significantly. While challenges continue to evolve, these leaders must maintain their composure. They need to be agile, analytical, and swift to seize opportunities for the growth of their organizations. The market is incredibly volatile, and opportunities can slip away in the blink of an eye.

From orchestrating internal functions to understanding the global market landscape and everything in between, operational leaders must possess a comprehensive knowledge of every department within the organization. This broad perspective enables them to devise strategies ensuring all departments work in harmony. Clear communication and, most importantly, building top-notch teams are fundamental in securing and enhancing the organization's future. But achieving these goals, alongside working with the management and demonstrating leadership, presents its own set of challenges. Today's operational leaders face unique challenges, and overcoming these modern-day dilemmas requires years of experience.

Traderlock interviewed several prominent business executives from various industries to delve into their current challenges, strategies, and lessons learned. These insights are invaluable for those aspiring to reach or currently in operational leadership roles. Our latest edition, "10 Most Inspiring Business Leaders in USA - 2023," serves as a guide for anyone aiming to excel in operational leadership or those navigating through operational challenges. Discover their success formulas and share your thoughts with us.

Vipin Kumar

Editor-in-Chief

MOST INSPIRING BUSINESS LEADERS IN USA 2023

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journey of leaders

LIST OF
MOST INSPIRING BUSINESS LEADERS IN USA 2023

NAME	DESIGNATION	COMPANY
Benjamin D. Lamb	Executive Vice President And CFO	EnLink Midstream
Blake Moret	Chairman & CEO	Rockwell Automation
Bobby Kotick	Chief Executive Officer	Activision Blizzard
Catherine MacGregor	Group CEO & Board Member	Engie
Cynthia Lima	SVP, Chief External Affairs & Communications Officer	Albemarle
David Turner	Chief Financial Officer	Regions Bank
Eric Stanley	Founder & CEO	Minority Moves Network
Justin C. Choi	SVP, Chief Legal Officer & Secretary	CommScope
Rami Rahim	Chief Executive Officer	Juniper Networks
Stephen P. Bell	Executive Vice President – Business Development	Coterra


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Editor's Pick

DRASTICALLY CHANGING MARKETING STRATEGY OF THE 21ST CENTURY

RISE OF ETHICAL MARKETING

The choice between profitability and principles has become a rather crucial question to answer in the present times. Marketers have to weigh the pros and cons of both before coming to a conclusive decision. In this changing marketing landscape, ironically, businesses are drifting away from false claims and adopting the road to ethical marketing practices. The conceptual understanding of keywords like tolerance, honesty, sustainability, and transparency has been modified for the consumer and has paved its way into the domain of marketing as well.

Carved out as a separate niche in the marketing world, ethical marketing is a rather philosophical concept relating to the true values and morals that the company should reflect in the promotion and advertisement of their services. It is a subjective concept that acts as a guiding principle for companies and brands. The main idea is to inculcate a sense of fairness and responsibility in the different fields of marketing, i.e., from advertisements to customer relations.

Standing strong on the pillars of Transparency, Honesty, Fairness and Responsibility, the concept of ethical marketing is now a crucial part of any organisation's ranking. According to a survey conducted by the Statista Research Department, 60% of people consider transparency and trustworthiness to be the most important traits of a brand. To remain relevant in today's market, most companies, from Starbucks to Lush, are incorporating the concept of ethics into their marketing strategies.

Apart from showing a moral responsibility towards the consumer and their needs, ethical marketing also targets the facet of responsibility towards social causes and environmental concerns. Brands and businesses are now emphasising sustainability and inclusion. According to Forbes, 80% of people are more likely to remember the brand that is associated with a social cause. Starbucks' sustainability initiative (called C.A.F.E.) serves as a model to demonstrate the trend.

The wave of ethical marketing is like a silver lining amidst the murky tech revolution. It gives hope that even in this ever growing world of automation and mechanisation there is still room for values and ethics.

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Most Inspiring
Business Leaders
In USA 2023

BLAKE MORET

Chairman and CEO
Rockwell Automation

Navigating industrial automation and digital transformation for decades, Rockwell Automation is the world's leading automation and digital transformation company. The company's success is a testament to Blake Moret's visionary and innovative approach to various problems. Blake Moret took Rockwell Automation to new heights in his career by implementing new strategies and making some big decisions. Blake Moret is the CEO and Chairman of the company, and his role is to lead the productivity and successful initiative across the biggest industrial automation company in the world.

Moret joined the company as a sales trainee after completing his bachelor's degree in mechanical engineering in 1985. Since then, Blake has held leadership roles in many company areas, including international assignments in Europe and Canada. After successfully leading many projects, Moret was appointed senior vice president of control products and solutions.

His time as the Vice President of control products and solutions helped the company cement its name as the world's top automation and digital transformation company.

Finally, in 2016, Blake Moret was appointed Rockwell Automation's CEO. Then, in 2018, he was appointed the board's chairman. Blake is passionate about workforce development and is dedicated to building a team with the skills and will to enhance the company's operations.

Blake's innovative ideas and visionary mind impacted the company, making him the most well-known name in the automation industry. Therefore, he was appointed vice chair of the board of directors and the National Association of Manufacturers executive committee. He is also a Wisconsin Governer's Council on Workforce Investment member and the Co-chair of the World Economic Forum's Advanced Manufacturing Community of CEOs.

After he took over the title of CEO, his first order of business was to acquire an 8.4% equity stake in PTC Inc. for $1 billion. PTC Inc. is a computer software and services company founded in 1985. His next plan was to start a joint venture with Schlumberger called Sensia, the first fully integrated automation solutions provider in the Oil and Gas industry; the venture started in February 2019. Next, Blake joined forces with firms like Accenture, Microsoft, PTC, ANSYS, and EPLAN with the sole purpose of making the digital transformation and automation process simple.

Under Blake Moret's pragmatic leadership, the company bagged many titles, including being named one of the most ethical companies in the world for the 13th time. Moreover, the company saw major changes in its structure.

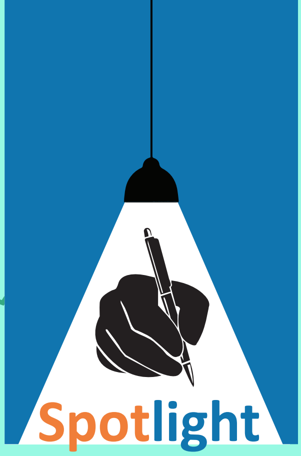
Blake introduced two new executive roles within the company: chief diversity, Equity, and inclusion officer and chief sustainability officer.

During his tenure as the top executive, the company saw immense growth. For example, its share price went from $101 in February 2016 to around $284.45 on March 16, 2024. Moreover, the company's total revenue also increased from $5.08 billion in 2016 to a whopping $9 billion in 2023.

Blake also made some big decisions, like effectively stopping operations in Russia and Belarus after it invaded Ukraine. Merot said in a statement that "Rockwell Automation joins the US government and the global community in condemning Russia's attack on Ukraine and its citizens."

Moreover, the company has made several donations to the HOPE project, which provides humanitarian help to the victims of the invasion in Ukraine.

Blake Merot's visionary and innovative leadership has taken the company to new heights and helped many companies better prepare for automation and digital transformation. The company's recent success is a testament to Blake Merot's leadership qualities. Starting his career as a sales trainee, Blake's leadership abilities and vision helped him become the CEO and Chairman of the world's biggest industrial automation and digital transformation company.



BUY NOW, PAY LATER:

CONSUMER BEHAVIOUR CONTROLS THE FUTURE

2021 was the most crucial year for BNPL (Buy Now Pay Later), and it has established a solid base to make it a popular future payment option. Within the year's second half, many giant corporations accelerated their activities, focusing on BNPL. Amazon collaborated with Affirm to extend its BNPL capabilities, while Square announced the acquisition of Afterplay, which is the pioneer company in the BNPL segment. Target, the seventh-largest retailer in the United States, decided to develop an association with Affirm and Sezzle. All these companies offer delayed payment or buy now pay later facilities to their users.

India is the biggest inhabitant of Gen Z and millennials, and this age group is the primary market of BNPL services in India. 'Indian Buy Now Pay Later' services are estimated to cross $7000 million at the end of FY 22-23. As per a report by ResearchAndMarket.com, 22% of Indian consumers are using BNPL services. Around 70 million Indian consumers have credit to pay later, which is 7% of the overall consumer base in India. So, 93% need access to pay later credit.

LazyPay, the ultra-convenient credit service provider, witnessed a growth of 400% within the last two years with 296 vendors. The evolved consumer behavior has also played a vital role in such surging digital payment trends. Social distancing norms have tremendously driven India's young population towards online shopping, digital transactions, and tax-free money lending. ResearchAndMarket.com report says that 71% of millennials have purchased more goods online since the COVID outbreak, in which electronics and clothing items were on the top shopping list via BNPL services.

Consumers love leveraging the app's reliability, lower penalties on delayed payments, and quick issue resolution. Consumer spending in India is returning on track, and with workplace opening, consumer purchasing is a quick surge. Additionally, ease of shopping inspires people to buy more, consequently bringing more sales and revenue to the service providers and merchants.

E-commerce and P2M Payments Expanding the Market

The Indian e-commerce market is set to reach the $100 billion mark soon. Penetration of digitisation in the economy and cheaper internet costs are a few significant factors accelerating digital sales growth. In such a scenario, BNPL is becoming the people's preferred payment choice for e-commerce transactions and is estimated to contribute 14% to overall e-commerce transaction value in a few years from now.

India's millennial and Gen-Z populations are increasingly contributing to the country's rapid adoption of smartphones and digital payments. Due to increased awareness of e-commerce and the adoption of cashless payments, there has been a significant increase in online shoppers over the last year, particularly in Tier-2 and 3 cities.

BNPL Vs. Other Lending Services

Nowadays, besides BNPL, credit cards and short-term personal loans are other widely adopted financial services. However, all three services are distinct from each other. The major difference between the BNPL service and credit cards is that users can utilise the BNPL facility while shopping for products of partner merchants, while credit cards can be used with any business that accepts them. BNPL is more transparent than credit card facilities, as numerous hidden charges come with credit card use. On the other hand, personal loans are offered through secured and unsecured methods, and the lender applies an interest rate on the principal amount. With the BNPL facility, consumers are not required to pay interest on the principal amount.

The Way Ahead for BNPL

BNPL services are widely used by consumers all over the world. However, BNPL players, like other digital lending institutions, face regulatory challenges. One major issue in India is that many digital lending institutions have decided to jump on the short-term credit trend without an NBFC license, despite the RBI developing stricter frameworks.

Emerging digital payments must adopt cutting-edge technologies and innovation and provide a secure digital payment experience to achieve consumers' trust. Open banking and real-time money transaction service providers are expected to develop ingenious payment solutions for customers as well as new payment gateways for vendors, service providers, and businesses in the tech-driven world. Simultaneously, it is critical to follow regulatory guidelines and use fair business practices in this space, improving customer experience in the long run. BNPL will be an excellent method to build profitable customer relationships. India is becoming a more digital nation, and payment solutions like BNPL will help to increase financial collaboration.

Most Inspiring
Business Leaders
In USA 2023

CATHERINE FIAMMA MACGREGOR

Chief Executive Officer
Engie

In an era of the urgent need for sustainable energy solutions, Catherine Fiamma MacGregor emerged as a beacon of change at ENGIE, the French transnational energy giant. With a career spanning over two decades in the renewable energy sector, MacGregor's visionary leadership and commitment to environmental sustainability have reshaped ENGIE's fortune, propelling it towards a greener, more sustainable future.

After completing her diploma in General Engineering, Catherine MacGregor started her professional journey with Schlumberger in 1995, where she worked for 23 years in many roles across continents, including President of the Drilling Group, President of Europe and African areas, and Vice President of Human Resources. During this period, she also worked in various countries, such as the Republic of the Congo, the United States of America, the United Kingdom, Malaysia, ad France, etc.

In 2019, Catherine MacGregor embarked on a new chapter by joining TechnipFMC Group's Executive Committee to lead Technip Energies. She was appointed the company's President and oversaw engineering and construction activities. Here, her passion for energy transition took a drastic turn as she worked tirelessly to prepare for Technip Energies' spin-off and IPO, with a strong emphasis on renewable energy initiatives. Certainly one of the most Most Inspiring Business Leaders in USA 2023

However, her appointment as CEO of ENGIE in January 2021 marked an important moment in her career and the global energy landscape. When McGregor took over as Engie's CEO at 48, global energy demand had dropped by 7.6 percent due to lockdowns and corporate slowdowns. A year after Russia's invasion of Ukraine, energy supplies and prices became even more erratic. Given the responsibility of leading ENGIE through challenges, MacGregor quickly outlined her ambitious plan for the company. Her vision was centered around accelerating the energy

transition toward a carbon-neutral future.

At the time, she was the sole female CEO within France's CAC-40 stock index. French Finance Minister Bruno Le Maire expressed disappointment at the lack of female representation besides her.

From the beginning, Catherine MacGregor clarified that ENGIE's focus would shift towards becoming a green energy champion, prioritizing renewable energy sources over fossil fuels. Her dedication and commitment to this cause never stopped despite the challenges of volatile energy markets and geopolitical uncertainties.

Under her leadership, ENGIE underwent a new transformative journey, from fossil fuel assets to ramping investments in renewable energy projects. Her strategic acumen and forward-thinking approach improved ENGIE's corporate image as a sustainability leader and among the most inspiring business leaders in USA 2023.

By the end of 2021, ENGIE had witnessed a remarkable growth in revenues and EBITDA, a testament to Catherine MacGregor's ability to drive both sustainability and profitability hand in hand. With a portfolio with the maximum share of renewable energy capacity, ENGIE has emerged as a key player in the global clean energy transition.

However, Catherine MacGregor's vision extends far beyond financial success. For her, sustainability is not merely a corporate buzzword but much more than that. A belief that has guided ENGIE's efforts to reduce carbon emissions and promote environmental responsibility.

Her efforts and dedication to a greener tomorrow have resonated within ENGIE and across the broader energy sector, inspiring other industry players to embrace renewable energy solutions. Through her leadership, Catherine MacGregor has demonstrated that profitability and sustainability are not mutually different if we see from a keen eye but are integral components of a successful business model.

As the world demands prompt actions on climate change, Catherine Fiamma MacGregor is a shining example of leadership in action. Her relentless pursuit of a carbon-neutral future is a guiding light for ENGIE and the entire energy industry, illuminating the path toward a more sustainable world for future generations.

HOW DO DYNAMIC CHANGES IN THE MARKETPLACE SHIFT THE WORKING OF MARKETING LEADERS?

Digitalisation has impacted every aspect of organisations' business models, from the front end to the back office, from the way value is created for customers to the way they capture the value. By adopting technology-centric business models, business organisations are experiencing a rapid transformation of their activities. The digital transformation of businesses is challenging the conventional theories and concepts of marketing and management.

We've heard a lot recently about how the CMO is, in some instances, becoming more of a "chief customer officer." Why is this happening, and what is driving the change?

Over the last few years, businesses have become much more customer-focused — and a lot of that gets directed to things that operate under the banner of customer experience. CMOs are frequently the owners and drivers of the customer experience, the scope and depth of which can be expansive and stretch beyond the traditional domain of a marketing organisation. CMOs are required to lead the charge or at least play a major role in customer experience, and that's driving this chief customer officer narrative.

There's also something else at play: Today, CMOs and their teams need to be absolute experts on consumer or customer behaviours and trends and be hyper-aware of the competitive landscape, historical business performance, and wider mega-trends. There's no longer an option to operate without a powerful insight engine. You can't be customer-centric if you don't understand customers and the holistic reality of the world they live in.

How CMOs priorities shifted in response to this change?

CMOs are re-embracing a more intelligent approach to strategy, which is to say strategies that are based on deeper insight and designed to be dynamic and adaptable. The last couple of years have made it clear that the world can change quickly and dramatically. Organizations that can't or won't quickly adjust their strategies do and will continue to struggle.

Another big shift for CMOs is seeing more success optimising for lifetime value (LTV) — and not just in terms of near-term transactional goals. There is always tension between balancing near-term business objectives and long-term needs. The increased friction and costs of acquiring new customers can be high, so finding and keeping the right customers has become much more important. Businesses and CMOs with vision and healthy financial positions are making LTV a priority.

Finally, brands have become more important than ever. The power of a healthy, vibrant brand has sustained many organisations through challenging times, and as buyers are overwhelmed with options in virtually every category, its impact has become clear. Our research shows that brand strategy is one of the areas CMOs are prioritising to bring in-house as the importance of this area continues to grow.

How has the role of the CMO within the C-suite changed recently?

Many CMOs have significantly improved their level of influence within their organisations by knowing more about the business, marketplace, and customers than anyone else. The CMOs who know them best most often have the greatest influence. They're valued contributors to overall business strategy and have solid credibility with peers. CMOs more focused on the marketing "craft" can find themselves positioned as leaders of an execution organisation, not drivers of strategy or heavy influencers of the overall direction of the business.

Today, CMOs and their teams need to be absolute experts on consumer or customer behaviours and trends and be hyper-aware of the competitive landscape, historical business performance, and wider mega-trends.

The scope of the CMO varies across organisations. There are several CMO roles in which the CMO may have responsibility for customer experiences, product strategy, innovation, communications, and all the other traditional marketing functions. Then there are the narrow CMO roles, where the scope may be limited to a region, business unit, or product category. Managing the intersections — and sometimes collisions — with other C-suite roles is a challenge many CMOs face. These other roles aren't good or bad; they just create the need to define roles and responsibilities within the organisation and can make it more challenging for CMOs to clearly communicate the value of marketing.

As much as things change, they remain the same. The centre of the bullseye for the vast majority of CMOs is growth, which CEOs look to CMOs and their teams to drive. For all the other things CMOs need to manage, they should never take their eyes off that ball.

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DECODING THE VALUE OF RIGHT PEOPLE PROPORTION IN ORGANIZATION

People need to be the cornerstone of a company, and companies need to be serious about it!

“People are the biggest asset” – this statement came into prominence in the early 2000s. Before that, it was “Customers are the king” and before that “Product is the key to Success”. As of today, all these statements are relevant, but the paradigm shift in organizational ethos has impacted the way we do business or make decisions.

However, in a profit-crazy market, it becomes difficult to prioritize people over business. I am sure there are companies who would love to give a comfortable life and a positive work environment to their employees, but at the end of the day, they need to also ensure that there is utmost productivity resulting in in-flow of business. There is scrutiny on each hour spent and each percent of increment given. The general ideology becomes, you help the company grow, and in turn, we will help you grow.

This is where most organizations fail. If you analyze the statement, people are the biggest asset, it really means that it is because of your people that your company will do well. Afterall, the basic definition of asset is something or someone valuable or useful. If your asset is functioning well, higher chances are that your company will function better as well.

Thankfully, there are many organizations that have understood this. There are some basic steps that create trust and positivity in your people.

At VDX.tv, we do not track time, or even have a sign-in or sign-out process. We have not even defined the number of hours you need to put in a day. By giving that freedom in the hands of the people, we score very high on work-life balance in our people surveys.

Parul Saxena
Associate Director – People and Talent
VDX.tv

During the pandemic, our CEO, Dilip DaSilva, committed to saving our jobs to his best. He reached out for voluntary salary cuts and promised to restore the salary as soon as business stabilized. Over 90% of the employees signed-up. When the time came, not only did he restore the salaries, but provided interest for the months that salary was deducted, something unheard of.

To sum off the above examples, it is these small steps that create trust and respect. Companies need to look for opportunities to keep people at the core of everything. Employees will go over and beyond to payback with their talent.

Most Inspiring
Business Leaders
In USA 2023

CYNTHIA LIMA

SVP, Chief External Affairs and Communications Officer, ALBEMARLE

In the realm of corporate communication and external affairs, Cynthia Lima emerges as a figure of profound influence and expertise. Her role at Albemarle Corporation represents the pinnacle of a career dedicated to bridging the gap between corporate objectives and stakeholder expectations, guiding strategic messaging, and fostering community relations on a global scale.

Lima's professional journey is characterized by a dynamic blend of media, government, and corporate communications expertise. Her foundational experiences as a National Correspondent and Evening News Anchor laid the groundwork for her acute understanding of media dynamics and public engagement. Transitioning from journalism to strategic communication roles within the U.S. Department of State and the Department of Veterans Affairs, Lima honed her skills in public affairs and policy communication, further solidifying her credentials as a communications strategist.

Serving as the Deputy Press Secretary at the U.S. Department of State and later as the Assistant Secretary for Public and Intergovernmental Affairs at the U.S. Department of Veterans Affairs, Lima was entrusted with critical communication roles that shaped her approach to strategic messaging and stakeholder engagement.

Transitioning into the corporate world, Lima's tenure at FleishmanHillard and later at SP Consulting, as well as her entrepreneurial venture with C-Suite Communications, showcased her adeptness at navigating corporate communication challenges, emphasizing brand management, crisis communications, and executive coaching.

Her recent roles at Albemarle, initially as Chief Communications Officer and subsequently as SVP, Chief External Affairs and Communications Officer, culminate her extensive experience, underscoring her leadership in global communications strategies and external affairs.

Lima’s leadership is characterized by a forward-thinking approach, emphasizing transparency, strategic alignment, and proactive stakeholder engagement. Her philosophy centers around the belief that effective communication is the cornerstone of corporate success and societal contribution, fostering an environment where dialogue and mutual understanding prevail.

Throughout her career, Lima has navigated the intricacies of government and corporate communications, managing high-stakes messaging during crises, and building consensus among diverse stakeholder groups. Her ability to steer through these challenges reflects her resilience, strategic insight, and a deep commitment to ethical and effective communication practices.

Lima envisions a future where strategic communication fosters deeper connections between corporations and their communities, driving sustainable growth and positive societal impact. Her commitment to innovative communication strategies and stakeholder engagement will continue to influence Albemarle's trajectory and the broader field of corporate communications.

Cynthia Lima's strategic approach extends beyond traditional external affairs and communication frameworks, deeply integrating corporate social responsibility (CSR) and community engagement into Albemarle Corporation's global operations. Understanding the critical role corporations play in societal development, Lima has championed initiatives that emphasize sustainability, education, and health, leveraging Albemarle's core competencies in mobility, energy, connectivity, and health to make a tangible difference.

This integration of CSR and community engagement within Albemarle's communication and external affairs strategy underlines Lima's visionary leadership and her commitment to leveraging corporate platforms for global good. Through her endeavors, Albemarle not only leads in transforming essential resources into critical ingredients for modern living but also in cultivating a legacy of positive societal impact and sustainability.

Cynthia Lima's career is a testament to the pivotal role of communication in shaping corporate narratives, policy engagement, and stakeholder relations. Her journey through journalism, government service, and corporate leadership highlights a steadfast commitment to excellence and strategic vision. As she continues to lead Albemarle Corporation's external affairs and communications, her influence extends beyond corporate boundaries, setting benchmarks for strategic communication that aligns with corporate goals and societal expectations.

Albemarle

TRADEFLOCK
JOURNEY OF LEADERS

Spotlight

GAPS TO FILL IN TRANSITION TO BECOME CHIEF TRANSFORMATION OFFICER

A Chief Operating Officer (COO) undergoes a major transition to become the leader of the change. Even though the Chief Executive Officer is accountable for the transformational success of the business, a Chief Operating Officer (COO) is the key to steering the transformation strategy itself. Moreover, considering the latest business transformations, 37% of CEOs have rated sustainability as a crucial factor. In addition, the COO of an organisation, at the time of business transformation, is accountable for sustainability, steering the wheel of strategy and operational performance.

However, the business transition is a difficult and tiring process, which can further result in gaps in the procedure. COOs of the 21st century understand that it's time to bear the torch and steer their business towards successful transformation. Nevertheless, in the light of being an effective leader, COOs need to fill the gaps of depleting resources and alignments and craft new strategies.

Allocating The Resources

The role of a COO is to actively manage a suitable portfolio of growth vs optimisation bets and a healthy balance of idealism and pragmatism, depending on the stage and objectives of the company. This is done by striving for the best asset allocation among the "bets" to ensure that the company executes its strategy and vision.

Similar to an investor's strategy, this method of resource allocation should be based on evidence and needs to be practical. Moreover, the COO, likewise an investor, typically acts as someone who assesses ideas rather than as the one who proposes them. Chief Operating Officers can be an excellent judge of what should be scaled up or down in terms of an organisation's operations due to their in-depth understanding of its entire context and (hopefully) lack of prejudice towards specific projects of resource allocation.

Crafting Alignment, Not Process

The COO is the person in charge of processes in a company's daily operations, according to the traditional understanding of the 21st century. The word "processes," which conjures up images of bureaucracy, can be derogatory. These might slow down the company's speed and swiftly demotivate workers in the modern corporate world, particularly in dynamic tech businesses. A 21st-century COO's job is to protect an organisation's mobility, transparency, speed, and simplicity from a natural temptation to bureaucratise.

Additionally, while simplicity, speed, and mobility are desirable, an organisation's complexity and processes are necessary to maintain its rise as it develops in size. But many businesses have shown that alignment is a fantastic substitute for processes. The best solutions will most often be discovered by those who are closest to the issues, but these individuals must also share the company's objectives. The COO, the most "mobile" member of the C-suite, is responsible for ensuring that staff members have access to a flexible organisational structure, clear

goals, and alignment. In Gary Hamel's book Humanocracy: Creating Organisations as Amazing as the People Inside Them, he describes how this preference for people over systems yields significant results for businesses and increases the sense of purpose felt by employees in their work.

Leader With Special Tactics

The C-level position and broad (i.e., non-function-specific) perspective of a COO on the business are invaluable for understanding its problems and potential. Given this special configuration, the correct person ought to be able to recognise, launch, and propel the most value-generating projects to completion.

The degree of involvement in these important projects can vary because an organisation will almost always face issues that are too big to handle or lack the necessary leadership to produce results. A COO requires a generalist with a can-do attitude, strong problem-solving abilities, an organised work style, and the capacity to mobilise resources to unlock value with selective involvement while retaining a strategic focus.

When a COO wears the shoes of responsibilities, he must remember to comply with the three mentioned traits. Following this, not only a COO build a bridge to fill the gap in the transition of becoming a chief transformation officer, but it will also add operational innovation to a business model.

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JOURNEY OF LEADERS

Most Inspiring
Business Leaders
In USA 2023

DAVID J. TURNER JR.

Senior Executive Vice President and Chief Financial Officer, Regions Financial Corporation

David J. Turner, Jr. embodies the essence of strategic financial leadership in the dynamic banking sector. As the Senior Executive Vice President and Chief Financial Officer of Regions Financial Corporation, Turner has been instrumental in steering the organization towards fiscal stability and growth, demonstrating a deep commitment to excellence in finance and corporate governance.

Born with a penchant for numbers and strategic analysis, David Turner's academic journey began at the University of Alabama in Tuscaloosa, where he earned a bachelor's degree in Accounting. His educational pursuits provided a solid foundation for a career that would later span multiple high-profile roles in the finance industry. Turner's pre-Regions tenure included significant stints at KPMG LLP and Arthur Andersen, where he honed his skills across various capacities, from staff auditor to audit partner, predominantly focusing on financial institutions.

Turner joined Regions in 2005, initially leading the Internal Audit Division and showcasing an innate ability to navigate complex financial landscapes. His pivotal appointment as CFO in 2010 marked the beginning of a new era for Regions, with Turner at the financial helm, directing the corporation through strategic financial planning, investor relations, mergers, and acquisitions, among other critical functions.

Turner's leadership philosophy is anchored in transparency, integrity, and strategic foresight. He champions a collaborative approach, believing that collective insights and expertise drive more nuanced and effective financial strategies. His style is characterized by an unwavering commitment to ethical standards and a proactive stance on corporate governance, ensuring that Regions remains a paragon of financial stewardship.

Like any financial executive, Turner has navigated his share of challenges, particularly in adapting to the rapidly changing regulatory landscape and evolving market demands. His resilience lies in his ability to anticipate shifts in the financial sector, leveraging his extensive experience to guide Regions through periods of

uncertainty with strategic acumen and steadfast leadership.

Under Turner's financial leadership, Regions has solidified its position as a robust and reliable institution within the banking sector. While specific accolades and awards are a testament to his professional excellence, Turner's true achievement lies in his enduring impact on Regions' financial health and strategic direction, earning him recognition as a visionary in the world of finance.

> In the realm of finance, integrity is our most valuable asset.

Looking ahead, Turner envisions a future where innovation and technology continue to transform the financial landscape. He is committed to leading Regions through this evolution, ensuring the corporation not only adapts but thrives by embracing new technologies, sustainable financial practices, and emerging market opportunities.

David J. Turner, Jr.'s career is a testament to the power of strategic financial leadership and the profound impact it can have on a corporation's trajectory. His journey from auditor to CFO of Regions Financial Corporation illustrates a deep commitment to excellence, innovation, and ethical leadership in the banking sector. As Turner looks to the future, his vision for Regions is not just about maintaining fiscal health but about forging a path that integrates innovation with traditional banking values, ensuring long-term success and stability in an ever-evolving financial landscape.

REGIONS

Spotlight

INNOVATION,TRANSFORMATION, AND OPERATIONS:
AN EXPLORATION OF MODERN BUSINESSES

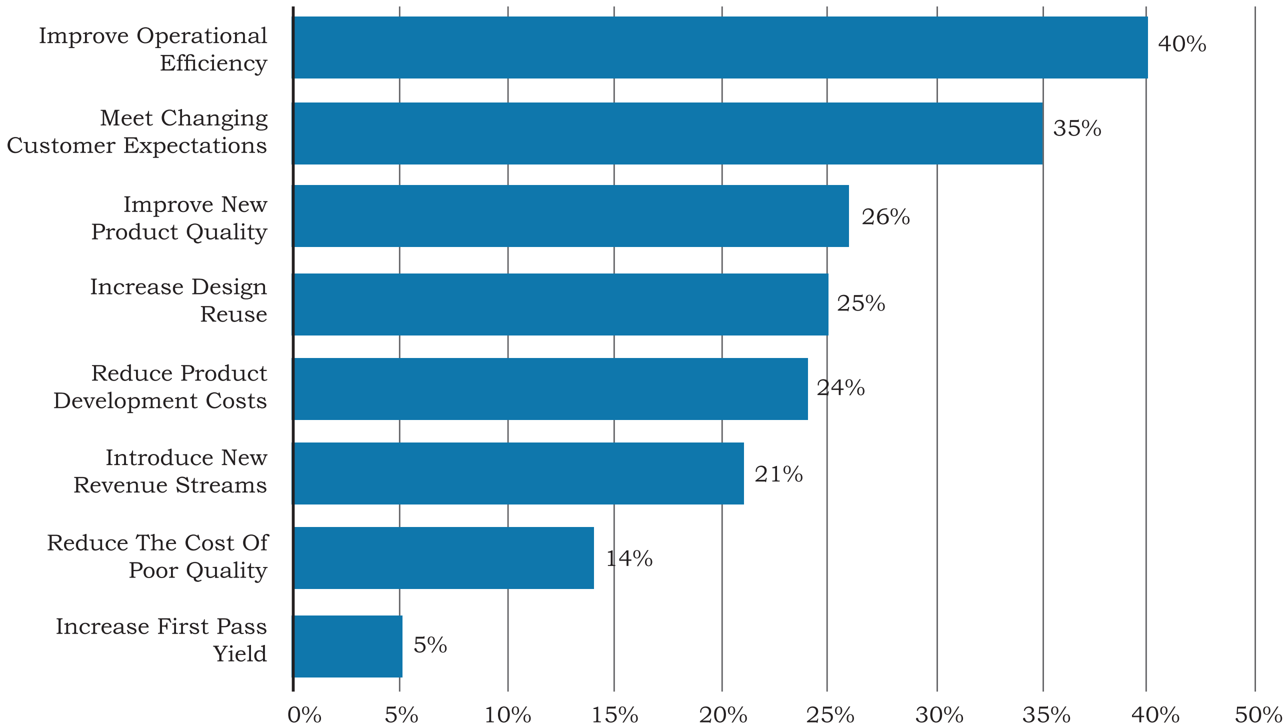
Today, when the business world is flooded with uncertainties and complexities, innovation transformation and operations are the only straws businesses can clutch onto. Business leaders all across the world are now shifting their focus from ONLY growth to adapting innovation and digitalisation into their business models. Businesses are sailing towards sustainability in the boat of innovative operation. Nowadays, the fight is not just to secure a place on the leaderboard but to be the pioneer of change while retaining their relevance. Additionally, not only startups and new businesses but also established business models are struggling to cope with the disruptive age. The reason being it is imperative for firms to create operating models based on innovation and productivity.

Presently, 55% of businesses are shivering in fear of facing financial drop due to the lack of digital transformation, further adding significance to business transformation. Gone are the days when disciplined efforts, accountability, transparency, execution, and quick decision-making were enough for a business to sustain itself. Digitalisation and technological-forward advancements are upending industry after industry, further creating pressure for companies to scratch out robust financial returns and remake the face value of their organisations.

Back in 2018, it was predicted that 70% of companies already had a digital transformation; however, today, 47% of businesses have not even begun their transformation yet, and the other 59% of businesses are worried about being “too late” for it. The numbers are proof enough that modern businesses need transformation, innovation and operational adaptation to their business models. Gradually, modern businesses are coming to terms with digitalisation. C-suites are now transforming into powerful allies to communicate digital transformation. Digital transformation is a robust tool; however, for maximum effectiveness, the tool needs human intelligence. Subsequently, C-suites of modern businesses are acknowledging the call for digital transformation and are now indulged in curating long-term digital roadmaps aligned with the ambitions of their businesses.

Heading on to operational innovation, the term is still perplexing to several business owners. Often confused with operational improvement or operational excellence, operational innovation, in reality, refers to the ideation and execution of entirely new ways of filling orders, developing products, and other enterprise-level activities. In addition to it, operational innovation is the gravitating centre for a few, yet great, success stories.

TOP BENEFITS OF ADOPTING A DIGITAL MODEL



Walmart, Dell, and Toyota are all big names in today's world, and evidently, every individual knows or has at least heard of them once in their lifetime.

Taking the success of Walmart into consideration, the company went from $44 million in sales to $44 billion between the years 1972 and 1992. Visibly, the growth in over two decades is remarkable, but what strategy did the company apply? Walmart pioneered cross-docking, one of its many great innovations; it immediately transferred the trucked goods from a distribution centre to trucks bound for stores, eliminating "storage." This led to lower inventory levels and operating costs; further, Walmart translated these into a low price. The rest is history; Walmart today is one of the widely renowned businesses!

Walmart is an absolute example of the effects of operational innovation. The success story is still used as an iconic example for two reasons - to prove extraordinary results fueled by operational innovations and secondly, because there aren't many available. As per Harvard Business School's case study, operational innovation is rare; no more than 10% of large enterprises have made any successful efforts to adapt it to their business models.

Regardless, looking at the zeal of C-suites present today, operations will soon be the pioneer of success for every modern business. Today, they understand the working principles of operations and can churn them into their models while overcoming cultural and organisational barriers.

Modern business leaders know the trajectory of benefits offered by innovation, transformation and operations. As strong as these traits are individually when combined together, they will set the ball rolling towards unbeatable success. Moreover, businesses are now ready to leverage the expertise and inclination of managers with a penchant for business innovation. By incorporating the three giant strategies - innovation, transformation and operation into their models, businesses can oppose uncertainties while staying relevant. It can't be emphasised more than it already is that modern businesses need these to survive among their competitors.

Most Inspiring
Business Leaders
In USA 2023

RAMI RAHIM

CEO
Juniper Networks

Rami Rahim's tenure as the CEO of Juniper Networks has been distinguished by his visionary leadership and strategic focus on integrating artificial intelligence (AI) into the networking domain. Since assuming the role in November 2014, Rahim has propelled the company into a new era, emphasizing innovation and technological adaptation to meet the evolving demands of the global market. His insights into AI's transformative potential and bold approach to steering Juniper Networks through the industry's competitive landscape underscore his pivotal role in shaping the future of networking solutions. Rahim's journey from an engineer within the company to its top executive reflects his deep technical expertise and his unwavering commitment to fostering an environment of growth and innovation at Juniper Networks.

Rahim's tenure at Juniper Networks commenced in January 1997, stepping into the ASIC Design and Verification Engineer role. His initial years were marked by hands-on involvement in the core technologies that underpin networking solutions. This period was instrumental in grounding Rahim's understanding of the technical nuances and the transformative potential of networking technologies. His academic background in electrical engineering provided the theoretical foundation, but the practical challenges and solutions at Juniper honed his expertise and vision.

Rahim’s career trajectory at Juniper Networks is a testament to his technical acumen, leadership capabilities, and strategic vision. A series of leadership roles marked his rise through the ranks, each expanding his responsibility and influence within the company. Rahim transitioned from a managerial role in ASIC engineering to Vice President of Product Management. This period was crucial for developing his leadership style, focusing on innovation and strategic growth.

Rahim's leadership extended to overseeing the Edge & Aggregation Business Unit, where he was pivotal in driving strategy and development for key product portfolios. Before assuming the CEO position, Rahim served as EVP/GM for the Platform Systems Division and then for Juniper Development and Innovation. These roles were instrumental in shaping Juniper’s strategic direction, emphasizing security, routing, and the evolution of networking technologies.

In November 2014, Rahim was appointed

Embracing change is not just a necessity; it's an opportunity to lead and innovate

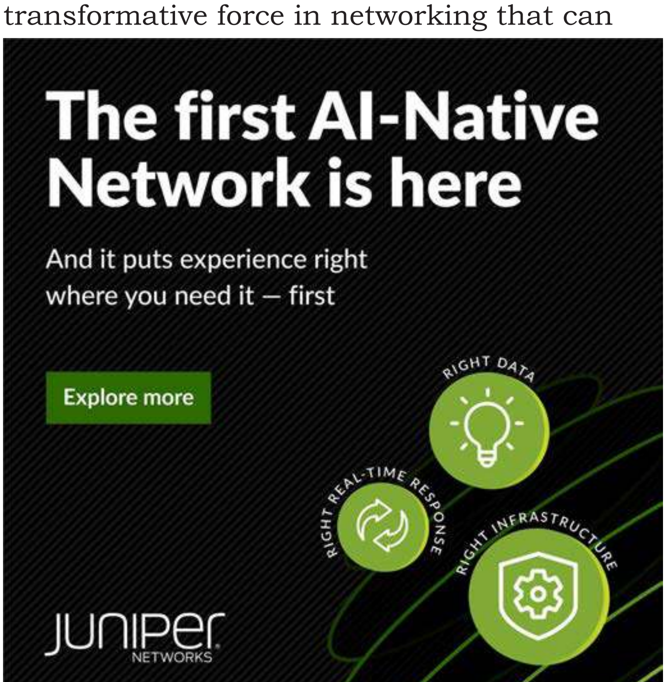
CEO of Juniper Networks, marking a new era for the company under his leadership. His tenure as CEO has been characterized by a clear vision for the company's role in a rapidly evolving tech landscape, emphasizing innovation, digital transformation, and the integration of artificial intelligence into networking solutions. Rahim's strategic decisions, such as acquiring Mist Systems, underscore his commitment to positioning Juniper Networks at the forefront of networking technology and AI.

Throughout his tenure, Rami Rahim struggled to maintain Juniper Networks' competitive edge in a rapidly evolving tech landscape. He navigated setbacks by embracing innovation, particularly focusing on integrating artificial intelligence (AI) into networking solutions. Rahim's strategic vision and commitment to technology adaptation have been key in overcoming obstacles, guiding Juniper Networks through periods of intense competition and technological shifts, and ensuring the company's growth and relevance in the global market.

Rahim's leadership philosophy centers around innovation, agility, and the foresight to embrace emerging technologies. He advocates for a culture that adapts to change and anticipates and shapes it. His vision for Juniper Networks is deeply intertwined with the advancements in AI, seeing it as a transformative force in networking that can drive unprecedented efficiency, innovation, and growth.

Rahim envisions a future where AI-driven solutions are at the core of networking, enabling businesses and societies to achieve more with less, ensuring security, and facilitating the seamless flow of information. Under his leadership, Juniper Networks is not just responding to the technological shifts but actively participating in creating a future where networking solutions are smarter, more responsive, and more integral to our digital lives.

From an engineer to CEO, Rami Rahim's journey with Juniper Networks is a narrative of dedication, strategic innovation, and visionary leadership. His ability to foresee industry trends, coupled with a commitment to innovation, has propelled his career forward and positioned Juniper Networks as a leader in networking solutions. Under Rahim's leadership, Juniper Networks is set to continue its growth trajectory, embracing the challenges and opportunities of the digital age with confidence and strategic acumen. Rahim's legacy, built on innovation and strategic growth, will undoubtedly continue to influence the tech industry for years to come.



MANE COURSE

The entangled roots of Indian hair trade

BRAND MANAGEMENT: THE PAIN-POINTS AND INNOVATION

Ganesh Rathinam
CMO & Deputy Director,
BSA Crescent University

Maintaining consistency in a large brand's outreach wing is a never-ending set of work, with various short term and long-term strategies involved. Continuous improvement of performance quarter-to-quarter, year-to year with routine search for new avenues approaches, dealing with several aspects that might hinder the performance of a brand is significant and essential. Below is a listing of objectives, pain-points, Innovation in approaches and outcome in the year 2022.

Objectives / Pain Points:

1. Need for brand recognition and consistency without much promotions or spends 2. Need for organic growth & not depending on paid returns (low-cost / no-cost marketing). 3. Need for large flow of applications in order to choose the best of prospects.
4. Need for development of quality campus life and student-driven outreach.
5. Avoiding traditional outreach media that are heavy with cost incurred.

Innovation:

(How were the above points addressed and how was success built intelligently!)

One area that many institutions did not look to handle is 'Using their people as power'. The above objectives were met by looking at people as different segments,

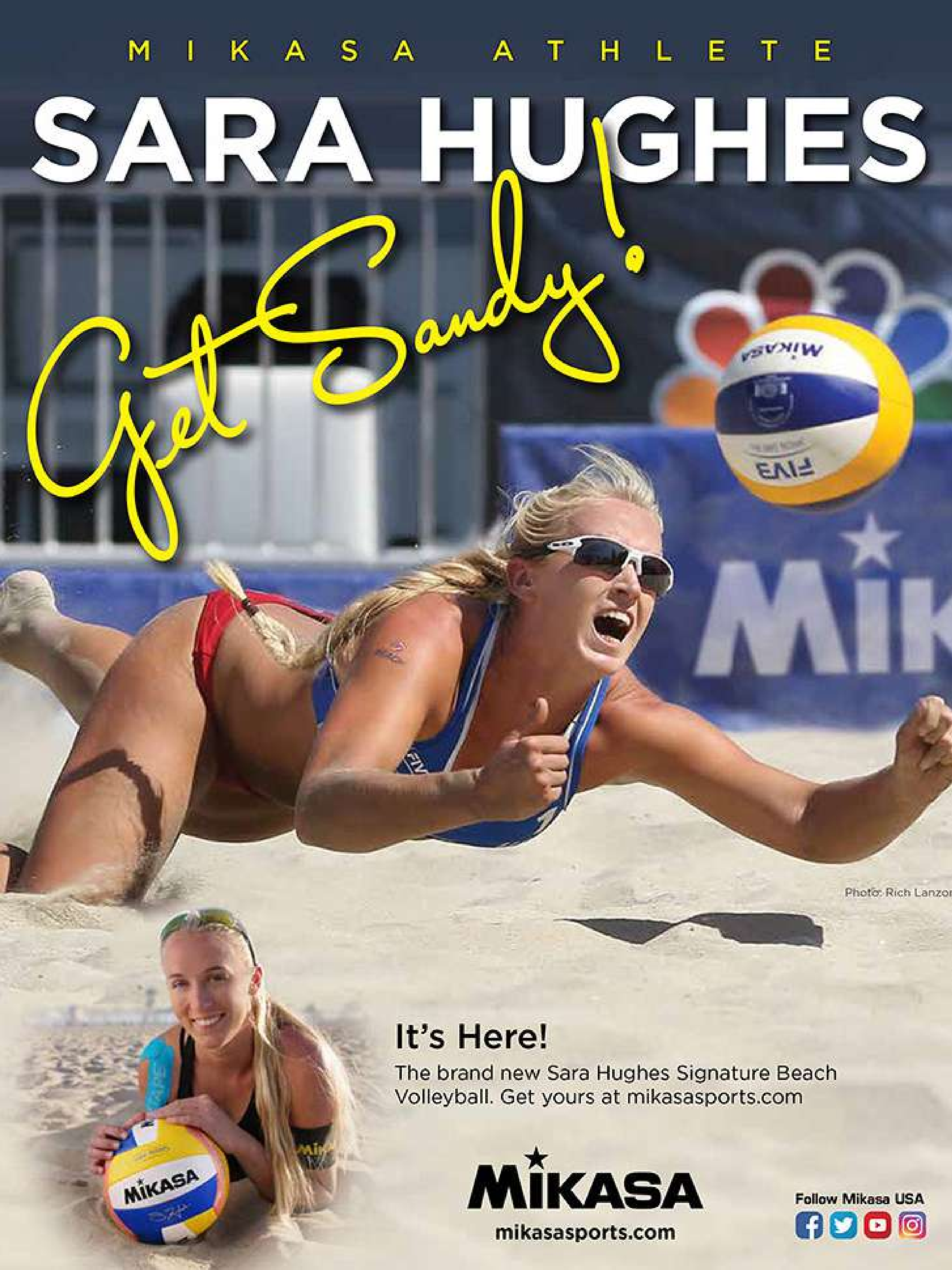
Faculty / Employees: The key strength to the core function in an education institution is its people – firstly, the staff. Every department was dissected into segments such as 'Researchers', 'those who could in-source funded projects' and 'good teachers'. Departments were given an aim to focus on maintaining a 30:30:40 ration for the above split and to get the workloads balanced accordingly. This consistent practice pulled the brand to become a NAAC A+ grade institution from the previously A grade status. Faculty were encouraged to perform in the following activities with steady monitoring,

Be part of panel discussions in summits
Be interviewed in television based interviews, elaborating on their area of expertise
To carry the brand's collateral on their social pages and to become influencers.

Students / Customers: Today is a world where every student in an educational institution is looked at as a customer and fulfilling their satisfaction scores were kept as performance indicators. However, only two changes in the M.O. brought success in a vast scale.

"Internal Selling" initiative in a education institution: Bringing initiatives such as 'Night Life in Campus' with ambient lighting, installing standing selfie points stating 'I LOVE (INSTITUTE NAME)', bringing more upswing brands such as 'Chai Kings' in campus for student life enrichment built word-of-mouth network, bringing the overall applications to '3.5X' times the intake capacity.

Intervention of intelligent lead nurturing tool: One that allows peer-to-peer networking, one that allows external audience to "Chat with Student Ambassadors" enabled no-cost-marketing and increased the admissions inflow 20% higher compared to the year before.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