







Dear Friends,

The economic scenario is steadily recovering from a challenging phase and is now poised for further improvement. This tough times in the industry have provided us the opportunity to introspect and revisit the strategic and operational priorities. And so we created a programme that equips participants to take crucial decisions and improve productivity: MPOWER.

The MPOWER programme was initiated in February 2013. Very soon, it successfully established a strong connect with youth transporters. To date, we have successfully conducted seven MPOWER batches, with intensely positive reviews from the 197 participants. We are humbled by this overwhelming response and are motivated to further cultivate a rich learning community.

This is how the MPOWER War Room was initiated. War Room is a practice used by Mahindra Group as a major tool to engineer transformation of the Group.

This practice is being extended in a modified way to be a business case competition, with the intent to examine how well the MPOWER participants have utilised the learning from the MPOWER programme. The participants of the MPOWER programme will be provided a platform to present how learning from MPOWER helped them OUTPERFORM in their family transport business.

Through MPOWER War Room we want to encourage and bring out those endeavors that have transformed your family transport business, while making an impact on the transport ecosystem as a whole. The MPOWER War Room will not only give you an opportunity to socialise but also strengthen the bond with your fellow participants.

MPOWER War Room is your opportunity to showcase your excellence and outperformance and be recognised on a national platform. We encourage all participants to take active interest in this programme.

We look forward to your continued support to transform the transport industry, by challenging the status-quo and stand victorious.

I wish you all the best and look forward to meeting you at IIM - Ahmedabad.

Warn Regards,

Nalin Mehta CEO & Managing Director Mahindra Truck and Bus Division, Mahindra & Mahindra Ltd.

# MPOWER MPOWER MARKING TO THE MARKING THE MARKING TO THE MARKING THE MARK



M P O W E R
I N A G I S T

MPOWER was introduced with the single-minded purpose of imparting knowledge and skills to the youth transport entrepreneurs to professionalize their transport business and OUTPERFORM in the Indian Transport Ecosystem. Since its inception in February 2013, seven batches have been conducted, with 197 participants from India's top transport companies benefitting from the program.

War Room is a practice used by the Mahindra Group as a major tool to engineer transformation of the Group. The campus version, popularly known as 'Mahindra War Room' was rolled out in 2007 to transform perceptions, while attracting and engaging top notch B-school talent to creatively discuss and discover realistic business solutions.

MPOWER War Room has been conceived on similar lines. Its main purpose is to examine how well the MPOWER participants have implemented the learning from the MPOWER programme. It is a business competition wherein the 110 MPOWER participants from the first four batches would present how their learning from the programme helped their family business outperform.

# WHAT WE AIM TO ACHIEVE WITH MPOWER WAR ROOM:

Analyse how well the youth transport entrepreneurs have translated their learning from the MPOWER programme to their family business

Recognise and reward their efforts for helping their family business outperform



INCEPTION

OF MPOWER

WAR ROOM

M P O W E R
W A R R O O M
PROCESS

The participants will be evaluated through a fair and rigorous process based on their learning, project execution and business benefits. It will be a three-stage Jury process comprising eminent executives from the industry, professors from IIM - Ahmedabad and the leadership team from the Mahindra Group.

- Each participant will have to submit their case presentation in a prescribed format. The format will be communicated individually to each participant.
- The three-stage Jury process will commence when presentation from each participant has been received.
  - The first stage will involve a Screening Jury, which will evaluate all the presentations submitted from the confirmed participants. The Screening Jury will then shortlist candidates for further evaluation by the Expert Jury panel.
  - The second stage will involve an Expert Jury panel which will evaluate the shortlisted candidates. The Expert Jury process will be conducted at IIM Ahmedabad, where the shortlisted candidates will have to present their case in-person. The Expert Jury will then shortlist six candidates for final evaluation by the Grand Jury.
  - The third and final stage in the selection process will involve presentation by the six shortlisted candidates to the Grand Jury panel. The Grand Jury will select the winning participant and two runners-up from the evaluation process.

# VENUE AND ACCOMMODATION

- The MPOWER War Room will be held at the Indian Institute of Management Ahmedabad.
- Participants get full board and air-conditioned single room accommodation on the institute campus.

# ELIGIBILITY

- 110 participants from the MPOWER I to IV batch are eligible to apply for the MPOWER War Room II.
- Participants will have to present their case in-person. Family members and/or representatives of the participants will not be allowed to present the case on behalf of the participants.

### REGISTRATION AND CHARGES

- Participants who wish to participate in the War Room will have to confirm in writing and adhere to the timelines mentioned.
- Participants will have to bear the cost of travel to IIM Ahmedabad, the accommodation and the boarding cost.
- Mahindra Truck and Bus will arrange the accommodation at IIM Ahmedabad and will collect the charges on behalf of IIM - Ahmedabad.

## COMMUNICATION

• All inquiries and confirmations should be emailed to

Patwa.shashank@mahindra.com

• All postal communication should be addressed to: Senior General Manager – Marketing Mahindra Trucks and Buses Ltd., Mahindra Towers, 2nd Floor, G. M. Bhosle Marg, Worli, Mumbai - 400018

### TIMELINES

Milestones	Deadline
Confirmation of participation	18 <sup>th</sup> Septmber, 2015
Submission of Entry (1500 word note)	25 <sup>th</sup> Septmber, 2015
Submission of Detailed Presentation	25 <sup>th</sup> October, 2015
WAR ROOM at IIM-A	28 <sup>th</sup> November & 29 <sup>th</sup> November, 2015
Delegates check in on	28 <sup>th</sup> November, 2015 (afternoon)
Parents check in on	29 <sup>th</sup> November, 2015
All check out	30 <sup>th</sup> November, 2015

### GUIDELINES FOR CASE SUBMISSION

Participants are expected to articulate how the MPOWER program benefitted their business in a note consisting of not more than 1500 words, explicating the following:

- 1. Key innovations/ business process changes/ restructuring/ consolidation that you have brought about since you completed the MPOWER program at IIMA. (200 words)
- 2.3-4 major decisions that you have taken, including the reasons why these decisions are important. (200 words)
- 3. The criteria used for arriving at the decisions (200 words)
- 4. The analysis you performed to take the decisions, taking into account the internal and external environment. (600 words)
- 5. Specific insights and recommendation(s) arising from the decisions you took. (200 words)
- 6. The impact of the decisions and challenges to implementation of your decisions. (200 words)
- 7. The outcomes / benefits accruing to the organization. (100 words)

Only one entry per organization will be accepted, unless multiple participants from the same organization have attended MPOWER Program and been involved in completely different areas of the business with totally different experiences/accomplishments to relate.

# AWARDS AND RECOGNITION

- The Winners will be given trophy and certificates that would add significant prestige to the winning candidates.
- The names of the winning candidates along with their organisation will be featured in various media.



# TERMS & CONDITIONS

## REGISTRATION AND PRESENTATION:

- It is the responsibility of the participant to confirm in writing, their willingness to participate in the War Room on or before September 18th, 2015. Acceptance of nominations after the specified date is at the sole discretion of the War Room Committee.
- It is the responsibility of the participant to ensure that presentation in the prescribed format reaches Mahindra Truck and Bus in time for judging. Proof of posting or transmission will not be accepted as proof that your case presentation has been received by Mahindra Truck and Bus. Please note that presentations and other supporting documents will not be returned.
- Mahindra Truck and Bus assumes no responsibility for postal, technical or natural conditions that prevent the reception and judging
  of submissions.

## GENERAL:

- Mahindra Truck and Bus has appointed an independent Jury comprising eminent people from various industries and academia, who
  will shortlist and select the winners. The decision of the Jury will be final and binding. No queries or objections will be entertained.
- Participation in the War Room does not entitle the applicant to an Award and/or Recognition.
- It is mandatory for all applicants who have confirmed their participation to War Room and sent their presentation, to attend the War Room session scheduled to be held at the Indian Institute of Management Ahmedabad on November 28th and 29th, 2015. Shortlisted applicants who will present to the Expert Jury will be announced on November 28th, 2015, during the evaluation process.
- Those applicants who are shortlisted for Expert Jury evaluation but are unable to attend the session in-person will be disqualified.
- The case presentation should be authentic and should pertain to your business. As an integral requirement of the War Room process, an audit may be carried out along with field visits, of the various stakeholders mentioned in the caselet to verify your claims. Case Presentations, for which information is not found to be true, will be summarily dismissed.
- Entry to this competition and/or winning this competition does not entitle the applicant, its associates, family or agencies to any rights of ownership, license or use in or to Mahindra or of its associate companies brand. If you wish to make any use of Mahindra or of its associate companies brand for any purpose then, you must agree that with us in writing before doing so. If we do agree to grant you any such rights (which shall be at our sole discretion) then we shall have the right to withdraw our permission at any time.
- Mahindra Truck and Bus reserves the right to amend these terms and conditions at any time without notice.
- Mahindra Truck and Bus reserves the right to cancel or vary this competition due to circumstances beyond its reasonable control.

### INTELLECTUAL PROPERTY:

- Mahindra Truck and Bus, its business partners and War Room Committee are not responsible for obtaining or verifying any
  intellectual property rights relating to the case presentation that has been entered. It is the responsibility of the applicant to
  secure protection for any information that is being shared before submission. Any patents, design applications or
  registrations, trademark applications or registrations, other rights, permissions or applications should be referred to in the
  entry, and proof of the same may be required subsequently.
- The applicant must confirm that he/she is the legal owner of all intellectual property (and moral rights) in relation to the entry and, if not, that he/she has obtained all necessary permissions and licenses from relevant third parties. The responses must be original and not in breach of a third party's intellectual property rights. If an applicant is unable to confirm that he/she is the legal owner of all intellectual property (and moral rights) in relation to the entry or that he/she has obtained all necessary permissions and licenses from relevant third parties to the appointed Jury's satisfaction, Mahindra Truck and Bus reserves the right to disqualify the entry.

### LIABILITY:

- This competition will be governed by the laws of India and any dispute will be subject to the exclusive jurisdiction of the Mumbai courts.
- The applicants agree to indemnify all parties involved in the award including Mahindra Truck and Bus, the judging panel, its agents and its employees against any third party claims that could arise from submission of information in the Case Presentation to the competition.
- Under no circumstances will the applicant be permitted to obtain awards for any losses or damages, and you hereby waive all rights to claim punitive, incidental and consequential damages and any other damages.

### PUBLICITY AND PROMOTION:

- The applicants of the MPOWER War Room agree to take part in any publicity and promotional activity surrounding the event and similar future events.
- Any applicant to the MPOWER War Room may be asked to take part in publicity and promotional activities for Mahindra Truck
  and Bus. By entering the MPOWER War Room, the applicant is accepting that his/her story, details, images and footage can
  be used for publicity purposes. The applicant may be invited to personally partake in publicity opportunities such as
  interviews put forward to the applicant by the Mahindra Truck and Bus and its business partners.
- All information being shared may be used by Mahindra Truck and Bus for evaluation and promotional purposes and all such
  information may be posted in public domain like website, publication, etc.

# OTHER RULES:

- The MPOWER War Room Committee and the Jury reserve the right to withdraw or amend the terms of competition at any
  time, with retrospective effect, and do not take the responsibility for any loss or damage, direct or consequential that any
  individual or organisation, including the Applicant, may suffer as a result of the competition being withdrawn or its terms
  amended.
- Application to MPOWER War Room will be construed as an acceptance of the terms and conditions stated in the Prospectus, and the confirmation email to participate in the MPOWER War Room by the Applicant will signify their acceptance of the Terms and Conditions.

The Mahindra Group focuses on enabling people to rise through solutions that power mobility, drive rural prosperity, enhance urban lifestyles and increase business efficiency.

A USD 16.9 billion multinational group based in Mumbai, India, Mahindra provides employment opportunities to over 200,000 people in over 100 countries. Mahindra operates in the key industries that drive economic growth, enjoying a leadership position in tractors, utility vehicles, information technology, financial services and vacation ownership. In addition, Mahindra enjoys a strong presence in the agribusiness, aerospace, components, consulting services, defence, energy, industrial equipment, logistics, real estate, retail, steel, commercial vehicles and two wheeler industries.

In 2014, Mahindra featured on the Forbes Global 2000, a comprehensive listing of the world's largest, most powerful public companies, as measured by revenue, profit, assets and market value. The Mahindra Group also received the Financial Times 'Boldness in Business' Award in the 'Emerging Markets' category in 2013.

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ABOUT
MAHINDRA
TRUCK
AND BUS
DIVISION

Mahindra Truck and Bus Division is a wholly owned subsidiary and part of the US \$ 16.9 billion Mahindra Group that provides an entire line of integrated trucking solutions.

The company has taken outperformance to the next level, by creating trucks that are specifically designed for different applications and deliver outperformance whatever be the business needs. From transit mixers and bulkers to car carriers and refrigerated containers, Mahindra Truck and Bus provides an entire line of integrated trucking solutions that helps customers profit by giving them the advantage of quick turnaround time and reliability along with the assurance of Mahindra excellence in every aspect.

The HCV product range has been engineered for Indian requirements with the underlying philosophy of; Made in India, Made for India'. In HCV segment, Mahindra Truck and Bus Division already has reached more than 15,000 trucks on road. The company is in process of addressing every segment of the commercial vehicle market; from 3.5 tonne GVW to 49 tonne GCW, with variants that meet the varying needs of passenger transport, cargo and specialised load applications. The new range of medium and heavy commercial vehicle is being manufactured at the new green field plant at Chakan. The plant, which spans over 700 acres, has been set up with an investment of over Rs. 4,000 Crore and is producing other Mahindra products as well. This helps the Mahindra group to leverage the benefits of synergies of an integrated manufacturing facility.