

Realizing new goals through perseverance.



Growth is the essence of continuous business operations. Any organization with a futuristic vision, proper planning and strong fundamentals can expect growth. However, inherent excellence alone is not enough for business success. External factors too are key drivers of overall growth and may result in rather a negative impact due to unfavourable events.

Perseverance helps you tide over tough times. It helps the organization adapt and respond to the challenges ahead and maintain continuous business operations with constant growth.

With the tribulations of recession looming large over businesses across sectors, across the world, business resiliency was the need of the hour. At Jetking, we made it our goal. And the result is there for all to see.

As you leaf through this year's annual report, you'll find the various initiatives we have undertaken as part of our business resilience strategy. It has not only helped us limit the impact of recession on our business but also protect our valuable assets and ensure continued operations in the interest of our partners and stakeholders.

### **OUR VISION**

To provide economic independence to 10 million people in India and overseas.

### **OUR MISSION**

To become a world-class engine for employment generation through an efficient partnership network.

### **OUR VALUES**

Quality, Trust, Self-motivation, Innovation, Hands-on, Learning & Teaching and Equanimity.



## CONTENTS

From the Chairman's Desk	02
From the Joint Managing Director's Desk	06
Brand Jetking	08
Results at a Glance	10
Annual Report	11



# From the Chairman's Desk

We are entering into a new phase of our business. Over the last two decades, the business has been continuously growing, even though the quantum of business was not very big. Now for the first time the business has had to face its toughest challenge on account of the recessionary effect. These challenging times are definitely positive in one aspect: one is forced to take a hard look at oneself and explore areas where improvements are possible. It brings out the innovative and the creative best in the person and the team.



I am reminded of Winston Churchill, who faced similar situation. I am narrating the story for your benefit.

When Winston Churchill took over as the Prime Minister of Great Britain, Hitler's Panzer (Tank) divisions were sweeping across Europe with France collapsing, Poland, Holland, Norway and Denmark gone. England was reeling from rout leading up to the evacuation from Dunkirk.

Most world leaders, including many in Britain, saw no choice but to give up Europe to the Nazis. Churchill's rivals expected him to see no other alternative than to negotiate peace with Herr Hitler and they hoped to capitalize on his taking the political fallout for capitulation. They were to be disappointed. Clutching his notes, for he always feared that without his carefully prepared text he would be at a loss for words, he glowered and said, "we shall never surrender, and even if, which I do not for a moment believe, this island or a large part of it were subjugated and starving, then our Empire beyond the seas armed and guarded by British fleet, would carry on struggle, until in God's good time, the New World with all its power and might, steps forth to the rescue and the liberation of the old".

He rose from the ashes like a phoenix by giving voice to Britain's resolve to stand against Axis Powers. In 1941, during England's darkest days, he was invited to give an inaugural address. Being tired, he was sleeping throughout the ceremony. When his turn came to speak, his message was "This is the lesson: Never give in, never, never, never,

never, in nothing great or small, large or petty, never give in except to convictions of honour and good sense. Never yield to force; never yield".

Today, we are faced with a similar situation. Recession has forced us to take a hard strategic look at Jetking – inside and outside. We have to decide on what changes we want to bring about. To achieve this, we have to focus on a few behaviours that will drive the change. These are also the vital behaviours that need to be focussed on so that in the coming year we can resume our growth journey. We have identified a few vital behaviours that will help us come out of the current situation that we find ourselves in:

1. Focus on Sales & Marketing
2. Develop expertise in recruiting right people and monitoring performance through right KRAs
3. Prepare and adhere to budgets

The worst of the recession is clearly behind us. Most IT companies have displayed good results and are getting new projects. Their demand for quality manpower is bound to increase, thereby benefiting companies in the training space like Jetking.

A survey conducted by McKinsey indicates that by 2013, the Remote Infrastructure Management Services industry will touch revenues amounting to US\$ 13 billion. This will translate to direct 3,25,000 jobs. Furthermore, there will be about 9,00,000 indirect jobs generated. This translates to a great opportunity for your organization which is engaged



in developing manpower for role in IMS (Infrastructure Management Services) and RIMS (Remote Infrastructure Management services) sectors.

Even the hardware sector is showing signs of healthy revival with 7.6% growth after a decline of 8.1% in the previous fiscal. This surely bodes well for the students trained by your organization as the demand for professionals to maintain these computers will rise.

### Balanced Score Card (BSC) Implementation

Alignment of the Organization Design with its strategy is one



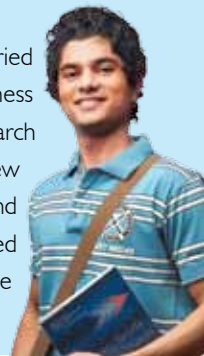
of the key drivers for successful strategy implementation. With the strategic objectives being clearly articulated through the BSC, it is imperative that clear responsibility is assigned to individuals for the achievement of the same. Towards this the organization design was modified and new positions required for achieving the said alignment were created. Two new positions with clear mandate to focus on new geographies and new businesses have been created in addition to other such reorganization to facilitate smoother operations.

BSC reviews are now being conducted every month at the Head Office. Due to this systematic performance assessment system, the performance is being monitored on measures finalised at the beginning of the year. Owing to this a culture of 'Performance Measurement' is now being ingrained in your Company.

Appraisals are conducted based on KRAs defined by the BSC, hence incentives and increments will also be linked to the same.

### The new JCHNE Offering

While designing the new curriculum, we carried out a series of Industry and Student and Business Partner research. The findings from this research was analysed and incorporated into the new JCHNE (Jetking Certified Hardware and Networking Engineer) curriculum. It is designed to help Jetking students make the most of the emerging opportunities in the IMS sector.



In the past, your Company has been offering English and Personality Development training as a part of its curriculum in the traditional style. Over a period of time, the tastes of the youth have changed. The youth today is well versed with use of mobile telephony and has a choice of over 80 channels on the cable network. This has resulted in the reduction of their attention span.

In order to cater to these target audience, we have introduced the "JetEdge" English and Personality Development training. This training makes the effective use of technology to deliver features like "Innovative Listening" – record & listen feature, videos of before and after cases to help the students to understand the correct application of the theory learnt.

The innovative training has proven to be successful which can only be gauged by the fact that the attendance has dramatically improved at the centers as compared to the previous English and Personality Development training.

### Masters in Network Administration Curriculum:

While Jetking was recognized as a leader in Computer Hardware and Networking training, it was largely catering to the non-technical audience. In the process, a section of market which comprised of Technical graduates and Engineers was not tapped. Therefore, a special course –



Masters in Network Administration was designed to address the needs of this market segment. The target audience for this course was identified as technical graduates (degree/diploma engineers – from computer engineering and allied areas) and BSc. Graduates with Computer Science background.

The objective of the course is to train the technical graduates in technology that will empower them to stand out in a crowd and give a flying start to their careers in the field of IT, especially in the field of RIMS (Remote Infrastructure Management Services).

### Placement Activities

Students join Jetking because they have a dream of making a career for themselves, become self-reliant and support their families. Placement process at Jetking plays a vital role in maintaining a good word of mouth. The various activities like Alumni Meet, Job Fairs, Career Disha organized by our

placement team not only helped our organization network with the companies that recruit our students, it also helped in boosting the confidence of the students in the ability of Jetking to deliver on its promise of placing the students on successful completion of the course.

The placement team also designed “Placement Galaxy” – a poster featuring photographs of students who have been placed by the center. This poster which is displayed in the main reception area of the center has acted as an effective marketing tool. The prospective students while waiting for the counselling session, get a visual indication of the placement track record of the Jetking Learning Center.

### Training @ 100%

Your Company has a forward-thinking human resource department that is devoted to providing effective policies, procedures, and people-friendly guidelines and support. Additionally, the human resource function serves to make sure that the Company Mission, Vision, Values and the guiding principles that keep the Company guided towards success are optimized. One major initiative of HR this year is comprehensive process trainings for the employees throughout the year. This training covers orientation to Jetking; an insight into the Company's Culture, Vision, Mission and Values. It will also include the process training, Nayee Disha (a mass counselling program), introduction to the Jetking prospectus, and Yoga.

After this training, the employees will be more engaged and adopt newer and probably faster methods of working through various processes.

### Sohna Annual Meet 2010-11

The Annual Meet of the business partners of your Company took place at Westin Spa & Resorts, Sohna, from 3rd March to 6th March, 2010.

The Annual Meet covered the various functional aspects of your Company. In this, we covered the latest trends and events in the education and Hardware & Networking Industry per se. An overall discussion and insights into the internal & external functional initiatives, both present and future, were the highlights of the Meet.

## The Placement Galaxy

 <b>Mandar Rane</b> <small>Omwatch</small> <small>Salary: 1,20,000 pa</small>	 <b>Sameer Mestry</b> <small>Genix Computer Ltd.</small> <small>Salary: 1,20,000 pa</small>	 <b>Amol Bhingarde</b> <small>Microland</small> <small>Salary: 1,20,000 pa</small>
 <b>Santosh Bane</b> <small>ICare</small> <small>Salary: 1,15,000 pa</small>	 <b>Manoj Rane</b> <small>WHS</small> <small>Salary: 1,15,000 pa</small>	 <b>Arun Shah</b> <small>Microland</small> <small>Salary: 1,15,000 pa</small>
 <b>Satish Gala</b> <small>Altad Digital</small> <small>Salary: 1,10,000 pa</small>	 <b>Suresh Chauhan</b> <small>Magnum</small> <small>Salary: 1,10,000 pa</small>	 <b>Rajesh Vora</b> <small>Systems International</small> <small>Salary: 1,10,000 pa</small>
 <b>Sanjay Shah</b> <small>ICare</small> <small>Salary: 1,10,000 pa</small>	 <b>Piyush Verma</b> <small>Lauren</small> <small>Salary: 1,10,000 pa</small>	 <b>Hemant Gala</b> <small>Altad Digital</small> <small>Salary: 1,10,000 pa</small>

**Ek saal padayai,  
phir shuru kamayee**



**Jetking®**  
India's No.1  
Computer Hardware & Networking Institute

One of the highlights at the Annual Meet was an evening session conducted by renowned motivational trainer, Priya Kumar, who gave an energizing session before inviting the members to do a FIRE WALK on coals burning at 2000°C. Before the session, people were quite apprehensive of doing the Fire Walk but Priya Kumar got the entire group charged-up and by the end of her session each member was raring to do the Fire Walk. This activity definitely has filled our team members and franchisees with new enthusiasm to take on the challenges of the coming year with aplomb.

The Meet also saw awards being conferred on many centers for their excellence and achievements in the past year.

### **The Road Ahead**

Your Company has been focussing on providing training in Computer Hardware and Networking. With the IT sector recovering from recession, the coming year promises to be a good one for your Company.

Today, alternative career opportunities are opening up. It is therefore time for us to look for diversification into new avenues. This year, we will be focussing on new markets with attention on African markets. Besides Hardware and Networking sector, we will also be looking at new businesses in different verticals like entering the formal education sector by starting an MBA and engineering colleges.





# From the Joint Managing Director's Desk

Today I am reminded of a saying that rightly sums up Jetking's performance: *when the going gets tough, the tough get going*. Despite the challenging times, we have delivered in the best interests of our partners and shareholders. There have been vital developments towards smoother operation of business and new initiatives have been undertaken to increase the overall visibility of the Company. We have managed to achieve all this without losing our focus on business excellence. As we stand at the beginning of a new year, the journey ahead looks less challenging, and more promising. Let us put in every effort to make the best of this opportunity and take the Company to new levels of success.



One of the most important activities we conducted this year was market mapping.

This exercise was conducted across the country towards the end of 2009 and during January 2010. It identified training facility as a centre-point, and its relation to its catchment areas.

Franchise support managers spent two days at each center analyzing their historical enquiry pattern from different parts of the town. This information was plotted on large-scale maps of the areas. On the second day, the marketing team was taken on a visit to potential areas. It proved an eye-opener to most centers as they were able to identify several untapped localities in a 1-2 km radius from their centers. A day-wise marketing plan was prepared to enable these centers take advantage of this potential market.

The market mapping activity was taken forward by another innovative idea rightly christened as Target 25,000. This was done to reach out to a large pool of households that your Company identified as untapped locations across all its centers.

As a follow-up to the above activity, a pilot exercise was conducted at Sewri to tap into this huge market. From the database collected, calls were made inviting these students for a free workshop at the Sewri center. After the beta testing at our Sewri center, this activity is now being replicated at all our centers across the country.

## Public Relations

We often come across situations that require a special kind of message delivery, i.e., a message specific to a particular audience. Public relations is one such marketing technique which allows us to effectively communicate our value proposition in a strategic manner. We have undertaken this activity to build rapport with our customers, investors, various stakeholders and the general public at large.

Additionally, to address the above, Jetking has signed up with Hanmer MS&L as its public relations agency. Hanmer MS&L, with its vast experience in the field of IT and nationwide presence, will help us in reaching almost every part of India.

## Internet Marketing

In 2009, over 71 million people claimed to have used the Internet, according to the Internet in India [I-Cube] Report published by the Internet and Mobile Association of India [IAMAI].

This has translated into a huge opportunity for your Company, especially for Internet marketing. Internet is redefining the relationship between businesses and consumers. For the first time in history, a small to medium-



sized company can now share information about its products and services across the globe. One advantage of advertising on the Internet is the fact that it is a continuous source. Thanks to the Internet, the businesses image is shared 24 hours a day, 7 days a week.

Hence, in order to connect with our audience online, we have signed up with India's No. 1 digital marketing agency-Interactive Avenues to create awareness for Jetking in the online space. Interactive Avenues will be in charge of advertising and online reputation management in the Internet space.

### **ERP-Calibre**

As your organization grows and the needs become more demanding, it will need an ERP software solution that covers end-to-end processes at all Jetking Learning Centers.

We are happy to announce that we have successfully completed the implementation of Calibre at all our centers. We can generate a range of reports at the click of a button. This has helped us tremendously in analyzing the data, therefore outlining the backbone for strategizing.

We have also progressively started delivering online examinations through this software, additionally securing our examination system. The software has facilitated in simplifying and streamlining the projection, indent and delivery of books to the centers.

Calibre is going to increase our efficiency and reduce the turnaround time, leading to better value delivery to varied customers.

### **SAP Implementation**

During 2008-09, we began implementing SAP Business One at all our regional offices and Head Office to get a better control over the processes. Due to strong engagement between the execution team and end-users, we have generated our financial statement for the current year 2009-10 from SAP. We were also able to get some major benefits from the SAP, viz. real-time access to students data and seamless integration of data across all business units. It has provided us with a single window for the entire organization's data, knowledge and resources with complete access and control. We possibly will achieve greater transparency and competence as a result of automated processes, a future-proof foundation for continuous improvement, software with a clear upgrade path and what's more a more accurate and timely financial reporting.

### **New Business Partners (Franchisees)**

Your Company at present has over 130 centers across India. Last year was slow on account of various reasons. Despite this, we were able to add 16 centers across the country. These centers were added from Jammu in the north to Bhubaneshwar in the east, and Kolhapur in the west to Vishakapatnam in the south.

This year, with the economy looking up, it is time for us to expand our franchisee network. We have ambitious plans for expansions which include 10 centers in south and 6 centers in west by the end of the current financial year.

