

# MS3001D - ENGINEERING ECONOMICS

## QUALITATIVE INTERVIEW PROJECT

**Group No:** 26

**Entrepreneur name:** Ranjith Ravi Keshav

**Entrepreneurship:** Iskew Learning

**Group Details:**

- |                            |           |
|----------------------------|-----------|
| 1. Sevakula Jyothi         | B180359CS |
| 2. Billa Amulya            | B180404CS |
| 3. Bhukya Vasanth Kumar    | B180441CS |
| 4. Pachigalla Bharath teja | B180953CS |
| 5. Cheerala Naveen Kumar   | B180383CS |

### TRANSCRIPT

H: Him            U: Us

H: You know the day I get up in the morning different people will call a bit different issues on the times to go crazy and I don't trust to use that time on them.

**U: Sir, you may continue the call.**

H: The only thing is when you give time to somebody then you want my time. So maybe it was just about making it happen in the middle of a hundred and fifty things then we could have done it long back. So yes when I say yes to somebody and then I decided to give my time then you own me. Even if it is for 15, it's a half an hour. You will be completely so that's how it goes. So What is this interview about?

**U: Sir, like basically, it's all about a small interview about your start-up sir. we just want to know things like in your journey till now and your startup . Welcome to you sir to begin.**

H: But how does this play a role in your academic curriculum because of the treasure economics project.

**U: It's like we just want to learn how things start like how do you manage a startup. Like what are the things you're going to do? The basic point is getting to know about economics there.**

**U: It's about Engineering economics sir. We have a course.**

H: Generally, yeah, I don't know it. Yeah, tell me. Yes.

**U: Let's go for here at the beginning like a very warm welcome to you, sir. We the students of computer science from NIT Calicut are very humbled to have you here with us. We are very glad to get an opportunity to interview such a great influencer who got a national award like it's so inspiring for us. And then we also know that you have motivated plenty of students and changed their career paths. So we all remember that you came back to our college like two years ago. We saw you there with the positive energy and enthusiasm you had at that moment, like which inspired all of us, you know, that still feels so great. I think that's the like that's the main reason like you were our first approach, to take the interview.**

**U: Sir, you might be so busy with your packed schedule,so we'll try to finish very quickly. We will introduce ourselves.**

**I am Vasanth sir**

**I am Jyothi sir.**

**I'm Amulya**

**I'm Naveen sir.**

**I'm Bharath Teja sir**

**H: Okay, great. You guys are from which part of India we are from?**

**U: Like from Telangana Andhra Pradesh the combined states.Near to Hyderabad.**

**H: Okay, maybe students from Kerala didn't find any value. I guess so**

**U: Nothing like that sir. maybe like we occupied you first. That's the reason.**

**H: I think Program searching and that sort of gravity had a word done anything remotely closer to what we did with you people and they also have been to yes, thanks to such things before and like it was so nice. Yeah, because they had certain challenges the year before and we have to get the academic soon after joining the Campus and watch out some brainstorming with each would have told them that when you are getting people from different cultures different background different tradition different language, you know, it is it is imperative that you try to bring them into a common ground and then probably prepare them for the next four years of academics. And since it is so competitive in your campus.**

**H: Because it is important that you set up the foundation because so many people succumbed before that in various capacities. So I think perhaps that is the reason why they decided to do such a program for an NIT Calicut. Nobody actually believed in the output of the program, you know, nobody believed in me, even when they proposed the program. Everybody was like, okay some training will happen, but nobody actually believed and even the students didn't believe in that.**

H: At like what sort of try and take away or what sort of an impact. It would probably make like just attending five days of training. But if you guys still remember the program Then it definitely means that it did strike the right chords. So yeah, I guess ,so like we thought something will happen,

**U: Yes sir, you know that the positive energy and inspiration you gave like it helped us to like go take the entire year.**

H: Yeah, as long as I'm getting paid, I have got lots of positive energy. I think that is the beauty of the job that I do. I think you do something that I love. I'm getting to do something where I'm blessed with the talent that I use in my line of work and I'm getting paid for that.

H: So what else can I possibly ask for, maybe some other job would have given me more money, but I don't think I would have had the same sort of satisfaction and happiness doing something else with more money where I don't enjoy it and where I can't use my blessings. So I think that that is perhaps the reason why I kind of enjoy this work, play all the highs and the lows that I end up with all the unreasonable things that come across my way. Yeah.

**U: That's all good to hear sir. Sir Basically, What's your main purpose or inspiration for your startup, sir?**

H: No see the reason why I started this company recently because of an interim arrangement for six months to be very honest. I was working for a company in Chennai. I called our admin and colleagues. I was not quite enjoying the work that I was doing because I was not cut out to do that job. I was handling operations and I was not really cut out to do that job to be very honest. I don't know if maybe the guy who interviewed me liked me or something.

H: You I think in 20 minutes my interview card is over and he hired me into his team and once I got so I thought probably he will be there to guide and stuff. But when I joined I think he quit the company. So I quite enjoyed the work that the company does and the fantastic work that they manage to produce is fantastic but I didn't quite fit in there. So I was just spending my time and I was doing okay.

H: I was great at it. But I was just doing okay. That's when my dad was not keeping well and I had to come back to trivandrum. I was working in Chennai and I had to come back to trivandrum. So I had a lot of personal issues at that point of time back home. So I didn't know how to manage and I'm not a multitasker to be very honest. I can't multitask. For me my biggest problem is I don't know if it is a problem or if it is an advantage, but I can't do multitasking. I have to focus on one at a time. So I thought I would focus on my family's domestic matters. I'll sort it out and then I will go back because while I was working there I was not able to concentrate on my family. So I quit my job. I put all my papers and when I was putting on my papers, I still remember my assistant vice president. Then he's a director now, an amazing guy. He said that if you would like to come back to us probably after six to seven months settling down everything. Go home, please. Let us know we would love to have you back and he said so they have an office in trivandrum, which is my hometown. So he said you will probably be absorbed into randomness itself. So it will be convenient for you to go to the office and come back and take care of it, so I said, okay fine. Great. Anyways, I'm getting six months of vacation and I came home and the situation at my home was really bad in the course of time. I was still positive and then the 2008 recession happened. So the recession was really bad, like people talk about the corona and the lockdown now receiving was like, you know stupendously approaches we can put an oxymoron

into that bank and I was without job for almost six months zero money and nothing in my hand at that adding insult to injury I was on I was on detached.

H: Because I had invested in a company out of my foolishness of doubling the money in six months or 7 months. I don't think I have told this to anyone but I did that and it was a stupid scheme which got busted. I lost a lot of money in that and I think I still remember HDFC executive people came home asking for money and they met me and they asked me can we meet ranjith Keshav? And I said, I'm sorry. He has just gone out and he won't be coming back in the next two hours. And so he said when is he expected to come back? I said no. He's taking his flight to Delhi and he's going to Delhi now. I think that was the day when I realized that since the bank people are at the threshold of my home. I probably need to do something about it. And so I had a brief stint with engineering and arts and MBA Colleges in Kerala way back in 2006. So this is 2008-2009 the way back in 2006. I had a small stint with some of the engineering and MBA Arts and Science colleges. I was working in Poli at that point of time. I had come home for about eight nine months because my mom was not keeping well at that time so somebody offered me a job to work with a subsidiary of a government office. So I had a brief stint with these colleges.

H: That time for about eight to ten months one of the clients from 2006. He called up one day and he asked me if I could do a program for them. So I told them that I don't belong to this entity anymore. And he said that is fine. It is that our students are not getting jobs because of the recession. I myself was sitting here jobless without money and he said can you come and motivate these kids? It's like, okay great. And then he said we will probably throw you some ten or fifteen thousand rupees is what he said and I said okay for him to three days you have to come here to talk to the kids and we will be 15,000. 15,000 was a huge amount of money at that time because it's like he's take care of my basic expenses for a couple of months my petrol and Mobile and other stuff I said, okay fine and I went and did the project with them for three days.

H: And so I basically spoke about how you could consider higher education as of now. I explained the situation in the US House of Prime mortgages and Prime mortgages had influenced inflation, how the banking system had gone down, how Deutsche Bank crashed and everything. And then finally I said probably you could consider doing some business take or Ms. Maybe within two years, you know, things will come back to normal by 2010 and so you wouldn't have a stop gap.

H: So that kind of you know, click to get those students and then I started getting references from other campuses. They started calling me. Can you come and do the same because none of the colleges were able to recruit and everybody wanted somebody to come and motivate the students and the normal motivation may not work here that you cannot show a motivational video of a father and the son struggling in a Pursuit of Happiness and tell Engineers that you know, what things are going to come back to normal you particular do that because at the end of the day you're talking to students. So I did the same program with four five other colleges and then I was like, oh this is this is cool. And this is nice. I'm getting paid to talk about unemployment. That is pretty pretty cool. Right and I found an opportunity in that problem and I kind of knew that if I could probably set up something structured. It could fetch me some money. I think within three to four months. What happened was I got a call from one of the startup companies in trivandrum, they offered me a training program and I did the program and then they said we would require a current account to transfer the money. So they will issue the check only in a company name and I never really had a company no company name nothing and they said we cannot transfer the money into your savings account. So then I went and registered my company just for that 12,000 or 13,000 rupees that I was supposed to get.

H: I went to one of the registrar's offices. He got it done for 1500 rupees. I registered the company, got the document, gave it to the bank, opened the current account just to get that check cleared.

H: And everything happened in six months time and I was still hoping that I could go back and work with my previous employer after six months. And so when I called them up and contacted them, they said that everything is down because that company was dealing with emotion banking divisions. And since the recession happened everything had fallen flat on their faces and even the account that I was managing. Even they had to shut off that so there's nothing there's nothing and they said take me back and then my only option was to continue with what I was doing. So something that was like a, you know, an interim arrangement for six months, which was done in 2008, 2009 and even in 2020. I'm still doing it. So I somehow feel that I'm just an accidental entrepreneur. I'm not a planned or a designed entrepreneur and this is an accidental entrepreneur who found an opportunity.

H: Unity out of a crisis and because of circumstances because of some fantastic people that I worked with. I'm still here for almost 12 years. So that's how everything started. It was not started off with a T-Mobile intention of helping people inspiring students inspiring the Youth of India. Nothing. It was not sold off with anything of that agenda like most things don't start with a great planning and design sometimes.

**U: Thank you sir for letting us know what's behind the story now. I would like to ask you that would you say something about how you ensure that the key information is understood and remembered by the students which you deliver.**

H: I've always believed in my life that You cannot motivate anybody without an agenda that is impossible, you know because at the end of the day, you have to tell your students what exactly is the agenda like for example, I was talking to the MBA to choose a couple of days back. So somebody had told them about how to do smart work, how not to procrastinate etc, etc. But you need to tell them exactly what they need to do and you need to tell them.

H: Exactly you get a headache. So if there is one particular thing that I am very keen about in terms of my deliverables it is my goal setting because whenever I start a session, I always ensure that I set the goal that sees this is what we are working towards. So this is exactly what all of us are here for you are attending this session for this particular reason if it was not for this reason, you know, this is of no relevance. This is of zero relevance. Like you can take anybody you take an Indian army soldier. He has a goal in his mind and that is what is keeping him going every day. That is what is helping him not to keep making excuses whenever he is going through a difficult time in life. Like if you look at the Sea action host which is the most inhospitable place to actually be in see action for an hour.

H: So related to being there for about six months, you know where probably you could even die anytime. If you don't you don't need an enemy to come and attack you at sea urchin the whole situation that siachen itself is your enemy. So for you to survive such inhospitable conditions every day, there has to be a spark of fire inside you to motivate.

H: You know yourself every day, which is just something that I am very keen about, even when I am working. I always ask this question to myself. That work is keeping me going every day. Like it has never been that easy like how people see right now, like a lot of people called me a fluke in this industry. A lot of people, my

competitors or some of those people who do not appreciate me. I wouldn't call them enemies and I will just say that they do not appreciate me. They say that I do magic.

H: But for me to have reached this level of modest success that I have achieved. I did have to go through a lot of hardships. So even when I went through those hardships, the only thing that kept me motivated was what I wanted to achieve towards the end. So for every session like, even when I visited your campus, I would have definitely told you that you guys are here to ensure that you get a job you make money to become independent and improve your standard of living. Otherwise, why would you be in an engineering College you are there to make money, to become independent and support your parents more and to get the respect that you want to earn. You want to have a better living standard. If your dad is probably writing a Honda Activa, then you would want to drive a Honda City or you believe that an NIT Calicut will give you an option to buy a BMW car 10 years later. And once I said that an agenda with the students in everything else is a cakewalk for me because then whatever I tell them that okay, so you need to maintain a great attitude.

H: Need to maintain self management. You need to be consistent with whatever you do. You need to be disciplined. You need to learn English communication. Then that student is able to connect everything to that end goal of what they want to achieve. So goal setting is the most important thing if you want to really deliver something which will sustain in the mind of a student for a very long time otherwise motivations are short-lived. It is a short clip and you cannot do that. So one of the key factors of my deliverable is the fact that I am able to set the agenda for the students and if it is not for the agenda, then no motivation will work without an agenda. I always say that you know, it is more like you can't imagine the internet without Google, right? Yes. Yeah probably in China. They wouldn't say Google, they would say bidobi is the replacement of Google in China. So just like how you can't imagine the internet without Google. I cannot imagine taking a meeting without our goal setting it is impossible! So that is that is one particular thing that I am very particular about as far as my delivery is concerned.

U: **Thank you, sir.**

U: **And Sir, can you also mention those few qualities for being a CEO for iskewlearning?**

It's basically your choice how you want to do your business. I think your qualities come out with the challenges that you will make as an individual. So for example, if you take somebody like me, I'm no Bill Gates or I'm no Jeff Bezos. I am me. I'm just an ordinary guy.

H: I have a low scale of work in a place called Carla and I have been here for almost 10 to 12 years. Now. I've never gone out of Kerala and big business except for a couple of colleges in Mangalore. But then if you look at most of my competitors, they do entire South India. There is one competitor who does the entire pan India, so it's basically a choice that you're supposed to make. So for me the choice is the first thing is you have to make a balance between idealism and ambition. People talk about a lot of qualities like you were expecting answers like leadership and decision-making and multitasking because the kind of cliché is that you would expect as an answer. But let me tell you that the first and the foremost decision that you're supposed to make as an entrepreneur is the fact that whether you want to be ambitious or whether you want to be an idealist because both could not go together.

H: Idealism is what is right for your business ambition is the vertical height at which you want to grow both. Do not go together and understand that when you are too ambitious your idealism goes for a toss. You cannot do

everything right and still grow when you are too much into the right. You cannot be ambitious. Also, I actually fall into the latter because for me if I am able to bring the best trainer at an NIT Calicut

H: All right, and if I'm getting three more projects in other colleges, I know that this person is the best trainer that I can give a student. So if I take up the other projects, I will have to compromise on the quality of the trainer the quality of the research because I you know inside me I know that this guy is the best this guy is the best and I take the same amount of money from you and the other three colleges be able to give you the best but I'm not able to give the same best to the other three colleges. So now if a person is ambitious if an entrepreneur is ambitious, what will you do? He will take up all the projects and he will compromise on that idealism saying that okay, let him only come in and let me just run the project and let me not think about giving the best to everyone now. My problem is I cannot do that. I cannot do that. If you look at all these, you know Giants that people talk about are all product based companies.

H: You take a Microsoft or Amazon or Alibaba? These are all product based companies. I mean everyone is obviously driven by technology product based companies. So with product based companies you can make money because you don't have to go anywhere, right the product will bring the money for you, but unfortunately or fortunately I'm in a service industry. So the service industry, it becomes very difficult to see right now. It is still fine. I can still come on zoom and talk to like 10,000 people that is still fine, right?

H: I'm looking at that opportunity one of the major reasons why I didn't grow beyond the point was also because I believed in idealism. I see even you pay me. Okay, I think okay.

Do you want me to set up the meeting link and send it to you people because it can probably go for one hour if you guys have the time to go into it, I don't know because If you're yes, . Okay. I'll set it up and I'll send it to email them.

Yeah. Sure Sir. Thank you sir.

*Disrupted due to the time limit in Cisco Webex, continued very quickly from the company's account meet to have maximum limit.*

H: Yeah, I think we are connected.

H: So I think that the quality you probably need is that you need to choose whether you want to be an idealist and if you want to be ambitious. I think that that is perhaps the reason why you see all these rich companies that are product based companies. You will not find service based companies in that position. So I think for me and again with other industries, if you look at BYJU's by users is also in the education industry, I'm also in the education industry, but he's a billionaire and I'm not because he believed in creating a product in this line of work. And I never believed in that product. For me, it is important that I talk to my students directly so that that is my decision. So I believe that when you are when you're too much of an idealist, you don't become rich, you get satisfied. But when you are too ambitious, there are standards that you will make a lot of money as an entrepreneur. So I think that ties between being ambitious and being an idealist is what is the first quality that you need to choose. If you look at somebody like Amazon, Jeff Bezos, see, initially he used to say that he's a

customer obsessed entrepreneur. That's what he said, because he believed in being a service based company in the beginning. But when we started moving into that whole product based idea, now they don't have to look at the kind of problems that he's facing. He can still take it like they see that. I think June last year, they took the number of accidents that happen in the U.S. They found that some 13 or 14 people died because of the accident caused by Amazon drivers, Amazon drivers who were in a hurry to deliver the goods in 48 hours as promised to try. But then Amazon came out and gave an explanation, saying that there was a third party contractor who was managing the logistics.

It's not us. So that's the difference when you start believing in ambition. And that is one particular thing. And the second thing is you need to believe that you can really grow as a team. You cannot do as an individual understand it is impossible. If you want to grow to the top, you have to know your individual performance is as good as your team's performance. I'm in this position and it's only because of a group of people who wanted me to do really well in life. And I owe my success to my team. I owe my success to so many people who would like to see me succeed in life that I always say this to most of my friends, that I'm surrounded by a group of people who are not envious about my success and they want me to succeed.

H: So I know and they know what I buy or say whenever I buy a fancy car on my own or do some leisure trip or something. My friends are quite happy. My teammates are quite happy that I'm able to achieve that. So I think it is important that you need to be able to work with such a team who wants you to do well as a leader.

H: Also, the leader has to believe in them. The leader has to ensure that even they are happy. You can only take everybody together as a team and group understand so certain stages where you have to take a backseat. It is just like how you play chess.

H: You know, a leader who got a queen cannot always win you the game. You win, you need the pawn and sometimes even the pawn can win you the game. You never know. And sometimes a queen has to take. The Queen is considered to be the most powerful tool on the chessboard. But then sometimes a queen has to take a backseat and let the pawn move forward. I think that that is something that you should definitely believe in as a leader, that nobody is irrelevant when you are working together as a team.

H: Even when you're looking in a huge company, even a security guard can make a difference, even though the receptionist can make a difference. So as a leader, I think you should grow together as a team and believe that everybody is extremely important. So if you ask me, these are the two essential qualities that I would probably suggest. At least everything is just a byproduct of all your multitasking and your communication skills. Everything else is just a byproduct of your decision and your belief.

**U: Thank you sir for explaining what we need to focus upon. Sir, do you have any marketing teams working on the startup and how do they work?**

H: Yes, I mean, no marketing for this, so, you know, we don't believe in aggressive marketing because I believe that my work should speak for our credentials. My work should be the marketing cloud for our company. So mostly our work has been through word of mouth. And if you look at my clients, I don't do a lot of projects. Some of my very close clients called me the poor man's Rolls-Royce. They say that only very few people can afford me. So I'm called the poor man's Rolls-Royces in the industry. But if you look at the kind of work that we do, I work with the same clients for almost eight years. Nine years. And I always say that for a client to repeat you for these many years, you have to do something right to be with them. You cannot just do it right to work and be with them for eight, nine years. You need to have the right attitude, the right professionalism, the right



intent has to be a combination of a lot of things. That has to be right to be with somebody for eight, nine years. No marketing can get you that ever so that there is no marketing message for us initially. Yes, I used to do the marketing initiative when I used to visit campuses and talk to placement offices just to let them know that we are alive and kicking and, you know, we need business and stuff. I think it was 2013. I haven't done any hardcore marketing. I think the marketing that I can remember that we did up until 13 and the last would be this year where we went to Virtual and we had to reach out to the students because we had to change the strategy a bit to bring in more money. So I think a couple of days back, I was talking to one of my clients, but he said that there's a competitor of mine and he calls up all the clients every two weeks for this to be in that regard. That's what they said. They call this Tuebingen every two weeks is just another example where you could always be going.

H: If there is any product, please let us know that I just casually called up and to my like a client of mine and he's also a close friend of mine. He said that, you know, why don't you do that? And I said, can I wish it even in my struggling days? He said, you don't need to do it because, you know, you want that sort of a position where you don't have to do it and you still get business. And that guy knows me for ten years. And I said, you know me from 2010. And I was not the same in 2010. But have I ever called you up to ask you for work? I've never done it. But that is there is another disadvantage also. Right, because a brand recall is very important in any line of work, any trade, any commerce.

H: You know, sometimes you see these holdings while you travel and you must be wondering like who would buy this when looking at the whole thing? You would have asked that question, at least one that I don't know, who would buy a television by just looking at this movie. But then it is for the brand. Like at some point of time when you think of buying a television, the first thing that comes to your mind is that holding.

H: When you walk into a retail showroom and you see the name like something like one plus, then you are like, OK, there is a brand recall in your mind. So if you ask me, then you should definitely do it at some point of time. If you plan to become an entrepreneur, then you should definitely do marketing. It does that for me too much of work.

H: And I'm going to actually tell my friends that you will never see a Rolls-Royce advertised on a newspaper or television, that you could call it my arrogance of my corporate lot.

H: But I say that you will never see a Rolls-Royce advertisement put on television or even on YouTube. You will always see people coming to Rolls-Royce and Rolls-Royce don't go to people.

H: But when they drive the Rolls-Royce, they are the happiest people. They feel good about it. That is my responsibility. Once they come looking for me, then I should be able to give them the best. I think that is my marketing strategy. So I'm the old man's Rolls-Royce.

H: And it's an entirely new way of saying, I know I'm there. And you'll get an outcome. We can try the same Vincent Chase, the one who will stand his in 2008 and say that I didn't get the question, how do you explain that?

H : So, yeah, I thought of this when nobody was thinking about it because no other option. Right. What other option did you have? Whatever option is in front of you is the best option. When you don't have any other options and you can make your choices when your hands are full and your hands are not full. Whatever comes

your way, this is the best for you. And as I said in the beginning, that it was not planned. It was just that I wanted some money to come in.

H : I have stayed in this field for 12 years and visited so many colleges and lots of students, I think it was there in my agenda. I just wanted somebody to come in. And the money is still a differentiator for me. But the only difference from then and now was that it was only about money plus value that in another line of work, especially with education, we always say that if I'm doing well in my life, that means I'm making enough money. That means I'm doing good for so many other people also. So that is the only difference then. It was all about money. Now it is about money plus value to people like this. One of you gets a job and succeeds in your life. I would have probably played a small, tiny role in that. I am selfish with that . It may not be a huge chunk of it, but it could just be a pie. But I want to own that. So when somebody asked you this question, OK, so whom do you. Whom do you wish to be a success to? Probably you will say your because your God, then your teachers and everything and somewhere in the hierarchy I'll be there.

H: There was this guy who came to your campus in the first year and he spoke about this. I don't remember what exactly he spoke, but he spoke something that actually sparked some positivity inside me. So I think the only thing that has changed from then to now is the attention. But otherwise, that point of time, it was just helplessness and nothing else. I think it's.

#### **U:How is this pandemic affecting your firm?**

H: During this case it is pretty bad, because I don't think you guys saw that we do that I put on LinkedIn. But right now, the biggest problem is that the pricing part has become very competitive because right now you know, the thing is, everybody wants to drive the Rolls-Royce.

H: Well, actually, so it is so unique and you don't buy it, right?

H: I mean, the biggest problem is suppose we were charging a certain amount of money earlier than obviously the clients are giving us different excuses to reduce the price. But now that the brand new excuse, which is actually hurting us, really bothers our competitors, is the pricing adductor getting cheaper? So pricing has become a huge issue right now. That is the biggest challenge that I'm crazy about and I've lost more number of products and the one that I took up this year because of the pricing. And it is also because Rolls-Royce doesn't compromise on the price. So I didn't compromise on the price. I said I have the confidence to deliver quality work and I'm not going to come down on the pricing.

H: But my competitors were more than happy to take the project by compromising on their pricing by 50 percent, 60 percent, 70 percent each. So something that they strongly believed to be 10 rupees. They're happily selling it for four rupees.

H: I don't believe that is a strategy, because when you actually make a decision and formulate a strategy, it has to be for the long term. one friend of mine who's a client, he asked me, why are you behaving like a Rolls-Royce? Why are you like this? Do you want to be out of this industry? Why can't you compromise on the pricing? Because the clients are struggling. Can't you see that? Then I said, did the student come down ? No, it didn't. Nobody produced even a single penny yet produced even a single penny of the parent comes and tells the college that could you please reduce the fee by 10 percent? They do it because they will do it. So what right do they have to come back and ask us to reduce the rates? And then I said I'd rather not work in an industry

where there is no self-respect. I'd rather be jobless and sit at home without a job. I'm okay with that. And you might feel that is your arrogance, but I'm okay with it. But I don't want to be part of an industry where there is no respect for my work, because I've been in the industry for almost 16 years altogether. And you put me against somebody with 4 years of experience and you tell me that my pricing is wrong or you tell me that my pricing is high, which I can't take because I bring in my set of expertise.

H: And when my client says that they want the best you then they need to pay the best price. I ensure that I give my best, I bring in some differences compared to the other people. So I told one friend of mine who said that if I played this role as always for a while, I'll be out of this industry. I said that I've been in this industry for the last almost 16 years now. Sixteen years and I worked with some of the clients for eight years and nine years, and the reason is not pricing. The reason is something else, and I'll probably be in this industry for the next 15 years, and that reason may not be pricing also. So pricing is not a differentiator here. The differentiator is maybe this year I will struggle, maybe next year I will struggle. But there will be a point in this virtual business phase, where people will feel that, we can still give quality through virtual media, because as of now, the problem is that nobody believes that you can deliver quality through what you say.

H: Everybody thinks that this is just an alternate. This is just a compromise. So, you know, the whole idea of deliverable is different. Right now, people are saying, let's get it done. Let's not think about getting it done. Good luck getting it done. But there will be a moment or there will be a point where people start believing that we need to get it done with quality. Then probably people like me will have sort of a say, but people will start acknowledging the fact that even if we are paying the money that he's proposing, he will bring in the quality that will take some time. That would probably take maybe two years or three years time. It would all be go ahead with this bullshit. And I strongly believe we are going to go ahead, which will not, because when the demonetization happened for everybody, Google pay it was new, but the demonetization got to where everything is back to normal. But people are still using Google pay. And nobody has gone back to money anymore. If you look at the Chinese market, they have gone totally cashless. They have gone totally cashless. And they were absolutely late into the Internet world. And it is only the last 16 years that the Internet has caught up with China. They have gone cashless. So the transactions will happen. So even if the vaccine comes to our country, everything goes back to normal. I strongly believe that it will be a hybrid that dominantly it will happen to watch because people have started believing that. I think people like me will have a value in terms of quality.

H: But right now the biggest challenge is the pricing. And I'm losing. I'm bleeding literally sitting here. But then whenever I bleed, I always remember what Jeff Bezos said, that every big thing started off small. I still remember reading his letter to his investors way back in 2000, I think when Amazon said price was around 250 dollars or something, when he said that, be ready to take the losses for the next 20 years. We will grow only after 20 years. That's what he said. We will grow only after 20 years. So be ready to take all the losses because it's a strategy. And his strategy was to get maximum market share with losses. So he used to lose his money from outside, but he took the market share and everybody thought that there will be a time when he will be busted and he will go completely bankrupt. But he did. And that is how you make your strategies when you make a decision. That is you always need to think long term. You cannot make a strategy flowchart to understand that. So whenever somebody is compromising on the pricing, understand that they are only thinking short term. They just want the money for today. They're not thinking long term and all my life I've thought about. So even when I'm talking to you right now, I'm thinking about 10 years down the line. However, hopefully I can take what you will into the next level. I'm super confident because I know for a fact that I'm doing all the right things to become a brand.

**U: What are the suggestions you wanted to give to the youth about success?**

H: There is only one thing that I want to tell everybody that out of the seven point six billion people on this earth, nobody is bothered about the success and failure except for you. Understand that the closest the second closest is to your parents. That's it. So except for you and your parents, there is nobody else on this earth who's bothered about whether it will be a success or not. So and again, at some point of time, your parents will say goodbye to you and they will also leave you and only you will be left on this earth to take the credit for your success or the brunt of your failure. And so. Whether you do something or you don't do something, you are going to take it. So the choice is whether you want to do it or not, because at the end of the day, the success or failure, it is up to you and it is up to nobody else.

H: And if you positively think about doing something about it, then understand that. Only those people will succeed who can manage themselves really well. So the leadership should start from within that you should be able to manage yourself, really. But since management is the biggest secret of every person's success. Please take it and go to certain skills, certain talents, certain opportunities are blessed. You are able to go to an equally good place. One of the most privileged students in the country is because you are skillful and talented.

H: You never really worked for it. You never really worked for your intelligence. I understand that it is a blessing. You've got it. Good, but what do you do with that intelligence is your attitude? I'm getting my point to you. Yeah, like you, a lot of people would have had the same intelligence, but not everybody got through with the exam and got into an institute like Calicut, so when people tell you that it is because of your intelligence that you go through with that, I'd like you to tell them that no, my intelligence was gifted, but I got this opportunity because of my attitude towards intelligence and that is a huge difference. So the result of an opportunity is based on your attitude. Everything else is a blessing. So intelligence is my blessing. But what I do with that verbal intelligence is my attitude. So if I speak a certain idea about Jeff Bezos or an Amazon or I probably you can walk out the door to you. That is not blessed. That is something that I have to read. That's something I have to learn. So to walk willing to listen to my blessing, the content that I'm talking to is my attitude. So that attitude is defined as your self-management, whether you want to like just before you are set, this session was scheduled, I was reading for 45 minutes because that is something that I want to bring to my session.

H: It's the point of some ideas. How do I go in my career? So I have to sit down and I have to do it. But there are people who are running the same 36 flights for the last 10 years in my line of work. There are people who are running the same motivational class that they were doing since 2010 and they're still successful, they're still making money, but I have a problem with that. I have a problem because if you come and sit in my session, probably next year, it would be totally different than the one that you attended last time. And nobody's asking me to do that. But it is me who's very comfortable with it. So I have to self manage myself. Like, for example, I read about a particular book review. I want to buy that book because I know that it will help me to go to the next level. So if there is any message that I would like to give to the young students, you could be skillful, you could be talented, but you haven't earned it. It is your blessing, but that the result that you produce with the skill and talent that is where you earn it and the ability that you use, your attitude and that attitude is your self-management. Like Steve Jobs always said this, that Steve Jobs was known for identifying the right people to do the job for him. And he said that I could identify those right people easily because when I speak to them, I know whether they are able to manage themselves or not.

H: Like you are sitting there and attending your academic sessions, you can decide whether you need a dedicated space to study or not for the next two years. You could probably be sitting in your living room or your dining room or your bedroom or your bathroom, whatever you want to attend an academic session, but then there isn't one particular student who believes that, no, I need a space and this is where I'm going to build my career for the next two years. And that happens only to self-management. I can take this from my dining room, but no, this is my space for me because I know that next December this is going to be my space. And this is a powerful people who come from multiple places. I want to make this into a very, very powerful place. And I want to come out very powerful. And I want to and I cannot make that powerful place as my dining room, my living room, my bedroom, my bathroom. I cannot do that. Right. So the more time that I spend here, I feel more empowered to deliver more and more with better solutions. So that is coming not only because of myself, but it is a positive thing that I want to tell self-management. And the second thing is you need to have a curiosity to know more about things that interest you.

H: That is very important. And you need to have a set of curiosity and curiosity that if you are an engineer, supposedly a constant communication engineer, you should have the curiosity to know more about things around the world, like people know about Google, people know about what's up , Facebook and Instagram.

H: How many of you know what Tencent?

Tencent is considered to be at par with Amazon. Facebook is considered to be Google, Microsoft, Amazon, and it is Tencent. But nobody knows about Tencent being confined in China, and nobody likes to talk about Tencent. And I can talk about them solely because I'm interested in management leadership lessons. I'm interested in entrepreneurship, so I want to read more about it. So Byjus, how do I know about Byjus? Because I'm more curious to read about such things. So you need to have some curiosity in your line of work. Otherwise you are just ordinary. And I'm sure you guys would have heard this right before. You see some people extraordinary, not many people notice that expression that extraordinary because they're always able to bring that extra information. They're always able to put that extra effort, extra commitment, extra sincerity. And that extra makes all the difference. Everybody's out of the ordinary and they become extraordinary solely because of that extra. So always believe that external comes not only because of a curiosity to know more about the kind of things that you want to do in your life.

**U: What are your future targets for the growth of the firm?**

H: I probably will want to do more in the virtual space. The biggest problem is I don't plan much of that is my biggest problem. I like to take it as it comes. You know, I'm somebody who is pushed by situations. I'm not somebody who is pushed by planning.. But I think in the last two and a half months we have probably trained close to around a thousand eight hundred students in the last two months. And if you had asked me the same question in the month of June, I would have said I have no clue. Probably if you had asked me. So do you think you will get down to Zoom and what section? I would have said I don't know. I mean, because I'm not used to them. So I don't have any plans as such. But I have to come up with a book for myself, for myself, because I believe that in our line of work that the company, the person is known to people.

H: So if you see, you may not know the insight job guru, is skew learning as much as you have heard this named education. So in our line of work, especially in the education industry, if you want to become a product, it is extremely important that you have a face for the company and that you should become a brand. So personally

speaking, I would like to come out with a book which would set the benchmark for branding for my company as well as for myself. I plan to do more sessions virtually. And right now we have a protocol that I taught in and I plan to bring in more context into high school. So I plan to bring in more content for MBA students. I plan to bring in more content for self discipline for engineering students. So these are the ambiguous sort of things that I have in my mind right now as a future plan.

H: But nothing concrete. I think of it because I still haven't taken this job seriously. And that's my biggest problem for me out of those 10 things that I do in my life. One of the things is my work and it is not like those. My life revolves around the business and I don't want to grow to that level. Honestly speaking, I don't want to grow to that level where my life I get up in the morning and my life will revolve around my work. I don't want that. I want to have the privilege, the freedom, the time, the space, the attitude and the mind to do certain things. And so 100 days I should be able to work in a year, maybe two, three days. I should be able to travel for three days. I should be able to sit at home doing nothing, literally nothing, because even if it takes extraordinary skills to be doing nothing, that's what I feel. So with which I'm sure you guys have mastered by now. Yeah, sure. So yeah, no concrete plans, but these are my immediate ambiguous plans. Yeah.

**U: Sir you had the same team for more than 10 years How is it possible for you to manage the same team for such a long time?**

H: Well, See, as I said earlier, that you should be able to take people along with you if you want to grow in your life. So then you cannot have new people every year for that. You cannot actually do that. See, the thing is, you need to believe in the fact that they also have families and you are working for yourself as well as for them and their families. And I think one of the biggest reasons why I've been able to work with the same team for such a long time is because I always ensure that money is never a problem for them. Like no trainer or no staff, no employees from my company would ever come out and say that we'd be fortunate that payment or be delayed that payment.

H: Nobody will say that, because that is one particular policy that I strongly believed in my companies. The fact that a trainer's life depends upon his daily remuneration because he gets to work only like 10 to 12 days maximum. You cannot do 30 days of training. You can only do 10 to 12 days of training. And those 10 to 12 days is what drives his family's expenses. It could be his kids' education or daily expensive expenses. Sometimes he might have car insurance or life insurance, which is due. You might have some medical emergency in his family. And I strongly believe in my life that you want to judge somebody's character. Just see how they deal with you in terms of money and you know you know that person in and out, too. I think that is one one particular thing that I've been very particular about, that when my team finishes their work, the money should reach their accounts, because I always add this to my team, that when you come out of your house to work with me, you are away from your family for 10, 15 days.

H: And obviously, in any way for any mother would be sad to let their kids, grandkids or their husband go out of their home and be away from the family for 15 days, even if it is five days, they'll not be very happy about it. Right. But I said that it is my selfishness that when a trainer tells his whole family that I'm going to go away for two weeks to work with Ranjith, the family has to happily say bye because the family knows that he's going to bring money to us after 15 days. I'm very particular about that. And I always say this to my trainers that your family should happily say bye to you when you come and visit. And they shouldn't feel disappointed. They shouldn't feel sad that he's going to go away from family or he's going to work so hard for us. No, because when they bring the money back to the family, he can probably take them out for the next five days, eat

outside and celebrate their lives and share some beautiful moments with their kids that their mom, their dad. And I think I will do that for my entirety, I guess. And I think probably my team believes in that, that this guy is working not just for himself or for us, but for other families also.

H: I remember I got an offer from a multinational company a couple of years back for a good amount of package to work with them. And so when they asked me whether I could come on board and manage two hundred and twenty five colleges for them, the next question I asked was whether I can take my team also into this.

H: And they said, no, you cannot. And I said that I'm not interested. Pick it up because there are 10 to 12 people who are dependent on my company. Not a lot of money. It's not like they get lots of money, but maybe 30 to 35 percent of their yearly revenue comes from my company. So every year they anticipate that money to come. So maybe a trainer would be thinking that, OK, might my kids education expenses are going to come from this. So it is taken care of. He will give me that amount of money all of a sudden. If that doesn't happen, then he is shattered and he's like, well, where do I go for that money? Was that the sort of work I can get? So I cannot do that. And I think that is one of the reasons why I think they have to work with me, because my intention has always been to ensure that their families are quite happy. And the second thing is you need to respect people. That is very, very important.

H: You cannot act as the boss. The moment you start considering yourself as the superstar of a startup, then you are digging your own grave. Everybody comes with their own share of strength, their own share of wisdom, knowledge, their own share of merits, which you need to respect.

H: You need to respect. Like I work with some of the most academically brilliant people in our line of work people.. I work with them and I give them their space. I respect them. That is very, very important. So I cannot act like an entrepreneur. I cannot act like a boss. So you need to give credit where it's due. That is very, very important and only then people will value you. And the third thing is you need to be basically a likable person. As much as I am arrogant about my line of work, I'm inversely proportional when it comes to dealing with my team and my students. And I am sure that my team likes the way I am and when we talk about that. But you should also understand that there are so many people who have left me also. It's just the filtered people who have been with me for ten years. There are so many people who have come work with me they didn't like and they left. So I think, again, it is a natural process, right? When you're working with other people, then people will definitely be with you even after ten years. So, yeah.

**U: why did you name it iskeew learning?any story behind it?**

you'll get it all figured out that I was I was going nowhere with this pandemic because we we lost a huge chunk of business in the month of March because of the lockdown and attempting to get on five.

H: This is what we lost in the month of March.

H: And I have no clue what to do and what to do about it. Then what happened was a client of mine who has been a very close associate of my company for 10 years now. So he I spoke to him about this and he said we started training in our campus and we gave the business to this particular company.

H: And he said they are already dealing with other colleges and I'm like, what the heck, people have already started training and I didn't know about it. And the first thing that struck me was when he thought about giving the project to somebody. Our name was not there. Our name was not in doubt in his mind, and I called up, but also, I mean, you know, he also wanted to take a session for all these people. So I called up and I said I did not. See, the problem is not that you didn't give the product to us. The problem was we better not even admit that when you thought about giving the product, the same thing could happen with all the other clients. So then he said, yeah. And I said, let's start doing something else, and plan something. The next day I got up and I'm like, So this insight job guru has been a very unconventionally flawed name to put it across. It's a very unconventionally flawed name like What is this guru and job? And that is insight.

H: And that not that name happened because I wanted to do that. I told you. Right. We wanted to temporarily do something through this to get the check cleared. So I asked my grandfather who decided on a name, and he said, job guru. And so I said, we are not a recruitment company. I said we have not had a good company, so why do we need this name? Then I thought insight should be the right name. You're looking into the inside of somebody that I don't know. I shouldn't let them down here because this is the first time that he has suggested something. I should have let them down. So I put everything together inside. But the time I got the opportunity, I thought I should put something more meaningful. So if you see that I am from inside. So it is not the iPhone. It is the piece. Actually, people ask me if I'm a huge fan of Steve. I even have this book here. You can see that I have a book, but it is not because of that. It was the eye of insight. And I wanted the virtual division to have a different name. And so the skew was like, you know, the meaning of skew right now. You pivot, you turn it around and that is it. So the world was going to turn around with everything that they do, but what they were doing is the same, but the way they were doing it, how to turn it off.

H: So I thought they probably would be nice to put something like, you know, from the inside and will turn it around the system. And then if you look at the dot above the eyes, it's a wifi symbol. Simply because everything is modular, so, yeah, I don't know if people actually identify it with my brilliance. I thought it was my brilliance but nobody asked me to do that so that the dot is the white flight, which symbolizes the fact that we are going to go totally virtual. And if you look at that eye, the technology is opening the door. It's actually a door. If you look at the look, the technology's opening the doors to the future. That is a caption. So this time I really wanted to put my brain into it and come up with a very meaningful and deep and intelligent sort of money, but trust me, nobody asked me about anything like that to us, me. But then and now is skew learning. Sounds like it could become a brand. Not yet, but it doesn't even sound like a prime school and it could become a time when it becomes a brand. That's OK. Yeah And anything else

**U: Thank you sir. I have a question for you. Consider there's an employee, who is doing great and he's earning more. And then he also wants to create a venture that he wants to run into. He loves to do it. But there's a lot of risk appetite in business and he needs to figure it out. What do you think he has to choose? Like, this has been a tough decision for many.**

H: It depends on the simple formula that the stock market formula that up to you want to have high returns in your life, your investment and your risk appetite equally needs to be high. Otherwise, you cannot have high returns without a high risk appetite. Understand that you want to have low returns, that obviously your risk is also low.



H: So working in a company is probably a low or zero risky thing to do, only to get you lower returns in life. So probably you'll have a good life and you'll be happy. It will make a certain amount of money, which will give you a decent life.

H: But you are looking at becoming a billionaire and a millionaire and getting to the top of the front of the ladder. And then probably your risk is also equally high. So the question is, what is the risk appetite of the person that you're talking about? But yeah, so whether the person has got that, if the person has got a high risk appetite, then definitely the person can think about starting a company. But what my suggestion would be that maybe on weekends, just get on with your initial part of your business.

H: Like if you're coming up with a product based company, then probably you could build your prototype in the beginning with the team of three or four people, build your prototype and bring some traction, bring people into your company to see what their responses are like simultaneously. Talk to your investors. And once the investment is in place, once you have the confidence from the customers or your clients, once you are confident about the product, that is the time when you can take that leap of faith to go completely into a venture by quitting your job. I think that will be the ideal way of doing it. If you are already working with a company and you are still creating a company completely and then starting off things from scratch may not be the right option. And I will never recommend that.

H: I think so, yeah, so no questions, if there are any questions, you can ask? Otherwise, it is perfectly fine.

**U: Yeah. It's already past 1 hour. Thank you for joining us sir.**

H: Thank you. We want to wish you good luck and that the best thing is this session, it looks very productive during this. You've probably done anything in this one, but then you did something productive. I think that that shows the right attitude toward your talent. So we'll continue doing it. And just to find the opportunity and the blessings that you got. And I sincerely hope that you guys go on to do really well. And thank you for holding it up. All of you meant so much to all your people and the recording.. I'll ensure that it reaches you people and children that I lost my dream to get this across to you because it will give you a better picture of you sitting down and writing down something. So we let you down that you can honor the elders directly. And everybody is trying to put this on YouTube, that you want more of your friends to watch it, probably blah, blah, blah. And you should be doing this together right now. Yeah. So you guys could probably send across the first video to me. Yeah, well, I'll ask my team to put it together and send it across to you. Will do that.

**U: Ok, thank you. Thank you so much for spending time with us.**

**Thank You sir.**