

**Radha**

Hi, Dinesh, Welcome to Mrigashira. It's great to have you on this podcast today.

**Dinesh**

Thank you Radha. Thanks for inviting me, I look forward to a very engaging conversation.

**Radha**

Thank you. the idea of this conversation is to, or to some extent, look back, see what are some of the key learnings and how your organization had handled the challenges and opportunities, and also look ahead and see what's in store for us? I would just start with, How did you know, the organization and HP went through the last two years, pretty much now it has become two years of the pandemic? And what were some of the key challenges that you had to face and how did you typically overcome it.

**Dinesh**

So, Radha as you know, that we, we are the market leaders in India, hp, hp is the market leader in India, in the PC and different hardware devices. And if I remember correctly, when, around the fourth week of March 2020, when this lockdown got quake came into force, it was a very sudden action, and no one no one was prepared for this. And it like everyone else, it impacted our operation, sales operations, retail operation, because nothing was moving. And at the same time, the biggest challenge was how to run this world, or the country. In a In a lockdown scenario, so there were a lot of experiences and challenges were happening. And the biggest challenge was how the businesses, large enterprises can continue to function, they cannot just go on a standstill, like because there's a lockdown. And businesses has had to run, livelihood had to remain moving. And for that the biggest challenge was that suddenly a huge workforce that was working using their desktops in their office spaces, how they can be transitioned to a mobile mobility devices, which are laptops, and there was sudden surge in the demand from the enterprise's Consumers also, but the biggest initial challenge was too hot, how we ensure the business continuity. And that is when I think our our our workforce of HP, they ensure that whatever devices we had in India, they can be provided to the businesses, the enterprises, on the or on the demand basis, and whatever we can fulfill. And we also the supply chain operations were tested to the core. And we are happy to share when we look back that our teams had the supply chain sales team, they have done a fabulous job to ensure the maximum support to all our customers, largely in the first 334 months to the enterprise clients, because consumer the normal individual consumer didn't have that access to go to market and buy the devices. So they they were they were badly impacted. But the biggest challenge was how we could ensure the business opportunity for the larger devices.

**Radha**

You know, that's a very interesting point you made Dinesh about, you know, rising up to the demand and rising up to the challenge that enterprise consumers faced in transitioning from let's say, a non-mobile device to one of mobility, right. But that also meant that you had challenges of, you know,

getting the teams to, you know, come together and cater to this kind of a sudden surge in demand. they probably would have had their own concerns and their own apprehensions and things like that. So how did you overcome all this to rally the teams together?

### **Dinesh**

To that, that's very right observation by you that they were risk to the individual, every individual could have been a possible victim. Unfortunately, a lot of people got infected among our teams also in 2020, also and 2025. But the commitment that HP team's Sales Team service support team showed is is commendable, because to ensure all the business operations and not only our sales operation, because technology on these devices were critical for large enterprises. SMBs other people who are working, even the banks, the critical operations, like bank, bank, employees were, were moved from a desktop kind of a work ecosystem to a mobile or laptop kind of work ecosystem from their homes. It was It wasn't like a very Herculean task for the teams to manage that. And thanks to the leadership of HP that that actually motivated the teams to ensure that commitment towards the customers and to cater to their needs, that we were able to do a very good job and and also ensure that the world continues to run the country enter businesses continue to occur.

### **Radha**

If I were to ask you, what were you know some of the key learnings what would they be?

### **Dinesh**

I think, before I jump into the learning part, one of the important thing, what what a lot of people do not understand is the criticality of providing the service and support to our customer. It may be a new customer, or even an existing customer who probably had had an old device, what happened during lockdown that lot of people who had their devices, they also faced challenges because some of the other issues started happening, they were excessive use of the devices, which was not like safe, or some person had a personal device at home, he was probably earlier using it for our also in a day, suddenly he was using for eight hours or 10 hours. And that also required faster services, the services service requirement or the maintenance requirement for diverse devices gone up many fold. And a lot of people and we had limited support staff to support these service calls. That is when and also one more thing that that came to hide because of the contagious nature of this disease, people were not willing to get their devices serviced at their home. So we initiated one that there are two important initiatives that we started one is the Virtual Console, because a lot of in the PC, a lot of minor issue software related issues can be sorted out to virtual support. And not only we were supporting the HP clients, anyone we ran call centers for for for few months to support anyone who has developed PC of any brand, we were trying to support them and help them to, to resolve their issues. And we had our partner partners who was doing these running this virtual call support to all that that's one thing the other thing, which was the certain devices which needed physical intervention or physical services, so we started mobile Contact last. So vans to service these so so these vans used to go to a designated area, and that is where the people can drop their devices and the engineer will fix them and they can take it back. And that had minimal contact or say no, it was a contact less service. And that actually came as a big, big learning for all of us also that apart from selling a product or ensuring that the product is in the hands of our users. It is very important to have a very robust support service and support system across the local corner of the country. And

that actually connects and brings a lot of credibility to the brand that that they supported us. HP supported us in these times.

### **Radha**

Yeah, that's a very, you know, that's a very valid point. Dinesh because, you know, I think all these days the service concentration, particularly when you're talking about corporate customers or enterprise customers, were sort of aggregated and in one place, right? And this suddenly became very disparate and very individualistic. Right? So, you know, how, how were you able to change or articulate your communication on the service aspect of it? What were some of the things that, you know, from a communication standpoint, you guys sort of adapted?

### **Dinesh**

one thing that we focus, because everything was moving towards a digital transformation was the buzz word. And so our communication and like, usually, the communication professionals focus a lot on the print coverage also. But one thing that we change our strategy is that how we can tap More and more digital publications, online publications who are who have a good reach to convey our messages, messages around our our willingness to support our customer providing different driving various initiatives like these mobile, advanced contactless mobile bands, or the virtual call centers, because that was the need of the art. So that's one thing. The other thing, we also tried to help people understand that PC is, is not a good to have device. Now. PC is a must have device. Because whether you want to work from home, but they want to learn from home, even if you want to entertain at home, you need a PC and, and entertainment has become very personal these days. It's not like because of the OTT platforms and everything you do not what it's like, I think barring sports, I think everyone in the family watches, all you takes is his uses his device for his personal entertainment. So devices have become very personal. And that was one important point that we tried to highlight how you can help PC can be useful for them, and how it can actually not a consumption device, but also a creation device, which is very important, not only for student and the regular workers in a corporate setup, but also for the people who are independent professionals, small businesses, people who run small offices and home offices. So for them everything. So PC, from a good to have device became an essential and a must have device. And that was one of the key messages that we were driving through our communication.

### **Radha**

So what next, in terms of you know, 2022 and the upcoming years? How do you see the entire business panning out? And what kind of opportunities do you see?

### **Dinesh**

The two three key pillars I I see that where the major shift is visible, and it's very obvious. One the learning, working and, and even gaming and entertainment, and all these things are like shifting, they're trying to go back but I think they will not completely go back to a fully five day office kind of model or five day school kind of a model. Even if things become normal. People realize that online or a remote working working from any time anywhere has its own values or benefits, or it provides a very great flexibility. So what I see happening going forward that the hybrid is going to be the buzz Word or the way people will work, learned, or even entertained and socialize, people will meet

people and go out but they will also play online games and socialize connect with their friends and family, people will work two days from office and three days from their home. Similarly, kids might also like to have like say some classroom learning and some online learning because it saves a lot of time. And even in the innocent scenario, I'll just give you an example. For Kids. Like recently Delhi had a pollution issues when the schools were shut chennai recently had floods, Bangalore had similar kinds of projects, and Mumbai, Mumbai usually has bad weather days, you need to have a plan B for for continuous learning. And that is where the technology and the hybrid learning and working model will come into play. And that is the way I think his things are going to be in 2022 and onwards.

### **Radha**

Hybrid it is, you know, in fact, a lot of organizations are also gearing up for that. So what are some other typical challenges? You see, the hybrid model brings to you know, professionals like us.

### **Dinesh**

I think people it's, it's a mindset change, that I think a few years back, in Indian setup, a lot of people were not also a lot of managers were not very comfortable with this, the the team member working from home it like it was seen, even if someone was allowed to work from home, it was seen that their manager is doing a favor, it was not part of our culture, the biggest shift that I see, as that has happened is that it has become accepted. Acceptance. And also people believe that it can function it's sustainable. It can it can run, businesses can run from remote locations. Also, the biggest challenge is that do we have the right technology to sustain this and work from any time anywhere, and that's where the companies like HP come into play, to ensure that our users whether you are a business professional, or a company employee, or or anyone, anyone who is working or learning, he should have right devices. And that is where our entire focus is that we have to innovate and cater to the evolving needs of our customers. Today, bigger screens are like in terms of the PCs are becoming a in the gaming segment, they are the buzz word. Similarly, you need better displays, ergonomic devices, if you have to work long hours sitting at home and time people work from on the couch. But you have to think about how you can make it more sustainable. So that mindset change has to happen. And that is happening also but with time I think it will accelerate it. And and the companies like us who need to focus more, to cater to the evolving needs of the customers how we can make it more user friendly.

### **Radha**

Thanks a lot Dinesh. Thanks for your time and it was great to have you on our podcast. I wish you all the best and Happy New Year to you.

### **Dinesh**

Thank you. Thank you Radha and wishing a very Merry Christmas and Happy New Year to you and your viewers.