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PRESIDENT'S MESSAGE

Dear Esteemed Members,

I am delighted to present the **September 2025** issue of the Consultants Forum, which continues to reflect the vibrancy, diversity, and professionalism of our growing consulting community. This edition carries insightful contributions from our valued members — sharing not only their in-depth perspectives on the consulting profession but also real-world case studies and personal experiences that serve as both inspiration and guidance for peers and aspiring consultants alike.

It is with great pride that I share a landmark development for our association. A Memorandum of Understanding (MoU) has been formally signed between **Mandya University** www.mandyauniversity.ac.in and the **Institute of Management Consultants of India (IMCI)**. This collaboration represents a significant step forward in our mission to strengthen the bridge between academia and the consulting profession.

The MoU underscores the mutual intent to collaborate in knowledge sharing, research, professional development, and joint initiatives that will benefit both students and professionals. We believe this partnership will open new doors for engagement, learning, and innovation for our members and the wider academic community.

I would also like to take this opportunity to make a heartfelt appeal to each one of you: let us collectively work toward expanding the IMCI family. If you know consultants or professionals who embody the spirit and ethics of our profession, please encourage them to join us. Your referrals can help enrich our network, foster mentorship, and elevate the standards of consulting across the country. Together, let us continue building a stronger, more connected, and more impactful consulting community.

With warm regards,

Anuj Bhargava
President

EDITOR'S NOTE

Dear Readers,

We are delighted to present the September 2025 edition of the IMCI Consultants Forum. The Forum keeps members informed about IMCI's productive activities and offers a platform for sharing your views, ideas, and experiences. This fosters a spirit of collaboration, enables the exchange of valuable knowledge, and supports mutual professional growth among members.

We thank Dr U.K. Srivastava, Mr Abhra Sinha, Mr Prashant Upadhyaya, Mr Mrinmoy Roy, Mr Ashokkumar Prabhakar, Mr Sukant Ratnakar, and Mr Ashok Chandran. Their valuable insights have significantly improved this edition of the IMCI Consultants Forum. The material presented is both relevant and thought-provoking for our members. We look forward to the release of the book" Road to Business Excellence".

Technological advances, such as Artificial Intelligence (AI) and Digital Transformation, have significantly changed the role of consultants in today's complex economic environment. Artificial intelligence is now shaping the future of work at an unprecedented pace. This is transforming how industries function and organisations compete. Consultants must continually enhance their knowledge and consulting skills to meet emerging challenges. Successful consulting should produce constructive and tangible outcomes while satisfying the client's requirements, goals, and objectives. As an effective consultant, you need to be professional. Professionalism entails a commitment to the quality of consulting work and dedication to the client's interests. IMCI offers you the opportunity and advantage to connect with members of the consulting community. The code of conduct and ethics established by IMCI guides you to win clients' trust.

Your active participation is valued and vital in making the Consultants Forum a vibrant platform for knowledge exchange and professional growth. Your contributions are essential and significantly influence the content and direction of the forum. We look forward to your continued involvement in future issues.

With warm regards
Ramesh Tyagi

HOW CAN WE MAKE THE IIMS WITHIN THE TOP 50 BUSINESS SCHOOLS IN THE GLOBAL RANKING?

DR. U.K. SRIVASTAVA
EX. PROF. IIMA, FELLOW OF IMCI & GLOBAL ACADEMIC FELLOW, ICMCI

The first two Indian Institutes of Management were established in Kolkata (1961) and Ahmedabad (1962). IIM Ahmedabad was established in collaboration of Harvard Business School and IIM Kolkata was established in Collaboration with MIT. These institutions received a very generous financial support (Rs. 600 to 800 crores annually for the last several decade) from Government of India and respective State Governments for beautiful infrastructure facilities (School buildings, world class library and computer network, large tracts of land for facuty housing) and for meeting operating expenditures.The industry also lent full support. Inititial recruits of faculty were sent to collaborating institutions for training and learning the ethos of reputed management schools.

These institutions were given utmost autonomy in all academic affairs.The institutions have created a national brand, met the expectations of the industry and students. It is distinguished record of the students performance and contributions which has created the IIM brand.

But despite so much support and achievements over 6 to 7 decades, they have not been able to reach amongtop 50 institutions in the global ranking. This article analyses the problems which have surfaced in the manangement of these institutions over the years which have become a constraint in improving their global ranking.

Initial Foundations of culture and philosophy of these institutions

As per their respective collaborations, the American model of management education was copied here as well. This included 2 year Post Graduate Programme (PGP), short term Management Development programmes for practicing executives. In between two years, students were put in summer placement with industry to gain insights of corporate sector. Case study of method of teaching was also adopted which was hallmark of Harvard.

Two great institution builders - Prof. Ravi J. Mathai and Dr. Vikram Sarabhai put their mind, body and soul in creating the culture and philosophy of the IIM Ahmedabad. Their emphasis was on creating self regulating culture based on self discipline. The capability to develop norms of behaviour regarding the institution's goals, tasks, cooperation in work, interpersonal relations, use of authority, acceptance of responsibility were seen important components of their vision.

Keeping this philosophy in mind, the management structure was designed such that it was a faculty run institute. All administrative positions (including director) were by rotation and the entire faculty was supposed to be equal, There was a faculty induction programme for the new entrants. The faculty work load as kept very light. A faculty member was supposed to work 6 units in a year. Each unit is of 30 sessions one and half hours each. These six units could be devided each faculty in terms of teaching, research, case writing and assigned administrative role in the management of the institute. A system of annual evaluation of each faculty based on his own plan (given in beginning of the year) was created. The faculty member was supposed to get the feed back from evaluation committee.

The faculty was allowed 53 days of consulting in a year. The purpose was to have close linkage with the industry and other stakeholders. The idea was also open a window for faculty to earn additional income with part sharing with the institute.

Multiplication of IIM model

As the initial model of two institutes bicame successful, the Government of India multiplied this by setting up many more institutes. The details are as follows:

Oldest IIMs	Global Ranking
IIM, Ahmedabad 1961	60th rank
IIM, Kolkatta 1961	65th rank
IIM, Bangalore 1973	53rd rank
Newer IIMs	
IIM, Lucknow 1984	Over 200th rank
IIM, Indore 1996	60th rank tied with another IIM
IIM, Kozhikode 1997	160th rank
IIM, Shilong 2008	-
IIM, Rohtak 2010	-
IIM Raipur 2010	-
IIM Ranchi 2010	-
IIM Tiruchirapalli 2011	-
IIM Kashipur 2011	-
IIM Udaipur 2011	Over 200th
IIM Amritsar 2015	-
IIM BodhGaya 2015	-
IIM Nagpur 2015	-
IIM Sambalpur 2015	-
IIM Sirmaur 2015	-
IIM Visakhapatnam 2015	-
IIM Jammu 2016	-
IIM Mumbai (former NITIE)	-

Note: Recently it has been proposed to set up a IIM Gwuahati

The above data indicates the fact that number of IIMs has increased five times since 1990s but very few IIMs are in any significant global ranking but not among the top 50.

Despite the sound cultural and philosophical foundations laid down by Prof. Ravi J Mathai and Dr. Vikram Sarabhai, why IIMs are not in top 50 business schools globally after several decades. Global ranking includes factors like internationalization, research output, anumni network and reputation. Top global business schools have strong international ties, diverse student bodies and significant widely cited research output. Some of these aspects can be anlysed as follows:.

a) Lack of International Students and Faculty

As IIM brand commands respect and have exceptional placement record with lucurative salaries, there is a big rush to join the IIMs through common admission test. Then there are provisions of reservation for OBCs and STs. Therefore, there is no space and felt need to look for foreign students. Over the years a few adhoc exchange arragements have been made to get a few foreign students for a semester or so. But the fact remains that there is no effort to get foreign students. The western management schools and even prominent management schools in Asia are open to foreign students from all over the world.

Initially, the faculty recruits were sponsored for Ph.D and short term executive development programmes to foreign business schools. But after a few years, this facility was discontinued. A few facullty based on their own distinguished work get assignments to teach in foreign schools or get to work with international institutions. There is no provision to get the foreign faculty to come and teach some courses in the IIMs. There are many faculties at the business schools abroad which can utilize their sabatical leave and spend some time with IIMs. This carries value in their resume. But no systematic effort is made to get them and value the same. Thus, the international linkage of IIMs is very weak.

b) Management of IIMs

After the founders of IIMs departed, the institutions have drifted to usual hierarical and beaucratic in nature. In case of IIM, Ahmedabad the deterioration started after Prof. Samual Paul retired. The institutions began to be managed by university Deans and traditional academics without any grounding in Management education and philosophical foundations laid down by stalwats Prof. Ravi Mathai and Dr. Vikram Sarabhai.

A professor lamented that these management institutes teach management but they cannot manage their own institutions. Now there is convassing for the positions of Director and Deans and area/activity chairmen. Power dynamics has become common.

The people in power of management institutes are more equal than others in the faculty. There are perceptions of arbitrary decision making, favouritism in recruitment, promotion, leave for foreign assignments and appreciation of good work. There is no space for grievance redressal. Each institution is saddled with many court cases. The element of trust between faculty and management has become missing. There are several faculty who have no accountability either in teaching courses or research output. There are regidities even in small things like alocation of rooms, secretarial facilities, allocation of courses and payment of legitimate dues to staff and some faculty. There are court cases by the facuty to get their legitimate dues. There are cliques and groups and there is hardly any interdisciplinary work. This carries on to social life at the campus in the housing areas.There is hardly much interaction between families living in the campus housing.

There is a provision for 53 days consultancy on fee sharing basis. But the fact is only 10-12% faculty members have full 53 days of consultancy. Remaining have 5 days, 10 days, 20 days etc. There are not many consultancy projects from private sector. It is largely evaluation of government programmes or some policy issues. They give money for specific task which is converted in to consultancy internally. In recent years in-company Management Development Programmes have emerged a major source of consutancy. It is consultancy which creates jealousies, heartburns and mistrust among have and have not faculties.

There are perpetual conflict between management of IIMs and the support staff. There is a perception of injustice meted out to them. They also feel that faculty is making money and they get no share of it. There are a large number of court cases. Lawyers have the field day. Some of the IIMs have appointed a few law officers to coordinate with lawyers in large number of court cases.

c) Lack of quality faculty and its congruance with mission, goal and ethos of institutes

Since the IIM brand is respected, there is no problem in recruiting the bright faculty. Faculties come from different basic disciplines: economics, Accountancy & finance, sociology, Physology, antropology, statistics and mathmetics. They are bright and have accomplished record in their field. But now there is no space for faculty induction and orientation into the mission, goals and management descipline. The new faculties entering the institution from different cultures bring with them their different notions about the goals and priorities of the institutions suh as IIMA, These differences result in dissensions and incongruities of thoughts and actions.

Gradually dissent becomes an end in itelf and often it is used to settle scores on personal grivances.

Thus the recruited faculty continues doing what they would have done in the university department. Even teaching lacks depth because they do not have any exposure to industry and other other sectors. Management education is imparted through outdated and antiquated methods of instruction. They are not exposed to use the case study as method of teaching requirement of current times.

d) Lack of impactful Research Output

The Management Institutes abroad have gained their reputation from their research output. Their faculty strives for regourous reseach output which is judged by the citations of their work.Good faculties teach from their new and current research and learning from consultancy experience. In IIMs, there are faculties who have not produced any research paper in a refereed journal.

There is effort to play number game and publish something mostly in journals of their professional disciplines. How many IIM faculty have joined membership of Institute of Management Consultants of India, International Council of Management consulting Institutes, or All India Management Association? They do not even join local Management Associations (like Ahmedabad Management Association). How much research output has been published in reputed Management Journals?, Without impactful research output on management issues and problems, it will be difficult to improve their global ranking. Interesting fact is that none of the IIMs have produced a major DPR for funding by national and international institutions,

Now it is prestigious for the Universities in India to have a management school or department. But their teaching of courses is no different from M.Com. They have one or two core faculty and rest of the courses are taught by some visiting faculty through outdated teaching material and intelellectual framework of yester years. They do not have funds to even buy cases from IIMs. They hardly have support infrastructure facilities. Generous financial support from Government of India or State Government is available to them. They are hardly in a position to integrate AI in their courses and lack any capability for innovation and adaptability which are the requirement of industry and other stakeholders. The massive quantitative expansion of management education without adequate preparation and even basic infrastructure has adversely effectived the quality of management education. Their is always a question whether the MBAs from a large number of university departments are employable in the insustry and other sectors of the economy and display their value, earn respectability. Therefore, it is difficult to expect them to attain any global ranking.

IS YOUR ARTICLE GENERATED BY AI OR YOUR ARTICLE IS HIDING BEHIND AI

ABHRA SINHA

"Is This Written by ChatGPT? "
" Looks like AI generated! "
" Something similar I saw elsewhere - everyone is using the same AI tool. "

Do the above statements sound familiar to you. You must have received such thoughts or been in similar discussions a lot lately given the hype around AI especially in the last one year.

The Topic came up during a chat with a prospective client when they were checking the different proposals provided by their prospective vendors. All the vendors were new age start-ups and a couple of them were founded by people who are actually right out of college. The pitch deck was for the same requirement (content creation to be used for sales team training) but there was a similarity in the language and pattern used, none of them looked much different from each other.

The discussion went on for some time, subsequently we moved to other things when one of the client's team member who was checking their internal newsletter (same like the newsletter you are reading now except that the contribution was from their employees) turned his laptop towards me and asked “How to Identify Whether an Article Has Been Written by ChatGPT?”

The question put me in a spot for few seconds, then I really thought it is a genuine question which needs to be answered and to seek the answer I decided that the best place to find this answer was ChatGPT itself and asked the same question there.
At this point you may find me weird that this person is asking ChatGPT "How to Identify Whether an Article Has Been Written by ChatGPT ?" but it did give a response.

Here are some of the things it pointed out :
How to Spot an AI-Written Article
While no detection method is foolproof, you can sharpen awareness by looking out for these common signals :

1. Repetition Without Depth – AI tends to loop back on ideas, rephrasing instead of building deeper insight.

2. Generic but Polished Tone – AI often produces content that feels smooth but strangely bland.
3. Balanced but Noncommittal – AI struggles to take firm positions, unlike consultants who must advise.
4. Lack of Contextual Anchoring – AI lacks specific industry benchmarks or case insights.
5. Predictable Structures – AI often follows rigid patterns, unlike adaptive consultant writing.

I probed a little further from a consultant's point of view for which I received the following response :

There is no single test, but here are a few signs many of us have noticed :
1. Repetition in disguise – the same idea said in three different ways, without real progress.
2. Safe balance – AI rarely commits, while consultants often have to take a stand.
3. Universal but shallow – plenty of "business-sounding" words, little anchoring in the client's reality.
4. Perfectly neat flow – almost too neat, lacking the occasional roughness of authentic thought.

So, I showed these points to people there and upon some further informal chat they somehow managed to conclude that "imperfection is the key, if it is **too perfect then it must have an AI involvement**". Though I kept my silence, but **I absolutely disagree with their views because these points are totally inconclusive**. While there may be pattern, we cannot really confirm that a particular writing is AI generated, and it is really very difficult to find out it's authenticity.

Now what does this mean for consultants like us ? It is an uncomfortable but necessary question. **If Students are getting their homework and assignment done from ChatGPT then it should not come as a surprise that some of the articles in this newsletter might also be AI generated**. Now let us move a bit away from this newsletter and talk about consulting.

Most of us Consultants have by now experimented with AI tools in some way or the other whether it is to clean up language or for drafting a letter. On the surface the output generated by tools like ChatGPT looks polished and well-structured. But upon close observation we feel something 's missing.

Things sound a bit off. And reason is because it misses out on the **sharp insights of experience from a person who has lived to tell the tale, specific contextual industry opinion which can only be given by someone who has actually worked in the belly of the beast, reflections from the horse's mouth about situations when things didn't go as planned** and the list goes on. Finally, what AI delivers is a recipe without taste. A Consultants' recipe should be having taste which will have to be very difficult for an AI tool to replicate. Consulting is built on credibility, intellect and trust and most importantly requires us to interact with decision makers and those who are impacted by those decisions. If those foundations are weakened by unethical AI usage, the profession risks losing some of its hard-earned authority and those very decision makers will start questioning us.

I am writing this while on a break and in a calm mind while watching the sun set with it's pinkish hue cast upon the backwaters of Kerala and in this calm and composed setting would **like to give A Final thought that Management consulting is still based on trust**. If receivers of our services whether it is CXOs, boards or peers suspect our insights produced by AI, trust over all on consulting as a profession gets diminished. We have to use AI as an opportunity which should complement our expertise and not totally supplement it and should be able to highlight our value addition to the client. Consultants who are authentic and disclose AI usage will strengthen and not weaken their credibility.

Disclosure : This article has inputs from ChatGPT.

FROM DATA TO DECISIONS: BUILDING A RARE EVENT–POWERED INTELLIGENCE DASHBOARD FOR SOUTHCARE MULTISPECIALTY HOSPITAL, BANGALORE

MRINMOY ROY
PRINCIPLE CONSULTANT & INVESTIGATOR (HEALTHCARE PROJECTS)

Executive Brief

In today's healthcare environment, it's not the volume of data but the **velocity of insight** that determines better patient outcomes and operational efficiency. SouthCare Multispecialty Hospital, a 250-bed NABH-accredited facility in South Bangalore, launched an ambitious analytics initiative to unify its **Electronic Health Records (EHR), Pharmacy, Billing, and Diagnostic systems**. A bold integration of **rare event simulation, asymptotic statistics**, and **real-time dashboards**—powered by Python, SQL, and Power BI. Within six months, SouthCare saw a **22% improvement in pharmacy efficiency, 18% reduction in ICU readmissions**, and detected **₹18.7 lakhs in fraudulent billing patterns**, marking a major leap in **data-driven clinical and operational excellence.**

Why This Matters to the Healthcare Industry

Most hospitals today run-on fragmented legacy systems. According to McKinsey (2021), over 60% of Indian hospitals still lack integrated real-time dashboards for clinical operations. Moreover, rare-but-costly events like ICU readmissions, adverse drug reactions (ADRs), and billing anomalies remain **under-modelled**, leading to preventable losses and reputational risks (World Health Organization, 2020). This case proves the viability of **mathematically rigorous, real-time intelligence systems**—not just for research labs, but for **real hospitals** on the ground.

Strategic Goals

The overarching aim of SouthCare Multispecialty Hospital's analytics transformation was not merely to digitize operations, but to instil a culture of **data-driven decision-making across clinical, financial, and administrative units**. Fragmented data systems were impairing real-time visibility and slowing critical decisions. The hospital leadership therefore set four interconnected strategic goals. First, to develop a **centralized and HIPAA-compliant architecture** that integrates EHR, billing, pharmacy, and diagnostics systems in real-time. Second, to **proactively detect rare but high-cost or high-risk events**—such as ICU readmissions, adverse drug reactions, and billing anomalies—through predictive statistical models and simulations. Third, the team sought to **empower hospital administrators and department heads with role-specific dashboards**, allowing them to drill into operational bottlenecks and clinical risks with clarity and speed.

Finally, the goal was to **elevate hospital KPIs from static reporting to real-time monitoring and forecasting**, aligning resource allocation with predictive intelligence and ensuring quality care without excess cost.

System Design: From Silos to Synergy

To realize its strategic goals, the hospital undertook a complete reengineering of its data ecosystem. The previous siloed infrastructure—where pharmacy, diagnostics, billing, and clinical data lived in isolated systems—was replaced with a **modular and interoperable data model**. This unified architecture was built on **Microsoft SQL Server** for data warehousing, supported by **Python-based ETL pipelines** to handle data ingestion and transformation from disparate systems. Clinical data from EHRs, financial transactions from billing software, diagnostic logs from laboratories, and pharmacy inventory flows were seamlessly integrated into **a single, normalized schema**. On the front end, **Power BI dashboards** were developed with custom DAX measures, role-based access, and dynamic filtering for operational, financial, and clinical intelligence.

However, what set this system apart was the integration of **advanced mathematical and statistical engines**. Rare event modelling components—including **Poisson processes, Generalized Pareto Distribution (GPD)** for cost outliers, and **Monte Carlo simulations**—were embedded into Python scripts and executed as part of nightly ETL jobs. **Differential calculus** was applied to dynamically optimize alert thresholds (e.g., predicting the tipping point for bed occupancy), while **asymptotic statistical methods** like the Central Limit Theorem and Delta Method ensured scalable inference across large patient datasets (Table 1). All this was wrapped in a **HIPAA-compliant framework**, with end-to-end encryption, anonymization protocols, and access logs to ensure privacy and security. In the interest of space and to uphold strict data privacy and security protocols, this case study discusses **only** the applications of Differential Calculus and the Central Limit Theorem in detail, among the broader suite of advanced mathematical and statistical techniques employed in the project. The omission of other methods ensures that sensitive operational modeling frameworks and proprietary algorithms remain confidential while still providing meaningful insights into the analytical approach.

Advanced Mathematical Techniques

Table 1: Advanced Mathematical Techniques

Method	Application
Generalized Pareto Distribution (GPD)	Cost tail modelling for fraud detection
Monte Carlo Simulation	Patient journey forecasting
Poisson Processes	ADR and ICU readmission modeling
Central Limit Theorem (CLT)	KPI approximation across large cohorts
Delta Method	Estimation variance of composite risk scores
Differential Calculus	Optimization of alert thresholds and resource allocation

Central Limit Theorem (CLT) for KPI Approximation

$$\frac{\bar{X} - \mu}{\sigma/\sqrt{n}} \xrightarrow{d} \mathcal{N}(0,1)$$

Where:

·$\bar{X}$: Sample mean of the KPI (e.g., average length of stay of a sample of 100 patients)
·μ: True population mean (unknown but estimated from data)
·σ: Population standard deviation of the KPI
·n: Sample size
·$\xrightarrow{d}$: Converges in distribution
·N (0,1): Standard normal distribution (mean 0, variance 1)

CLT Ensures that, with sufficient sample size, **mean estimates of operational KPIs** (e.g., length of stay, cost per case) follow a **normal distribution**, simplifying inference even for rare segments. CLT is foundational in healthcare operations research, enabling inference from aggregated patient-level metrics (Lawless, 2003). This enables construction of **confidence intervals and hypothesis tests** for dashboard KPIs (Figure 1). If you take 100 samples of average ER wait times per shift: You can use the CLT to construct a **95% confidence interval** to say, "We are 95% confident that the true average ER wait time is between 42 and 47 minutes."

Figure 1: Central Limit Theorem: KPI Approximation

Differential Calculus

Optimizing alert thresholds (e.g., when to trigger a patient deterioration alert) and resource allocation (e.g., number of beds, staff per shift).

$$\frac{dy}{dx} = f'(x)$$

Where:

·Y = f(x): A function representing a KPI (e.g., patient risk score, wait time, resource utilization)

·x: The variable we can control or adjust (e.g., alert threshold, number of nurses)

·dy/dx: The **first derivative** of the function, representing the **rate of change** of the KPI with respect to changes in x

Optimization Principle:
To find the **optimal value** of x (e.g., threshold for raising an ICU alert), solve:

$$\frac{dy}{dx} = 0 \quad \text{and} \quad \frac{d^2y}{dx^2} > 0 \quad (\text{for minimum}) \quad \text{or} \quad < 0 \quad (\text{for maximum})$$

Let’s say:
·f(x) is the **number of false positive alerts** based on a threshold x (e.g., temperature or oxygen saturation)
·You want to find the value of x that **minimizes false alerts** but still **catches real deterioration events**
·By finding $f'(x) = 0$, you determine the **inflection point**, and the second derivative test helps you ensure it's a **minimum** (optimal point)

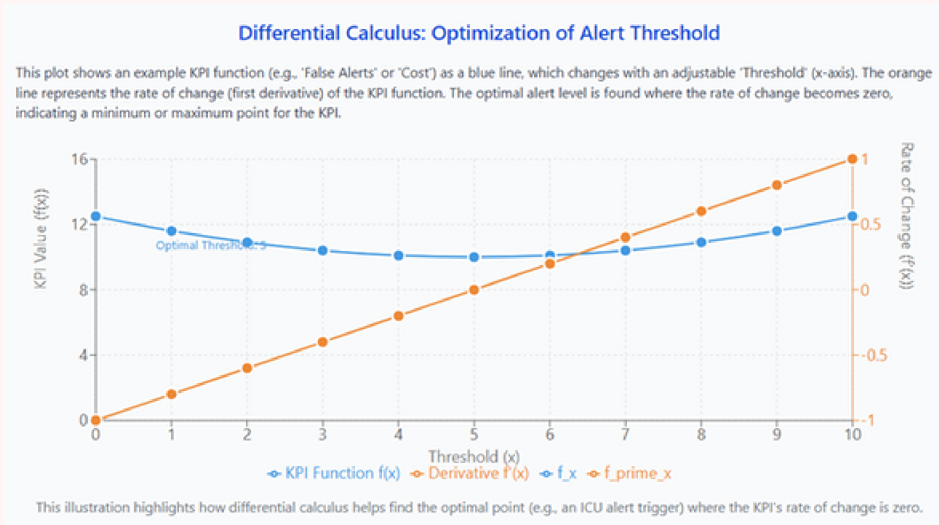

Figure 2: Optimization of Alert Threshold

Impact & Outcomes

The implementation of the centralized analytics dashboard had transformative effects across SouthCare’s operations. Most significantly, the hospital achieved an **18% reduction in ICU readmissions** within just six months of launch. By combining logistic regression models with GPD tail analysis, high-risk cohorts were identified early, allowing care teams to intervene before complications escalated. The **pharmacy department saw a 22% improvement in inventory turnover**, enabled by predictive inventory modules that flagged drugs likely to expire based on past consumption patterns. This translated into a 30% reduction in expired stock, freeing up both shelf space and working capital. From a financial risk standpoint, the rare event engine was able to detect unusual billing anomalies—such as upcoding, double billing, and outlier procedures—with a **precision of 92% and recall of 87%**, verified through manual audit. This led to the recovery of **₹18.7 lakhs** in potentially lost revenue.

Operational KPIs such as average length of stay, diagnostic turnaround times, and bed utilization became **more transparent and actionable** through real-time visualization, contributing to improved staff coordination and patient satisfaction. Crucially, these results weren't static insights but **living metrics**, updated every 12 hours, driving continuous improvement.

Implementation Challenges

Despite its eventual success, the project encountered several complex challenges. One major hurdle was the **lack of interoperability between legacy systems**, especially those used in billing and pharmacy. Data dictionaries were inconsistent, and APIs were unavailable in some modules, requiring custom script development to standardize inputs. Another challenge was **managing the volume and veracity of data**, particularly clinical narratives and free-text fields that could not be directly parsed into structured formats. On the human side, **model interpretability posed challenges with clinicians**. Risk models that flagged patients or transactions needed clear explanations to be actionable. To overcome this, the team worked closely with department heads and embedded interpretable outputs —such as variable contribution plots and percentile-based risk tiers—within dashboards. Additionally, **ensuring HIPAA compliance** in a real-time streaming environment required stringent access controls, anonymization at ingestion, and comprehensive audit logs—adding to the infrastructure overhead. The analytics team also faced the technical issue of **rare event class imbalance**, which required advanced sampling techniques (e.g., SMOTE, bootstrap aggregation) and the use of **Bayesian calibration** to avoid overfitting and under-alerting.

Strategic Recommendations for Hospitals

Based on SouthCare's journey, several strategic recommendations emerge for healthcare institutions aiming to transition from fragmented reporting to real-time, predictive intelligence. First, hospitals should **prioritize integration of their operational and clinical databases**, even if done iteratively, using a modular approach that allows for scalable ETL pipelines. Second, rather than relying on threshold-based alerts alone, **hospitals should adopt probabilistic rare event models** that are better suited to detect low-frequency, high-impact occurrences such as ADRs or billing fraud. Third, healthcare providers should **embed mathematical intelligence into dashboards—not just visualization**.

Predictive metrics driven by Poisson, GPD, or asymptotic statistics can provide early warnings and confidence intervals, improving clinical judgment and administrative decisions. Fourth, ensure **interpretability is built into every model**, using explainable AI principles to generate trust among end users. Finally, hospital leadership must **treat data governance as a strategic pillar**, ensuring HIPAA compliance and data stewardship are baked into architecture from day one—not as an afterthought. This case study reinforces that healthcare transformation isn't just a matter of adopting new software—it's about **marrying mathematical rigor with clinical reality**, supported by organizational alignment and a commitment to evidence-based operations.

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Disclaimer

The case study presented herein is based on a real-world hospital analytics implementation; however, the name "**SouthCare Multispecialty Hospital**" is a pseudonym used to **protect the confidentiality and commercial interests** of the actual healthcare institution involved. All identifiable information has been anonymized in accordance with data privacy and security best practices. Patient-level data used in this study was either **fully de-identified or synthetically generated** to ensure strict compliance with the **Health Insurance Portability and Accountability Act (HIPAA)** and relevant local regulations governing medical data. The analytics models, findings, and visualizations are based on representative patterns and have been **abstracted or aggregated** to prevent the disclosure of any sensitive operational or clinical information.

This paper is intended for academic, consulting, and industry learning purposes only and should not be interpreted as a public disclosure of any institution's internal systems or patient records.

A CASE STUDY FOR BHARAT AS A BRAND – WHY ARE WE STILL LAGGING BEHIND?

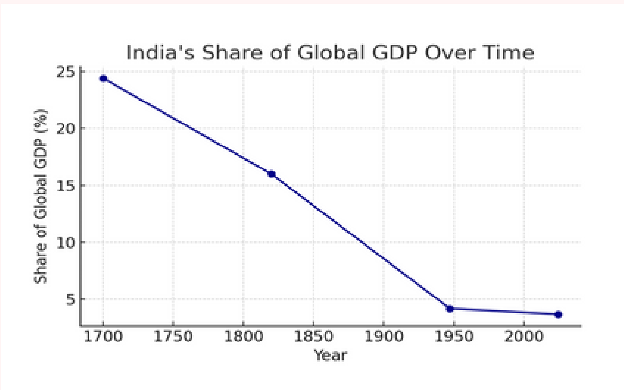
PRASHANT UPADHYAYA

Introduction

The narrative of Bharat (India) as a brand is paradoxical. On one hand, we are a civilization with over 5,000 years of heritage, immense cultural capital, and a track record of once being the wealthiest region of the world. On the other hand, in today's hyper-competitive global economy, we are still struggling to build global brands that can stand shoulder to shoulder with the Apples, Samsungs, or Alibabas of the world. As a management consultant, this analysis attempts to trace the historical evolution, assess our current position, and ask the crucial question: why has Bharat's potential not translated into global brand dominance?

At its peak in 1700 CE, Bharat constituted 24–29% of global GDP, but by 1947 that had fallen to around 4%, and today it's approximately 3.7% nominal / 8.5% PPP. Despite nurturing world-class leaders like Sundar Pichai and Satya Nadella, India still lacks homegrown global consumer brands equalling Apple, Samsung, or Alibaba. This report diagnoses institutional and cultural constraints, illustrated by brand valuations, innovation gaps, and select case studies, and sets out strategic imperatives for change.

1. **Historical Legacy: Pre-Independence Bharat**



- **Economic Dominance**: In the Maurya and Mughal eras, India produced ~25–35% of world GDP, and ~25% of global industrial output circa 1750.
- **Craft & Textile Powerhouse**: Indian textiles, spices, gold, and handicrafts were dominant exports, fueling European trade via the East India Company.
- **Intellectual Influence**: From zero and Ayurveda to mathematics and astronomy, Bharat shaped global scientific thought.

These strengths collectively positioned Bharat as one of the earliest global "brands"—rooted in demonstration, not corporate marketing.

2. Structural Evolution: Independence to Industry 4.0

📉 From Global Leader to Economic Decline

- India's GDP share dropped from ~24.4% in 1700 to ~4.2% in 1947 and just ~2% of world industrial output by 1900.
- Post-colonial India adopted central planning, License Raj, and bureaucratic governance —stunting innovation and private brand-building.

📈 Liberalization and Beyond

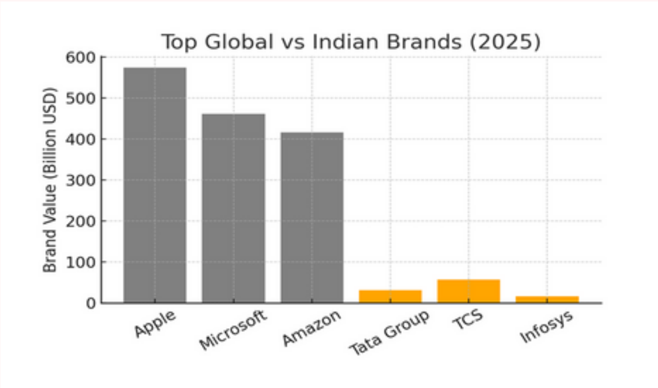
- The 1991 reforms drove growth—especially in IT and services—but consumer-facing global brands remained rare.
- Campaigns like Make in India and encouragement for scale-ups exist, yet iconic global brands remain elusive.

3. Indian Globalization: Leaders, But Few Legacy Brands

Contrasting Realities

- Indians at global corporations—Sundar Pichai, Satya Nadella, Indra Nooyi—showcase individual excellence but not institutional brand creation.
- Brands like Tata or Mahindra excel in global acquisitions (Jaguar, SsangYong), but India lacks an iconic consumer brand founded here.

Brand Valuation Snapshot (Brand Finance 2025)



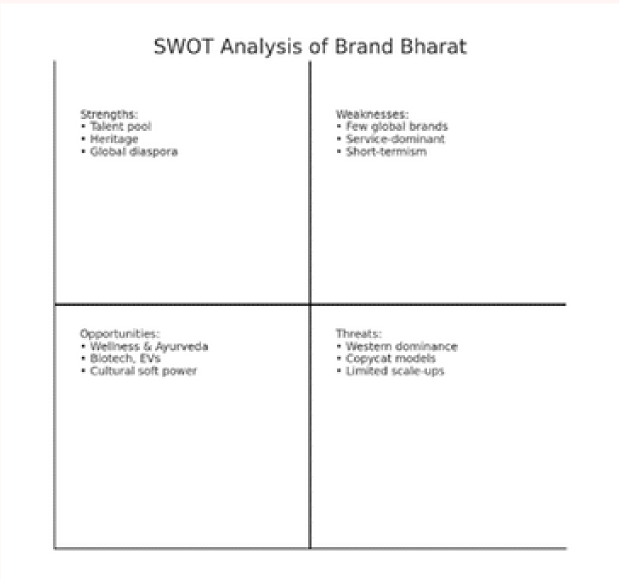
- **Tata Group**: $31.6 bn global brand value; ranked #60 globally; first Indian brand to surpass $30 bn; brand strength AAA.
- **TCS**: $57.3 bn brand value; ranked #45 globally in Kantar BrandZ; aided awareness rose from 29% to 95% among business executives across 26 countries.
- Other top Indian brands: Infosys ($16.3 bn, +15%), HDFC ($14.2 bn, +37%), LIC ($13.3 bn, +36%), L&T ($7.4 bn), Mahindra ($7.2 bn), Adani (+82% growth to $6.46 bn).
- Notably, Indian brands collectively account for ~$236.5 bn—tiny next to Apple's ~$574 bn or Microsoft's ~$461 bn.

4. Root Causes: Why Bharat Lags in Global Brand Creation

SWOT Analysis

Strengths	Weaknesses
Large talent pool and global diaspora	Most brand value tied to services, not products
Civilizational heritage in wellness & culture	Lack of original global consumer brands
Rising ESG & innovation in tech	Short-term profit focus; bureaucratic inertia
Soft-power via yoga, film, crafts	Disconnection from indigenous roots
Opportunities	**Threats**
Growing global wellness market (e.g., Kama Ayurveda, Forest Essentials)	Perception dominated by Western brands
Biotech, EVs, circular fashion sectors	Risk of being pigeonholed as global "service provider"
Indian crafts like khadi gaining traction abroad	Startup scale-ups limiting growth

Key Gaps



1. **Originality deficit**: Many firms replicate Western models rather than innovate solutions for Bharat's unique societal needs.
2. **Cultural disconnect**: Brands rarely leverage indigenous knowledge systems—e.g., Ayurveda, traditional crafts, sustainable design.
3. **Short-run mindset**: Lack of multi-generational planning limits legacy brand building.
4. **Ecosystem fragmentation**: Many startups but few scale to global consumer leaders due to funding, branding and infrastructure barriers.
5. **Identity ambiguity**: Absence of cohesive national brand narrative undermines global positioning.

5. Case Studies of Promise

🧴 Wellness & Luxury

- **Kama Ayurveda, Forest Essentials, Ranavat**: Combine Ayurveda and South Asian ingredients with premium sensory experiences—growing global appeal using sustainable storytelling.

- **Sabyasachi Mukherjee**: First Indian luxury brand to enter stores like Bergdorf Goodman and Saks in New York. Jewelry lines showcased at London events attended by royalty like King Charles and Queen Camilla.
- **Rahul Mishra's AFEW**: Debuted at Paris Fashion Week, backed by Reliance Brands, represents high-fashion Indian couture ambition on the global stage.
- **Khadi fashion (ITOH, 11.11)** blending heritage fabric with contemporary design, gaining traction in Western markets.

🥃 **Culture-led beverage branding**

- **Indian single malts**: Brands like Amrut, Paul John, Rampur have won global awards, driven by local barley, climate-induced fast aging, and a story rooted in terroir and craftsmanship.

📽️ **War of narratives – Prachyam OTT**

A powerful case study in the battle for cultural identity, Prachyam OTT represents Bharat's attempt to reclaim storytelling as a tool of soft power. Unlike mainstream platforms that often reinforce Western or distorted perspectives of Indian civilization, Prachyam curates Indic narratives, epics, and contemporary stories rooted in tradition and pride.

- Just as Disney and Netflix have shaped Western cultural discourse, Prachyam is emerging as a digital platform that can inspire the youth, challenge stereotypes, and rebuild confidence in India's civilizational heritage.
- By leveraging technology, grassroots storytelling, and cultural authenticity, it illustrates how Bharat can create not just consumer brands but also narrative brands that influence global perceptions.

6. Strategic Imperatives: Building Bharat Brands of Global Stature

1. **Leverage Civilisational Strengths**
   Brands in wellness, Ayurveda, sustainable textiles, and experiential luxury should be supported—rooted in heritage, told globally.

2. **Foster Innovation, Not Imitation**
   Encourage design-led R&D and culturally nuanced problem-solving—not retrofitting foreign business models.

3. **Institutional, Not Individual, Brand-Building**
   Support transitions from founder-led startups to enduring institutions with international strategy and governance frameworks.

4. **Narrative-Driven, Cultural Branding**
   Bharat must artfully package soft power—yoga as brand experience, crafts as sustainable fashion, Ayurveda as wellness leadership.

5. **Incentivize Long-Term Orientation**
   Policy and capital frameworks must reward generational thinking—aligning capital markets, investors, and policy to multi-decade journeys.

📌 Conclusion & Call to Action

Bharat stands at a critical juncture: with global soft power, heritage, and youthful dynamism. Yet, structural inertia, inconsistent brand strategy, and identity ambiguity constrain our global brand creation. Re-envisioning Bharat from a global **brand-maker** is not just aspirational—it is essential for India to reclaim its historical economic and cultural centrality.

Call to Action for Stakeholders:

- **Corporates & Founders**: Embed heritage-driven innovation and invest in global brand equity.
- **Policymakers & Regulators**: Enable ecosystem incentives for scale-ups and long-term institution building.
- **Ecosystem Enablers**: Venture funds, incubators, design institutes should prioritize global-first thinking rooted in Indian ethos.

Together, Bharat can move beyond being a global talent exporter to being a global **brand creator**—authentic, original, and worthy of its civilizational identity.

About the author

Dr. Prashant Upadhyaya (CMC) has two decades of experience across several industry sectors and has authored three books viz. Ternicode: Law of Three (genre: Business & Leadership), ManusCrypt: Designed for Mankind (genre: Strategy & Information Systems) and Swarbhanu Rahasya: Role of Nodes in Destiny (genre: Indology). He has served over two hundred clients across four continents. He holds double doctorate, is a post-doctoral senior fellow and an executive alumnus of IIM, Indore and IIT, Kanpur. His LinkedIn profile is – https://www.linkedin.com/in/prashantau

HOW WILL AI TRANSFORM THE MANAGEMENT CONSULTING INDUSTRY'S PYRAMID MODEL?

ASHOKKUMAR PRABHAKAR
EXPERIENCED IT & CONSULTING PROFESSIONAL

For decades, management consulting firms, whether global giants or local boutiques, have been built on a familiar pyramid model: a broad base of junior consultants performing analysis, a middle layer of managers synthesizing insights, and a small apex of partners who direct client relationships and strategic outcomes.

This model has dictated career paths, project staffing, and pricing. But with Artificial Intelligence (AI) becoming mainstream in research, analytics, and knowledge management, the pyramid is under pressure. For small and mid-sized firms in particular, this shift is both a **threat** and an **opportunity to redefine value**.

Pressure on the Pyramid Base

The most immediate disruption is at the base. AI platforms now perform:

- Rapid industry scans and benchmarking
- Automated financial modeling and scenario planning
- Drafting of client deliverables (reports, slide decks, narratives)

What used to require multiple junior associates over several weeks can now be done in hours by a consultant using AI. For boutique firms, this reduces dependency on large analyst teams, making lean staffing models not only possible but also profitable.

Takeaway: Small firms can punch above their weight by deploying AI to deliver research at the speed and quality of much larger players.

The Expanding Middle Layer

With the base shrinking, the middle of the pyramid, senior consultants and engagement managers, becomes more critical. Their role shifts to:

- Validating and contextualizing AI outputs for specific client realities
- Integrating data insights into strategy and change narratives
- Managing ethical, regulatory, and reputational considerations of AI use

Takeaway: For smaller firms, this means training fewer people but at a higher skill level. Clients will pay for contextual intelligence, not raw data dumps.

The Reimagined Partner Role

For partners, AI changes both what clients expect and how firms must position themselves:

- Clients will seek **dynamic, AI-powered scenario planning**, from supply chain resilience to ESG forecasting.
- Partners must shift from being "knowledge brokers" to becoming **trusted guides** in a world where clients already have access to AI outputs.
- For smaller firms, credibility stems from **specialization** (e.g., healthcare analytics, sustainability strategy, and digital transformation in mid-market companies) and **authentic relationships**, rather than scale.

From Pyramid to Diamond

The emerging shape of consulting organizations looks less like a steep pyramid and more like a **diamond**:

- A **leaner base** of AI-literate junior staff
- A **broader middle layer** of contextual thinkers and client managers
- A **focused apex** of partners who differentiate through trust, specialization, and judgment

For small consulting firms, this "diamond" may even be **flatter**, with AI replacing repetitive work and freeing bandwidth for higher-margin activities.

What This Means for Small and Mid-Sized Firms

The AI shift doesn't diminish the need for consultants; it shifts the value to a different place.

For IMCI members leading boutique and mid-tier firms, three priorities stand out:

1. **Invest in AI Enablement, Not Headcount**
   Replace volume hiring with investment in AI platforms (for research, analysis, and content generation). A small team, properly tooled, can now rival larger firms in output speed.
2. **Redefine Your Differentiation**
   Clients won't hire you for data they can get themselves through AI. They will hire you for judgment, storytelling, and the ability to connect insights to action in their unique context.

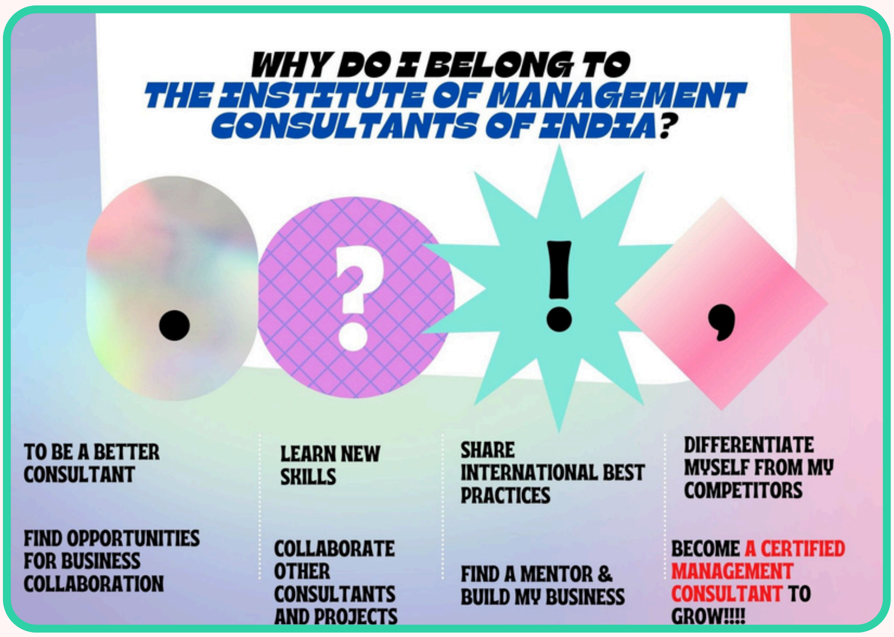
3. **Build AI-Ethics and Governance into Your Brand**
Mid-sized firms can lead by demonstrating to clients how to deploy AI responsibly, striking a balance between efficiency and ethics, compliance, and human oversight. This creates both trust and differentiation.

Call to Action for IMCI Members

As IMCI members running small and mid-sized consulting practices, now is the moment to **seize the AI advantage**:

- **Form peer learning circles** within IMCI to share use cases and vendor experiences, helping each firm avoid costly trial-and-error.
- **Pilot AI on one live project** in the next 90 days, whether in research, financial modeling, or client deliverables, and share outcomes with the IMCI community.
- **Collaborate on joint AI-enabled offerings**: smaller firms can pool expertise and technology to compete for larger mandates that would otherwise be out of reach.

The pyramid may be reshaping, but small firms have a once-in-a-generation chance to level the playing field. By adopting AI early, focusing on specialization, and building trust, boutique consultancies can not only survive but thrive in the new consulting diamond.



CHANGE MANAGEMENT IS CHANGING

SUKANT RATNAKAR
FOUNDER & CEO, QUANTRAZ INC

Organizations today are facing a new kind of challenge: they must continue to run their core operations efficiently while also adapting quickly to ongoing change. This ability to balance stability with flexibility is known as organizational ambidexterity—a concept supported by research from O'Reilly and Tushman (2004) and further explored in modern studies on enterprise agility. In practice, it means being able to maintain daily performance while also experimenting, learning, and adjusting in real time.

With the rise of artificial intelligence, automation, shifting customer behavior, and digital tools, change has become part of daily business—not something occasional. Traditional approaches—like checklists, one-time training, or top-down communication—no longer keep pace. According to Accenture's Change Reinvented report (2024), 95% of organizations went through at least two major transformations in the last three years. Yet only 30% feel ready for what's next. This gap shows that while change is increasing, many organizations still lack the systems, culture, and mindset needed to manage both continuity and transformation at the same time.

What's Changing in Change Management

1. Change is No Longer an Event
Earlier, change was treated like a project—with a beginning, middle, and end. But that approach no longer fits. Organizations are now expected to stay ready for change all the time. This shift has led to a new focus on building ongoing change readiness—so that teams are prepared, not just for one change, but for continuous shifts in direction, tools, and priorities.

2. One-Size Training Doesn't Work
Traditional change programs often depend on standardized training modules delivered uniformly across the organization. However, cognitive science and learning research consistently show that individuals process and retain information differently based on factors like cognitive load, prior knowledge, motivation, and context. A one-size-fits-all approach fails to support the real-time, task-specific challenges that users face during change.

To address this, organizations are turning to Digital Adoption Platforms (DAPs)—software layers that integrate directly with enterprise applications to provide contextual, real-time guidance tailored to individual users.

3. Behavior Matters More Than Plans
Having a detailed change plan is useful—but it's not enough. Research in behavioral science shows that people don't always act based on logic. Habits, social cues, emotions, and mental energy all play a big role in how people respond to change. Studies now emphasize the importance of psychological safety, habit loops, and simple reinforcement to help people not just understand change—but actually live it day to day.

4. Resistance Is a Signal, Not a Problem
In the past, resistance to change was often seen as something negative. But now, it's understood as a form of feedback. If people resist a new process or system, it may be because they're confused, unsure about the benefits, or concerned about their role. A 2024 ResearchGate study shows how AI tools can now measure emotional responses across teams and help leaders respond quickly—adjusting communication, training, or even the design of the change itself.

5. Co-Creation Replaces Top-Down Communication
Telling people what's changing is not enough. Involving them in shaping the change is what builds trust and engagement. More and more organizations are now using design thinking, feedback sessions, and small pilot groups to test new ideas before rolling them out fully. This gives employees a voice in the process and increases the chances of real, long-term adoption.

Myths That Are No Longer True

Old Belief	What Research Shows
"Training will solve it"	Knowing what to do is not enough. People need support to turn knowledge into action.
"Resistance means people don't care"	Resistance often comes from unclear goals, lack of trust, or fear of loss.
"Once the system is live, change is done"	True change begins after the launch, when new habits must take hold.
"Digital transformation is about tech"	The biggest challenges are usually people-related—such as mindset, energy, and behavior.

What Current Research Recommends

Leading studies suggest a new focus for consultants, HR leaders, and change professionals. The key areas include:

- Behavioral insights to understand how people respond to change emotionally and socially
- Personalized learning delivered inside tools, at the time of need—not just in formal sessions
- Energy and mindset tracking to spot early signs of fatigue, confusion, or disengagement
- Predictive analytics to tailor interventions before problems grow
- Human-centered design that puts employee experience at the core of every change program

Modern frameworks now combine classic theories—like the Technology Acceptance Model (TAM) and Diffusion of Innovation—with AI-based dashboards, pulse surveys, and feedback loops to create more agile and responsive change strategies. This approach helps manage complexity without losing sight of the human side.

As technology evolves and human expectations change, the field of change management must also adapt. The focus is shifting from managing tasks to enabling transformation through energy, behavior, and co-creation. The future of change lies not in controlling people—but in helping them stay ready, supported, and involved.

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WHY ARE SO MANY HEALTH INSURANCE CLAIMS REJECTED?

AND HOW YOU CAN AVOID IT

GUIDE TO PROTECT YOUR HEALTH AND WEALTH

ASHOK CHANDRAN

Health insurance is designed to protect your family's finances during medical emergencies. But imagine this: a loved one is hospitalised, and just when you rely on insurance the most, your claim gets rejected. Sadly, this is a reality many policyholders face.

The good news? Most rejections are preventable. By recognizing common pitfalls and taking proactive steps, you can ensure that your claim is processed smoothly when you need it most.

1. Honesty is Non-Negotiable

Non-disclosure of pre-existing conditions like diabetes, hypertension, or past surgeries is the number one reason for claim rejection. Insurance operates on the principle of utmost good faith, requiring complete and honest disclosure.

👉 Pro Tip: Disclose all past medical history at the time of purchase. The best time to buy insurance is when you are young and in good health.

2. Cover Enough, Don't Underinsure

Medical inflation is real. A policy with just ₹2–5 lakhs cover won't hold up against today's hospital bills. Choosing a lower coverage option to save on premium costs often backfires.

👉 Pro Tip: Opt for coverage that accounts for modern treatments, metro-city costs, and inflation. Aim for at least ₹10 lakhs with a top-up from the same insurer.

3. Know What's Not Covered

Alternative or experimental procedures (like stem cell therapy) usually don't qualify. Similarly, most policies exclude consumables, single-use hospital items, such as syringes and gloves, unless you've opted for a special rider.

👉 Pro Tip: Check your policy for exclusions. If unsure, consult your advisor before treatment.

4. Understand Waiting Periods & Porting Rules

Every policy has waiting periods: 30 days for general illnesses, 2–4 years for pre-existing conditions, and 2 years for specific treatments such as hernia or cataract surgery. Ported policies also restart certain waiting conditions.

👉 Pro Tip: Always read waiting-period clauses in your policy document.

5. Choose the Right Hospital

If you're admitted to a blacklisted or non-network hospital, your claim could be denied —or at best, reimbursed with deductions.

👉 Pro Tip: Confirm hospital network status before admission. Prefer cashless treatment at empanelled hospitals.

6. Don't Miss Deadlines

Insurance is paperwork-driven. Late claim intimation, missing documents, or delayed submission can derail the process.

👉 Pro Tip: Inform your insurer within 24 hours of hospitalisation. Submit documents within 7–14 days. Keep copies and formal acknowledgements of everything.

7. Watch Out for Room Rent Limits

A small clause, such as a ₹3,000 per day room rent cap, can significantly reduce your claim, not just for the room but also for surgery and ICU charges.

👉 Pro Tip: Buy policies with no room rent capping—or eligibility for a single AC room.

8. Co-Pay, Deductibles & Medical Necessity

Policies for senior citizens often have a co-pay (a share of the bill you must bear) or deductibles. Admissions without medical necessity, such as a mild fever or routine tests, are also rejected.

👉 Pro Tip: Pay extra premium to avoid co-pay clauses. Ensure hospitalisation has a clear medical justification.

9. Keep Your Policy Updated

Older policies may not cover modern treatments, such as robotic surgery or mental health care. A ₹5 lakh cover that worked five years ago may be inadequate today.

👉 Pro Tip: Review and upgrade your policy every 3–4 years to match new healthcare trends.

10. The Human Factor: Guidance Matters

Many people buy policies online or from untrained agents, only to regret it when they need to make a claim. Insurance is not a one-time purchase; it's a lifelong process of disclosures, renewals, claims, and upgrades.

👉 Pro Tip: Work with a qualified personal finance professional who can stand by you during claims.

11. If Your Claim Is Still Rejected

For genuine rejections, there is a redressal process:

1. Approach your insurer's Grievance Redressal Officer.
2. Escalate to the Insurance Ombudsman with all documents.
3. As a last resort, move to the Consumer Court, Civil Court, or file a complaint with IRDAI's Grievance Cell.

Final Word: Insurance is a Promise, Not a Guarantee

A health policy is not a blank cheque. It is a contract that outlines the rights and obligations of both parties. Insurers pay only if the situation fits the policy terms.

✅ Be honest. ✅ Stay informed. ✅ Read your policy wording. ✅ Seek expert help.

Because health insurance is more than a document, it's a process. And when done right, it truly protects both your health and wealth.

Dr. Ashok Chandran Kuzhipatt, Certified Financial Planner®
Ph.D, SMP (IIM-Cal), QPFP®, CFP®, CMC®
IRDA Certified General & Life Insurance Advisor
AMFI Registered Mutual Fund Distributor
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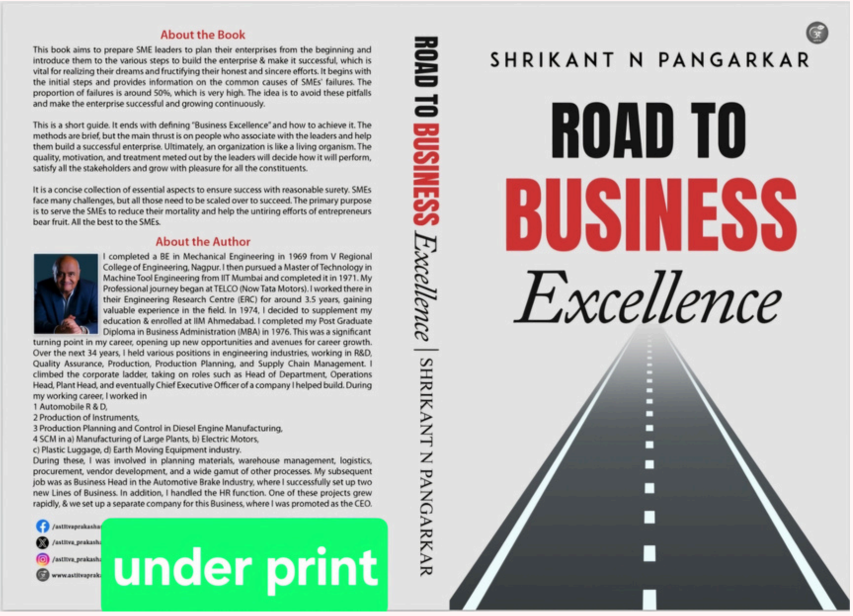
Book Review

Road to Business Excellence



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PREFACE

I have been interacting with the Small & Medium enterprises (SMEs) for more than 40 years. Initially I was their customer as SCM Manager of large industries and later as a consultant. I always observed that the owners of these enterprises were mostly working in a sub-optimal manner. They were working very hard but a very small proportion of them enjoyed comfortable life. They were always found to be a disadvantaged lot, struggling with orders, prices, debtors, cash-flow, manpower problems and many other day to day problems. They never had peaceful time to upgrade their knowledge, methods and in general conditions of life . They lacked, vision, to grow and plan activities. In order to help them sincerely, I thought of writing simple processes to acquaint them to make life more systematic and comfortable if possible.

This book begins with the possible thought process of the entrepreneur willing to work hard for his / her dreams of establishing an enterprise to satisfy customer needs, create employment, transform technical ideas into products and services for customers and finally make money to grow.

But this is easier said than done. The entrepreneur faces "Jungle Raj" by way of market forces, competition, demanding and powerful customers which puts the entrepreneur in difficult condition. This leads to dreams turning into a nightmare. The mortality rate of the SMEs is quite high. Failure of such SMEs leads to loss of capital, the enthusiasm and courage of sincere entrepreneurs is dented and the employment opportunities lost. India has more than 60 million MSMEs. If the mortality of MSMEs is reduced by even 1 per cent, the survival will grow by 600,000 units which will help the economy and employment immensely. SMEs are major sources of goods and services to bigger industries and also to local population. We do not want them to fail and get frustrated.

This book attempts to make the Leaders and Owners of these enterprises aware of the series of processes to be followed to survive, sustain, grow, make profit and build excellence.

If the owners sincerely attempt to utilize the concepts and ideas explained in the book, their chances of growth will improve and purpose of this book will be well served.

That is the purpose of this book. Hope, the target group will read follow the advice and succeed.

Events organised by the chapters

CHAPTER	TOPIC	SPEAKER
HYDERABAD	STRATEGIC CONSULTING: CORPORATE SOCIAL RESPONSIBILITY (CSR)	Mr. SHANKAR CHELLURI, Integrated Communication Strategist | Storytelling Evangelist
PUNE	GRACE UNDER FIRE : A STRONG RIPOSTE - INSIGHTS FROM OUR ILLUSTRIOUS INDIAN ARMED FORCES	Col (Dr) Ram Athavale
HYDERABAD	MANAGEMENT CONSULTING FROM ORGANIZATIONAL PERSPECTIVE	Mr. Rao Tummalapalli - Managing Director - Seneca Global
HYDERABAD	CONSTANT LEARNING: THE KEY TO FEELING FULLY ALIVE	Mr. Bhawani Prasad Chavali, Founder and CEO - Pramana Educare LLP
CHENNAI	DESIGN THINKING IN ESG	Dr. Mohan Kancharla, Trusted Advisor & Thought Leader - Consulting Catalyst & Design Thinker
BANGALORE	MARKET ENTRY STRATEGY RESEARCH FOR OVERSEAS FIRMS	Ms Priti Verma, President Research n Consulting
HYDERABAD	EXPERIENCE MANAGEMENT (AND ITS COMPONENTS THAT CO-CREATE VALUE)	Dr. Harish B. Suri, Coach, Consultant, Trainer & Academician

Events organised by the chapters

CHPATER	TOPIC	SPEAKER
BANGALORE	ACHIEVING OPERATIONAL EXCELLENCE THROUGH HIGH PERFORMANCE TEAMS	Dr. V. Sankarnath, Founder and Managing Director of Visisht Corporate Growth Associates Pvt. Ltd
BANGALORE	STATUS OF CORPORATE GOVERNANCE IN INDIA	Prof (Dr) Avtar Singh Director, Nashville Education Foundation (TM)
HYDERABAD	CROSS CULTURES: FROM JUGAAD TO GUANXI TO UBUNTU"(ADAPTING LEADERSHIP ACROSS CULTURES)	Mr. B V Ramana, FMCG I General Management I Sales Operations I GTM Strategy I Execution Capabilities I New Markets I AFRICA I South East Asia I China I India

Collaboration Established Between Mandya University and IMCI

We are pleased to announce that a Memorandum of Understanding (MoU) has been formally signed between Mandya University www.mandyauniversity.ac.in and the Institute of Management Consultants of India IMC INDIA.

This MoU represents a significant milestone, expressing the intent of both institutions to collaborate and foster mutual growth for the benefit of the academic and consulting communities .

Under this strategic partnership, Mandya University and IMC INDIA will work together on initiatives aimed at:

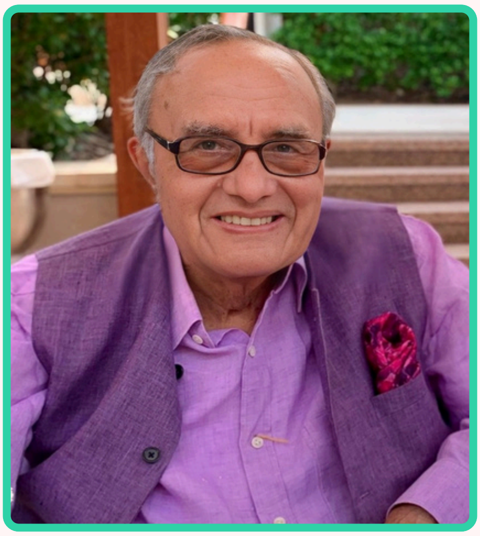
To promote cooperation in the fields of education, research, training, and consulting.

To create platforms for ability building, curriculum enhancement, and industry engagement.

To provide opportunities for faculty, scholars, students, and consultants to interact and benefit from mutual expertise.

We look forward to the positive impact this collaboration will bring, and we encourage all members to stay engaged as further opportunities and initiatives emerge from this collaboration.

Sad News: Passing of Our Esteemed Member, Mr. Shashi Budhiraja – Past President, IMCI



It is with profound sorrow that we inform you of the passing of **Mr. Shashi Budhiraja, Past President of the Institute of Management Consultants of India (IMCI)**.

Mr. Budhiraja was a distinguished leader, mentor, and a valued member of our IMCI family. His contributions to the institute and the field of management consulting were both significant and enduring. He led with wisdom, integrity, and dedication, leaving behind a legacy that will continue to inspire generations of professionals.

We extend our deepest condolences to his family, friends, and all those whose lives he touched. He will be greatly missed.

May his soul rest in peace.

Sad News: Passing of Our Esteemed Member, Dr. Ramachandra Aryasri Ankisetti – Chairman IMCI Hyderabad Chapter

It is with profound sorrow that we inform you of the passing of **Dr. Ramachandra Aryasri Ankisetti, Chairman IMCI Hyderabad Chapter**.

Dr. Aryasri will be deeply missed by all of us. We have lost one of the dynamic, caring, and Laudable leaders, Comrade and progressive learning and development professionals of the IMCI Hyderabad Chapter family. His contributions to the institute and the field of management consulting were both significant and enduring.

May his soul rest in peace.

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Mr. Debanshu B. Banerjee
Chairman Ahmedabad Chapter

Mr. K. U. Srinivason
Chairman Chennai Chapter

Dr. Amit Pareenja
Chairman Delhi Chapter

Dr. Ramachandra Aryasri Ankisetti
Chairman Hyderabad Chapter

Mr. K. Jayshankar
Chairman Pune Chapter

Dr. Nitin Motiram Chikhale
Chairman Mumbai Chapter

Dr. Nagesh Tummapudi
Chairman Bangalore Chapter

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About IMCI

The Institute of Management Consultants of India (IMCI) is the apex body of management consulting professionals in India, being the only registered institute of established management consultancy firms and practicing individuals in the country. Originally founded in 1963 as Management Consultant's Association of India (MCAI), MCAI was renamed as IMCI in 1991 when it joined the ICMCI as the first Asian Country to become a full member. The International Council of Management Consulting Institute (ICMCI) www.cmc-global.org has authorized IMCI to award Certified Management Consultant (CMC) certification in accordance with International Standards.

At IMCI, we understand that the world of business is rapidly evolving, presenting new challenges and complexities. That's why we have created a community that brings together industry leaders, seasoned consultants, and aspiring professionals like you. Our association serves as a platform for networking, knowledge sharing, and continuous learning.
By becoming a member of the IMCI offers several benefits, both for individual consultants and consulting firms. Some of the key benefits include:

1. Recognition and Trust: For individual consultants, obtaining the Certified Management Consultant (CMC) qualification, which is recognized in ICMCI member countries, provides formal recognition of training, development, and experience, and demonstrates high standards of performance, experience, and ethics.

2. Professional Development: Membership encourages the discipline of continued professional development, ensuring that consultants stay updated with the latest industry trends and best practices. Attend workshops, seminars, and webinars led by industry experts to stay up-to-date with the latest trends, best practices, and innovative strategies.

3. Client Attraction: The CMC qualification serves as a Gold Standard for excellence among management consultants, making it attractive to clients who seek consultants that meet the highest professional standards of competence, ethics, and independence.

4. Global Network: Members become part of a global network of management consulting professional bodies, facilitating knowledge sharing, collaboration, and access to international conferences and events.

5. Firm Branding: Consulting firms can use the CMC-Firm branding elements on their marketing materials, reinforcing their status and reach vis-à-vis major international firms, and demonstrating a commitment to professional standards and ethics.

6. Discounted Attendance To Domestic And International Events on Zoom, Domestic And International Magazine And Cep's

These benefits contribute to the professional growth, recognition, and credibility of both individual consultants and consulting firms within the global management consulting community (International Council of Management Consulting Institutes (ICMCI))

Institute of Management Consultants of India (IMCI) Membership is an investment in your professional growth and a commitment to excellence in the consulting arena. We believe that your unique perspective and experience will greatly enrich our community.

If you have any questions or would like to learn more, please feel free to reach out to our membership team at [Mob: +91 8767261288 Tel No.Tel No.+91 22 4783 2808
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