

Message from the Director



Business ethics reflects the philosophy of business, of which one aims to determine the fundamental purposes of a company. Strong ethical business practices are a hallmark of a good company that you want to build and maintain in your business. One cannot just develop them overnight. We believe in building sound business practices by setting an ethical example and creating policies and procedures that govern the activities of our employees. Business ethics help you increase the loyalty of customers, which leads to their repeat business and referrals.

- **Adeesh Nahar,**
Director,
Rosentiques

Buzz of the Month

Budget 2019 to Give G&J Industry a Boost

The Interim Budget for 2019 is definitely progressive, geared towards supporting the middle class and the farmers, two very important audiences for

the gems and jewellery industry. Rs 6000 per year direct income will be given to small and marginal farmers who own less than 2 hectares of land and this is said to



benefit 12 crore farmers in our country. Individual tax payers under the income bracket of Rs 5 lakhs have received a major tax relief as the budget has proposed full tax rebate

for them. Though there were no big announcements made for the Gems & Jewellery industry per se, the economic welfare of the farmers and middle class has always had a

positive impact on our industry and we hope for the same. In addition to this, the announcements have also been very supportive for the SMEs and MSMEs.

Jewellery Industry: Roundup

- Highest central bank buying in 50 years drives 4% growth in gold demand in 2018
- Budget 2019 to Give G&J Industry a Boost
- Union Minister Suresh Prabhu launches Domestic Council for Gems & Jewellery sector
- Parichay Card launched for gem & jewellery sector workers, artisans and craftsmen in India

From the House of Rosentiques

'Nazqat' - A Royal Epiphany



Jewellery is a piece of art which enhances one's status. Beautifully crafted with perfection, Nazqat is a brand new collection from Rosentiques, which celebrates the alluring combination of rosecut diamonds as well as jadau. After successfully establishing ourselves in polki, diamonds and platinum jewellery, we have now stepped into a different segment of creating beautiful 'traditional Bikaneri jadau jewellery'.

The collection is a perfect balance between colour and subtlety. The use of rosecut diamonds doesn't tamper with the weight of the piece and *lakh* is given to support them. They enable keeping the transparency of the diamonds intact.

Rosentique's USP lies in impeccable design combined with extremely intricate work, created with utmost precision. The fine jewellery house aims to create valuable products adding innovation every step of the way to reach new heights and set bigger goals. For Rosentiques, customer satisfaction is of paramount importance. This collection adds spectacular newness to jadau jewellery.



The Power of “Challenging Questions”



EXPERT COLUMN



L . R. NATARAJAN, is an automobile engineer from Madras Institute of Technology.

He has around 25 years of experience in various capacities in automobile and agricultural manufacturing industries. In his tenure, he has given leadership in implementing, three green field projects, namely Single Cylinder Diesel Engine, Multi-cylinder Diesel Engine and Tractor project. In the Last 10 years, at TITAN – he lead the Integrated Supply Chain Management for both Tanishq and Goldplus brand. He was also primarily responsible for conceiving and commencing the BRAND “GOLD PLUS”. He is currently in the Board of Tata Advanced Materials Limited, as Independent Director. He is also an Innovation Consultant & Visiting Professor at IIM Shilong.

What triggers a radical innovation in an established business? Is it an idea? Is it a challenging question? Is it a dream? Is it a constraint? Is it a new technology? Or is it following the trends?

There is perhaps a thin line separating all the above and I would place my bet on the Challenging Question, since they more often, lead to a radical innovation.

How does one define a challenging question?

Challenging questions are questions that are raised, for which answers are not immediately known and when answers are found, it can create a great impact on business.

The next thing to understand is the method of arriving at challenging questions. Before answering this, I would categorise challenging questions in two parts a, challenging questions from within (inside out) b, challenging questions from outside (outside in).

Challenging Questions from within:

There are three ways by which challenging questions can be surfaced 1) Crafting a compelling dream 2) Assumed constraints 3) Analysing the existing business model

Crafting a compelling

dream: The dream or the mission statement crafted,

should go beyond the financial numbers of the business, and define the WHY (the purpose) part of being in business.

As an example , the co-created Mission statement of Titan Jewellery divisions , went beyond limiting itself to creating wealth for its stake holders and in addition articulating “ being a Gold standard in transforming the retailing and manufacturing of jewellery trade” in India. The challenging Questions here are two fold a, How do you transform the retailing of gold jewellery, with the current (accepted) practice of selling under karatage jewellery? B, How do you transform the primitive working condition of karigar’s and improve their life style?

The result, Karat meter introduced in retail by Tanishq, had triggered millions of customers (over a decade’s time) in getting right karatage gold, as the industry also had started transforming. The karigars’ work place , through the initiatives like Mr. Perfect & Karigar Centre , had substantially improved not only the working standards of the karigars , but have also changed their lifestyle. Winning the confidence of karigar fraternity had helped us to implement many new initiatives resulting in manufacturing lead time crashing to 6 days

(from 35 days) and helped in managing with 1/6 th of inventory.

Assumed Constraints:

Generally people have a tendency to spend 100% of their time to fix what is not working well and most often , the areas working well are not focused on (till it becomes a problem). We need to proactively look at what is working well, and what can go wrong in this and list down the possible futuristic constraints and come up with challenging questions.

As an example again from Titan Jewellery division , the challenging question posed to the manufacturing and supply chain team was , ‘should the requirement from retail increase five fold in the next three years , how will we gear up to meet the same ?’ In 2006, by the time this question was raised, the supply chain function was quite stable with 10 years of established processes in supporting retail. The challenging question led to the initiative christened as “Simplify & Automate”, inspiring employees to search for how they can simplify & automate by questioning the established processes, rather than merely repeating the same process for futuristic increase in demand.

The result:

Diamond bagging operation, a manpower intensive operation was automated.

A robotic equipment was conceived and developed. This had helped Titan in redeploying over 100 Employees in other areas. This automation was first to the world and a patent pending invention. The other area, called as Kit Marshalling, in which the kits from different department are sorted work order wise. Here again automation have helped in releasing over 100 Casual labourers involved, and has made the manufacturing to be future ready.

Analysing the Business Model:

The business model design as described by Alex Osterwalder, has nine building blocks. While all the building blocks are interconnected, the intelligence lies in identifying the most critical building block and coming out with a challenging question in disrupting it.

Example: Again from Titan Jewellery division, it is a known fact that selling a diamond jewellery gives the retailer four times gross margin as compared to selling a plain gold product. The challenging question therefore was in disrupting the revenue stream with a challenging question, “How do we double our diamond sale in 2009 / 2010?” In the earlier years the conventional budgeting process encouraged everyone in preparing an increase in revenue and profit of 20% year on year. And these targets were uniformly met. The challenging question

posed, made managers to think in different ways in adding new customers to buy diamond jewellery.

The result: In 2009/2010 Titan witnessed a unprecedented growth of 79% in diamond jewellery sale, with around 30% more profits than what had been budgeted, evincing huge respect from the investors.

Challenging questions from outside:

There are two methods to surface challenging questions 1) Understanding the UDE (undesirable effect) and UFN (unfulfilled needs) of our customers 2) Technology and Trends

Understanding UDE

&UFN: First let us start with defining the UDE. UDE is a limitation that the customer faces in using your offering. After identifying the limitations by immersing oneself in the customers world, new value can be created by removing a significant limitation that the customer was facing (in a way that he had not experienced before).

As an example, let us take the ceiling fan Industry. While many advancement on energy efficiency, aesthetic appeal are taking place in this industry, the significant customer limitation perhaps is cleaning the blades of the ceiling fan. The first one to find a solution to this challenging question (How do I enable my customers in cleaning the fan blades easily?) will be a winner in the market place. Likewise,

the passenger car breaking down is a UDE in passenger car industry, not able to accommodate a spare tyre is a significant UDE in the motor cycle industry. The customer accessibility of top cabinets in the kitchen , the edible oil spillage while use , the watch stopping to work when the battery life is completed are some of the UDE leading to challenging questions.

Coming to UFN, the unfulfilled need, one needs to think on what else his offering can do to his customer in evincing a wow from him. In other words what is that one can do in rising the quality of one’s offering or creating some new features that can delight the customer.

As an example, how can I make the watch I am selling in alerting the customer on the inauspicious times of every day? Can my fan while in use (or not in use) help repel the mosquito in customers room. Can I make and supply edible oil in granules (like sugar)? , can I make flavoured edible oil? How can I make and sell ice creams , with a heat resistant coat , to enable my customers to carry it along with them (like chocolates) when he is travelling ? How can I find a way to help my customer to clean his car in flat 30 seconds? These are examples of challenging questions, for which when answers are found, the customer base can substantially grow.

Technology &Trends:

Challenging questions can

be surfaced by carefully following the technological advancements (in any industry) and following the mega trend, economic trend, consumer trend, and regulatory trends. Some examples: Can I have a 3D printer in my jewellery show room, empowering my customer to design and deliver his jewellery in 10 minutes time? Can I develop a jewellery using smart sensor, which helps my customer in quickly getting help while in dire situation? How can my watch act as an access card in Metro station entry? How can I help my customer in overcoming the blinding glare (in night driving) caused by the vehicles from the opposite direction?

Summing up: Challenging questions not only inspire employees but also enable people in thinking beyond their routine, and act as a platform for developing themselves. Challenging questions also help in defining the next contour of one’s performance engine. I believe that, the first step in any ones innovation journey lies in spotting challenging questions. The second step is in skilling and inspiring employees in coming out with ideas. The third step lies in intelligent risk taking.

Therefore “Are you ready with your Challenging Questions?”

Bride Alert

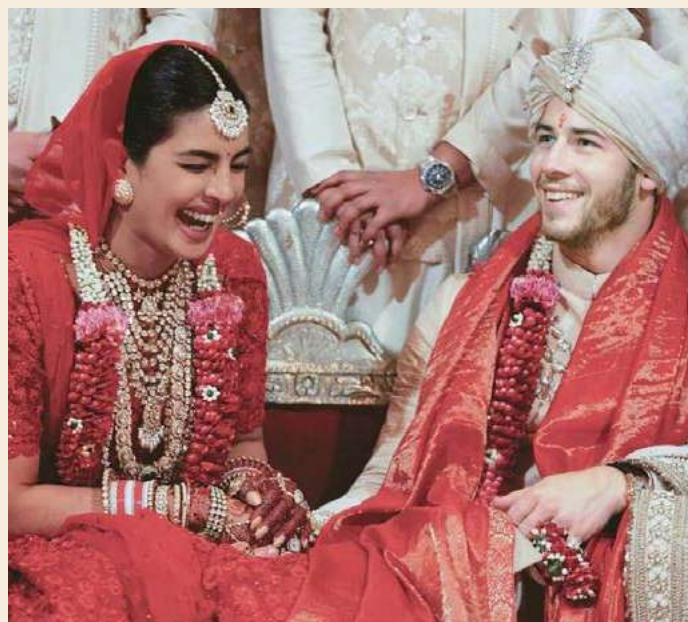
Jewellery of the Hour: Big, Bold & Beautiful

The year 2018 saw some the biggest, most stylish weddings of all time. The large diamond chokers, extravagant jadau jewellery encrusted with priceless gems and heritage pieces that stand the test of time on these celebrity brides are proof of the fact that these bridal jewellery trends are here to stay:

Layering neckpieces: Look at all the celebrity brides this season! All of them more than believed in layering their neck pieces in different lengths. Whether diamonds or jadau, these pieces were the focal point and took their style game to another level.

Stacking bracelets and bangles: If we saw one thing with all of these weddings, it is OTT (over the top) jewellery. Celebrity brides wore cuffs and bangles in a combination of sizes, styles, shapes and colours!

Large elaborate earrings: Oversized earrings like huge chandbalis and jhumkas are back in fad. Replete with pearls, polkis, emeralds and other precious stones, these earrings were and will continue to be a big hit amongst brides.



#Spotted

The model is seen wearing a pink tourmaline necklace from Rosentiques Fine Jewellery in Elle Magazine, November (2018) issue.

From Palace, With Love

Patiala ruby choker owned by Maharani of Patiala

The choker of rubies, pearls and diamonds in platinum settings was crafted by none other than Cartier in 1931. This extravagant piece of jewellery was ordered by Maharaja Bhupinder Singh of Patiala for one of his many



wives. She wore the choker along with two other ruby necklaces, which were also encrusted with ruby beads and ruby pendants. Like many of the other Royal jewels, this necklace too ended up in Europe and was later refashioned into a bracelet. Cartier repurchased the piece and restored it to its original form.



Rosentiques Congratulates the New Chairman and Vice Chairman of GJC



Amish Kothari CEO Rosentiques Fine Jewellery congratulates Anantha Pamanabhan and Sankar Sen on becoming the new Chairman and Vice Chairman of GJC.



Anantha Padmanabhan Chairman & Sankar Sen Vice Chairman