

president's Message

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Dear Members,

I hope all of you are doing well and so are your clients.

As promised, we have progressed on carrying out certain key changes post the AGM go-ahead. We have done considerable spade work for the AD campaign, the IPR and Trade Mark registrations of our new offering.

We will have our Audit by ICMCI in September and October and we need everyone's updated CV for that and for creating a repository for consulting. **Please note to retain your CMC you need to update your CV every year.** As a part of the Audit we may also be organizing a large convention/event that will bolster our standing and creating learning opportunities for our members. This will allow us to leverage the visiting audit team from ICMCI as well.

Those who have missed the development – I am delighted to share again that a new standard on Management Consulting ISO 20700 was in the works for some time now and it has now been released with the help of ICMCI, now called CMC Global.

The ISO 20700 is a guidance document, written for management consultants and their organizations. It is intended on helping you achieve better results from your various projects and reduce risks inherent in the business. Areas addressed include quality, professionalism, ethical behavior and interoperability. It reflects the desire to improve effectiveness and thus accelerate the development of this sector.

If you're a consultant or part of a consultancy, you'll want this new standard as it provides useful insights to the world of consulting and global standards.

The Constitution has enabled the entry of industry members and we must seek to expand our membership base to include friends from the industry. I believe this engagement with industry shall expand the business opportunities for our members.

I reiterate my request to the members to participate and reach out and enroll more members with a brand new constitution.

The new different categories are:

Industry Affiliate: To encourage more and more persons from Business / industry /Academics/ Services and who are yet to join consulting as a profession, a grade of Industry Affiliate is open. All persons who are associated with the Industry whether Consulting or otherwise and wish to undertake consulting in future or wish to continue learning the profession of consulting are eligible to join. However this category will not confer any voting rights on the members till they start practicing consulting. The Executive Council will decide on eligibility and rules on these from time to time and case to case basis.

Industry Member: Any incorporated or unincorporated entity or separately identified division within such an entity who endorses to the objectives of the Institute may apply to be admitted as a member under User Industry Member category. Organisations are divided between Small, Medium and Large, based on the total turnover of the entity.

I hope we can get more user industries to join IMCI. We have already begun the process of enrolling.

Looking forward to a more fruitful year.

With best wishes

Anuj Bhargava
President IMCI



EDITOR'S NOTE



Dear Members,

We have great pleasure in presenting June 2018 issue of 'Consultants Forum' of IMCI.

I am presently in U.K. The weather is unusually warm. This may be due to global warming.

There is FIFA World Cup fever. Teams of Lionel Messi and Cristiano Ronaldo are out. Somebody commented that it is the whole team which matters and not an individual genius.

Talent is important but the team work, sustained and deliberate practice with passion and perseverance to achieve your goals are crucial for success in sports as well as business.

The world scenario is changing. There are issues of 'immigrants' and 'tariffs'. Concept of Globalization appears to be getting diluted with emphasis on 'Protectionism' and 'Nationalism'. U.K. is negotiating hard on 'Brexit terms' with European Union. This may change the usual business environment in Europe.

In health sector, Royal College of physicians opined that artificial intelligence (AI) and Algorithm cannot replace the human doctors. College disputed claims that these applications could diagnose health problems as efficiently as human doctors. Presently, it is a disputed area. However, the fact remains that It is not only the medical tests but also 'trusting relationship between doctor and patients' which is important to treat the patients.

In manufacturing sector, Industry 4.0 moves towards connected automation which leads to more flexible and efficient production process. Industry 4.0 solutions are essentially dependent on connectivity. There is better value creation connecting manufacturers and suppliers.

Consulting professionals need to be ready to meet these changes and challenges and reorient their skills, expertise and approach accordingly.

Prof. Rajat Baisya in his article mentions that '*gone are the days when one can encash the story of 'what he was'. Today businesses will engage consultants based on 'what you are' and 'what you can deliver'. Your past is already forgotten in the context of hard reality of the present.*' He has done analysis of business environment in the context of challenges and opportunities for independent consultants.

Mr. Krishnamurthy in his article "How India should approach Industry 4.0" mentions that '*Manufacturing Industry in India has a potential to touch \$1 Trillion by 2025 accounting for 25 to 30% of India's GDP, and create up to 90 Million jobs*'. He suggests that '*Industry 4.0 needs pool of technology professionals including data scientists, cyber systems experts, technology trainers, project managers etc. India has the advantage of a strong technology ecosystem.*'

Dr. Ram Nath Prasad is the Director of the 'The Centre for Entrepreneurship Development', Government of Gujarat in Gandhinagar. He has described the two projects undertaken by the Institute: implementation of ISO 9000 to improve quality systems and productivity of various operations and the other of installing a solar system for cheaper and greener energy. Both are good initiatives.

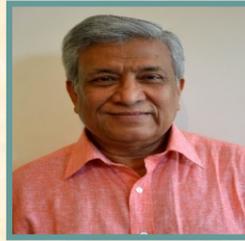
Mr. Ramaswamy has expressed that management consulting can play a vital role in improving the infrastructure required for efficient functioning of SMES such as proactive Banking System, effective supplies of inputs and others. Modern management techniques and practices can improve performance and profitability of SMEs.

We thank the authors for their contributions. The views expressed in the articles are not necessarily of IMCI.

With best wishes

Ramesh S. Tyagi
Tyagi.ramesh@gmail.com

Management Consulting Practices in India Opportunities and Key Challenges



Rajat K. Baisya

Growing Economy of India:

Indian economy is in the threshold of being in the company of lead economies of the world. We are already a USD 2.44 Trillion economy in terms of nominal GDP and per capita is USD 1852 in the year 2017 and growing at a rate of 6.7%. Service sector contributes about 58%, industry contributes 24% and agriculture contributes 18% to GDP. India currently is tenth largest economy by nominal GDP and third largest by purchasing power parity. The growth rate earlier was much higher but post demonetisation and introduction of Goods & Service Tax and resulting confusion in the market, we have witnessed the short term decline in our economic growth rate. In global arena not many countries are showing healthy growth and in that context India still stands tall offering opportunity for investment and growth to global investors. All eyes are therefore, fixed on India. As the service sector is growing faster with the growth of economy, consulting opportunities also phenomenally increasing. Businesses are now focusing on their core competence and the rests are all outsourced to become cost competitive for survival as well as sustainability. Those who are not outsourcing are trying to innovate the business models and product portfolio. Consultants now are required to deliver incremental value and performance in business in that environment. The earlier opportunity for consultants to write reports are no longer required. No one gives much for advise these days. Also advisory consultancy for governments and very large corporations are only for big consulting firms.

Growth Opportunities and challenges:

On 25thSept, 2014 India launched 'Make-in India' initiative to attract global investors and coincidentally on the same day China also launched 'Made in China' initiative possibly to tell the world that they are more competitive than us. Deloitte has released their latest Global Manufacturing Competitiveness report 2016 wherein we can see that China, although stood first at the top(Index 100) followed by USA(Index99.5) and Germany(Index 93.9) but in the projected scenario by 2020, USA will be at the top and China will come down to second position and India will climb up to fifth position. Top drivers of manufacturing competitiveness have been identified consistently as talent, cost competitiveness, productivity and supplier network in that order. This I have covered yet in another article for 'Consulting Forum'. India's rank in terms of global manufacturing competitiveness is 11th at present and projected to go up to 5th position by the year 2020. A focus on creating differentiated talent acquisition, development and retention strategies as well as identifying and nurturing new models of collaboration that leverage key source of talents outside of the organisation will be the key as talent is ranked as the most important driver of competitiveness. In an era of sluggish economic growth globally, containing costs and increasing productivity to boost profit remains critical for the manufacturers, alongside building a strong network and ecosystems of vendors and suppliers. This journey itself from the current state to the projected state for India as identified, offers a great opportunity for a host of services for the management consultants.

Consulting Opportunities in India for Independent Management Consultants:

India's consulting and outsourcing industry, put together, had revenues of USD 89 billion in 2014. The large part of this business opportunity is captured by big players like Deloitte Consulting, Ernst & Young, KPMG, PWC, AT Kearney, McKinsey, BCG, Bain & Co, Booz-Allen and Hamilton leaving a small business opportunities for the small consulting firms and Independent Consultants who are largely consisting of retired professionals from an active business career but instead of hanging up their boots, they try to remain relevant in the commercial world offering services based on their individual expertise and experience. And they comprise of 45 percent of all consultants operate mostly out of their home office. And a large percentage of this group are consultants for name sake doing either teaching, training and talking in seminars, playing politics in professional associations to which they belong and these activities are anything but management consulting. Broadly the existing market for management consultants can be grouped under: management and strategy, marketing and business development, human resources and organisation development, technology(IT services included) and project, accounting and taxation, legal and media, financial and investment. Individual consultants try to carve out a special unique position in these areas to solicit business. Large pool of these are either dependent on the business opportunities from SME sector or get sub-contract from the bigger players. Major volume of management consulting work of all types come from Governments who select consultants through open public tender and Independent consultants cannot even participate in those opportunities. It is all cornered by big firms as they have well entrenched network inside all government departments. The next big opportunities come from big global and also domestic manufacturer marketers and there also individual consultants have a small role to play and that too as sub-consultants under a big player. In IT consultancy India occupies an unique strength on cost although, of late, that is now being challenged by other countries. Companies like TCS, Infosys, Wipro, Tech Mahindra, HCL Technologies, Genpact, Mphasis and Mindtree have global network and they give US and European consultancies a run for their money.

Small Consulting companies and Individual consultants in India:

According to an estimate, there are over 10000 big and small consulting firms in India and about 6000 of them are in four metros of Delhi, Mumbai, Chennai and Kolkata. As per the estimate of ASSOCHAM, Indian consulting industry is expected to record revenues of USD 45 billion by 2020. Another estimate puts the figure as 500 to 600 high value consulting contracts worth USD 250 to USD 300 million are awarded every year by Indian companies. When competition is at Individual level Indian consultants have an advantage as they are costing much less, and they also have been recognised as worthy equals of their overseas counterpart on criteria like professionalism, industriousness, willingness to learn and adaptability to technology. But they also suffer from many shortcomings and among them are poor brand equity, experience in foreign market, ability to maintain quality and low level of R&D. They need therefore, to overcome these difficulties by improving their knowledge resource, data warehousing as well as collaboration.

In this regard there is a good opportunity to collaborate with consulting companies including independent consultants overseas to work together in an identified area (s) of consulting practices. The networking and collaboration to draw from each other's strength and experience often come as help to improve the chance to secure contracts in India, if they otherwise qualify. For consultants to secure overseas contract, a local collaboration and reference is almost essential.

Consulting In Industry 4.0:

Consulting practices in Industry 4.0 has to be radically different. Fourth industrial revolution is bringing together physical, digital and biological change. Everything will also get integrated into a new eco-system and our own identity will also change. Technology will radically change the character and environment and even business processes radically. Block Chain technology already changed and eliminated the traditional processes and which we are witnessing in financial services and international trade practices. The fourth industrial revolution (Industry 4.0) characterized by the increasing digitization and interconnection of products, value chain, and business models has already arrived. These are going to be drastically different in next couple of years.

Industry 4.0 is going to give shape to the emergence of a new society 4.0 where future business has to be performed by the current players. We need knowledge consultants to ensure the existing knowledge that is residing within the business in individual's mind are also fully captured(tacit knowledge) in addition to explicit knowledge and new knowledge is created. Management consultants will have to get ready for this significant transition and facing challenges of Industry 4.0.

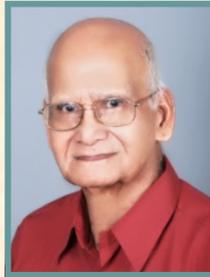
Conclusion:

Individual consultants can make limited impact in the new-found opportunity on their own. IMCI has to help them to become acceptable. Individual consultants also need to focus on their core strength areas which are made relevant in the current environment in Industry 4.0, otherwise they are irrelevant, in any case. There has to be a national and international platform where performance and star achievements of individual consultants are projected and talked about. Finally, this is an era of collaboration and co-creation of innovation and thus individual consultants have to forge alliance with their global counterpart. **Gone are the days when one could encash the story of 'what he was'. Today businesses will engage consultants based on 'what you are' and 'what you can deliver'. Your past is already forgotten in the context of hard reality of the present.**

Prof. Rajat K. Baisya is a Fellow of the Institute of Engineers, Indian Institute of Chemical Engineers, a Fellow of Institute of Management Consultants of India and World Confederation of Productivity Sciences. He is the Founder President of Project & Technology Management Foundation and is on the board of many public and private companies and Distinguished Visiting Professor of many institutions, universities in India and abroad. He is the Chairman of a leading consulting company – Strategic Consulting Group Pvt. Ltd. focusing on strategic management consulting and knowledge management consulting services for significant performance in collaboration with US based knowledge management consultancy company - Applied Knowledge Sciences Inc. USA, and Explanation Age LLC, USA to provide consulting support to companies in India as well as abroad.

" But extreme narcissists are hazard - - - - - They are often people completely preoccupied with being superior, unique or special. They exaggerate their talent and indulge in addictively boastful and pretentious self-aggrandisement."- Furnham, Adrian

Management Consulting in SME Sector



T. Ramaswamy CMC

Management consultancy is a noble profession enabling organizations using resources of any kind to improve their performance and profitability by using modern management techniques and practices. The lack of this facility was detected in the early sixties and some pioneering institutions were established in India and some other countries to expedite the process of spreading modern management practices in all areas of activity. But even after five decades the beneficial impact has not been felt particularly in SME sector with the result losses on a colossal scale are occurring daily. In this sector, organizations do exist at substandard performance levels.

In the context of SMEs, there are several areas like organization development, cost reduction, inventory management, financial planning, business planning, management training and those as per specific needs of the business.

The causes for poor performance are briefly discussed in this article with examples and reference to the small and medium enterprise sector.

Business failures continue to exist with varying degrees of losses and loss of employment. If we examine the causes we find a combination of causes have contributed to the pitiable situation. Some of them are listed and briefly explained here.

1. Entrepreneurial failure

Thousands of business units start with great enthusiasm and fanfare and then collapse leaving huge liability which they cannot clear. These entrepreneurs lack managerial training and are not well equipped to handle the problems. Their managerial deficiencies are not evaluated and corrective action taken at the earliest stages. The basic mistake of allowing entry to anyone who attends a meeting of potential entrepreneurs has brought into the field many counterfeit entrepreneurs who do not have the essential traits.

2. Management failure

Business failures have occurred due to managerial failure. Entrepreneurs do not have adequate managerial skills and efforts at acquiring them have not been successful. They are not able to solve problems in the areas of production, finance and marketing promptly with the result problems are allowed to develop into crises and the firm is swept away by the tidal wave of environmental forces. The hired manager does not provide easy solution always. Management training is given low priority by the promoter.

3. Government failure

Delayed decisions on the part of governmental agencies concerned with MSME development result in loss of opportunity for the entrepreneur to develop his business. Apart from pushing up costs of doing business they dampen the enthusiasm of the entrepreneur. These delays and practices weaken the competitive strength of the entrepreneur and his business nose dives. In the project stage cost overruns take place and the business crash lands even before takeoff.

Procedure delays at every stage of the decision making process suffocate the entrepreneurs and the delay in power connection becomes the last straw on the camel's back dampening the enthusiasm of the entrepreneur forcing him to turn to other avenues of employment.

4. Worker sabotage

This is another cause for business failures. It takes several forms the most common ones being strikes at the beginning of the project and later at intervals with greater intensity. Work stoppage for trivial reasons is another cause. Protests and deliberate go slow tactics by workers lower output and push the units to sickness.

5.Lack of business ethics by machinery suppliers

Machinery suppliers participate or initiate a game of inflating invoices to enable promoters to pad up costs and enable to meet the stake money in part or in full. The net result is that the promoter has very little or nil funds to bring as his share of capital. In some cases the promoter claims this padding facility as a matter of right saying that many professionals labeled as consultants follow this practice to oblige prospective promoters. The other alternative adopted is that a cash discount is given which reaches the hands of the promoter and goes to provide him with cash to show his stake in the business. In some cases the gullibility and ignorance of the entrepreneur is exploited by machinery suppliers. They suggest and supply machinery with capacity several times warranted by market conditions. The operating costs become high; the project doesn't take off. Even if it takes off it soon crash lands because of the gravitational pulls of the costs and interest burden which eats away all working capital. Cash discount is provided to cover margin (stake)

6. Banks

Delayed decisions by banks in sanctioning and releasing funds have caused derailment of the project. Cost overruns take place. In some cases financial requirements were not assessed with care and realism. Under financing of term loan and working capital needs brought ruin to the units. Recoveries of loans in some cases were irrational. When additional funds were sanctioned and released the earlier loan outstanding was adjusted and only a small residue was made available which did not enable the unit to survive.

7. Customer default

Delayed payments by large customers caused financial squeeze and strain to the units. For good supplied payments took 7 to 8 months and during that period manufacturing activity could not be sustained.

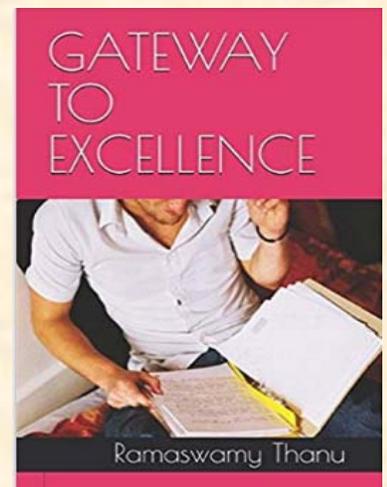
The assumption of 3 months credit period did not work since the banks recovered the amount soon after the three month period and refused to grant extended credit. Finance was choked and the unit ran aground. Here the culprits have been government departments and large industrial houses who took a lethargic attitude in clearing the bills of suppliers.

The following example of a live case gives some idea of some of the features explained above. (Figures are for illustrative purpose only)

An SME was set up with capacity which can produce 2 million liters of paints and primers on single shift basis per year. Output at this capacity would be of the value of \$10 million. As against this capacity the unit had attained only less than 1% utilization. For such high capacity working capital availability was very low. Even for one batch of production of 3000 liters per day raw materials worth \$1 million were needed. Too many varieties were manufactured necessitating stock of large quantities of various raw materials. This resulted in large raw material inventory. In addition containers were not available to pack even the available finished products and this remained unsold. Raw materials inventory came to 1 million and finished goods \$2 million. The batch size was large. Extensive credit of over 60 days had to be given to customers. The Medium Term Loan was sanctioned with repayment to be made in 36 months. Purchasing was indiscriminate. It amounted to 110% of sales. Receivables came to 65% of sales. Samples were given free and this came to 15% of sales. The capital cost of the project was too high compared to the concealed capacity of the unit and the demand. Interest burden could not be absorbed and this came to 61% of sales. There was no production planning. Though huge stocks of raw materials existed, they were not adequate in terms of quantity and variety to complete the process of conversion to finished goods. Further finished goods could not be packed for want of containers. The firm faced cash flow crisis and could not take delivery of containers worth \$40,000 supplied by a firm which had served legal notice on the unit. Under these circumstances the unit was not able to carry out its operations. Its liability to the bankers mounted and all accounts the bank filed a suit.

In short the causes of sickness were excessive capacity utilization, poor production planning, heavy inventory, delayed collection of receivables causing working capital shortage. It was a sad commentary on the state of industrial development that the implementation of modern management techniques in production, finance, marketing, policy making, decision making and project implementation were lagging behind with the result business units face death and burial.

Compulsory management audit can help to minimize the impact of such problems. Here management consultancy has a major role to play for conserving resources and stabilizing employment. The sooner we realize and act on this the better it is for all. Management Consultants can certainly contribute to reverse the adverse trends explained above if their role is recognized and rewarded.



How should India approach Industry 4.0?



Ramaswamy V Krishnamurti

Introduction

Manufacturing Industry in India has a potential to touch \$1 Trillion by 2025 accounting for 25 to 30% of India's GDP, and create up to 90 Million jobs. With governments focus on Digital India and Make in India, time is ripe for Indian Manufacturing to transition to Industry 4.0 (hereafter 'I4.0'). Also called 'Smart Manufacturing', I4.0 covers the interaction between man and man, man and machine and machine and machine. The technology facilitators are Industrial Internet of Things (IIOT), Advanced Analytics, Cyber-physical systems (3D Printing, Rapid Prototyping etc) and Cloud Computing. This has the potential to bring about significant efficiencies across the manufacturing industry value chain.

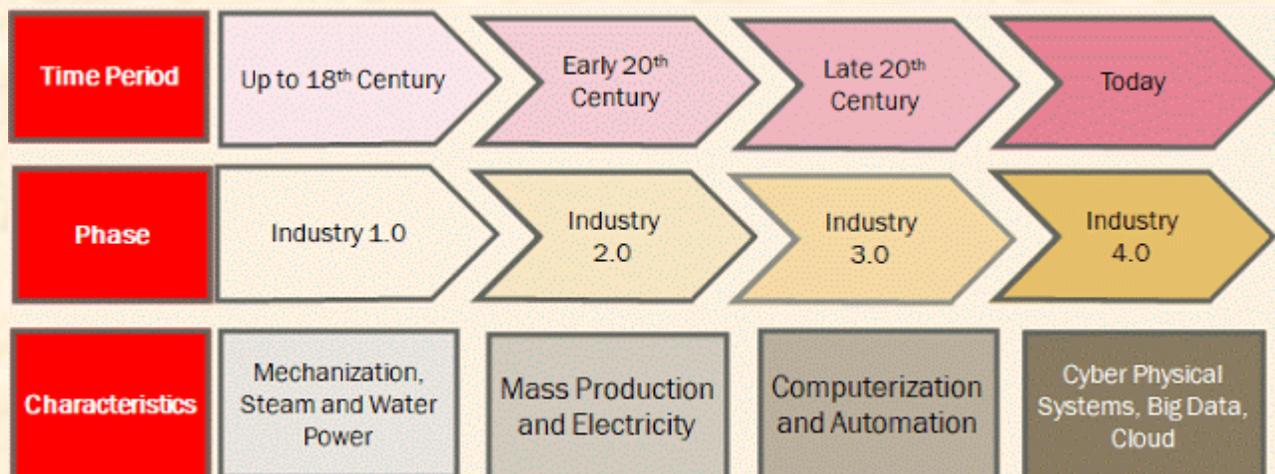
This article starts off with a quick overview of I4.0. Then we look at potential of I4.0 in India, the challenges that are specific to the country and the ongoing policy initiatives. Next we look at the potential for I4.0 adoption in the country and the expected benefits. We also take a look at how the philosophy of I4.0 in the farming sector in the country.

Evolution of I4.0

Historically, manufacturing industry has gone through four phases. Industry 1.0 was characterised by the use of steam & water power and manual labour. The use of electricity and assembly lines to help mass production in manufacturing plants signalled the arrival of Industry 2.0. Starting from about '70s, the use of computers and CNC machines for precision manufacturing and automation of production heralded the arrival of Industry 3.0

With technology expanding rapidly, Big Data supporting sophisticated and complex analytics, IIoT (Industrial Internet of Things) helping interactions between man and machines and also between machines, Cloud Computing supporting huge data storage and fast retrieval of data and finally, new Cyber - physical technologies like 3D Printing and Collaborative Robots (Cobots) that support rapid prototyping and faster roll out of complex designs, time has come to initiate the new phase, what can be called as Industry 4.0 (I4.0).

The following diagram illustrates this evolution.



Challenges specific to India

1. Impact on job creation
2. Increase in social inequality between 'low skill / low pay' and 'high skill / high pay' jobs.
3. Redistribution of both technology and its benefits to rural India
4. Re-skilling and up-skilling existing workforce
5. Ensuring Gender Neutrality in job creation.
6. SMEs are not tech savvy

India Potential

Rapid developments in global manufacturing suggest that India's manufacturing companies could easily fall behind their global counterparts. New technologies and patents are enormously beneficial, but patents from the U.S. and the UK outnumber new Indian technologies over ten to one.

The global market for collaborative robots was estimated at \$128 million in 2014 and is projected to reach \$1 billion by 2019, with a compound annual growth rate of 50.88 percent. Though India still has one of the lowest levels of robotic penetration in the automation of manufacturing facilities relative to the rest of the world, over the last few years, many newly incorporated manufacturing companies in the country have adopted smart manufacturing practices and there has been a considerable increase in investments made into new robotic applications, especially in the automotive sector.

Manufacturing Industry in India has the potential to touch \$1 Trillion by 2025, forming about 25-30% of the country's GDP (from the current 16%) and giving employment to about 90 Million People. This cannot happen without policy initiatives towards technology adoption. Proactive government policies including 'Make In India', 'Digital India' and 'Smart Cities' will add fillip to I4.0 in India. The smart cities could become the forerunners of the Industry 4.0 environment.

Industry 4.0 needs pool of technology professionals including data scientists, cyber systems experts, technology trainers, project managers etc. India has the advantage of a strong technology ecosystem.

Another unrelated potential is the adoption of I4.0 philosophy to agricultural sector in India. The farming sector can benefit from some of the new technologies. For example, government can use analytic tools to identify the best crops to sow at different areas during different seasons. This information can be used to incentivise the farmers to move towards remunerative farming.

What India must do

1. Skill Building Initiatives, especially in the high technology areas
2. Create industry awareness about I4.0
3. Develop cloud enabled IT Platforms that can be accessed by SMEs
4. Spruce up the patent regime, enabling faster patent and trademark registrations

Conclusion

Industry 4.0 as an idea that started around 2014, has gained momentum over the last 3 years.

The advance has been facilitated by growth of new technologies including cyber-physical systems, big data and analytics and cloud computing. While these technologies even prior to 2014, what makes them Industry 4.0 compliant is the networked nature of deployment. Companies that have adopted these technologies have reaped rich rewards in form of cost reduction and improvement in productivity and efficiency.

Manufacturing Industry, currently forming 16% of country's GDP. With supportive policy framework, the industry has the potential to scale up to about 25 - 30% (1.00 to 1.25 Trillion USD from the current about 0.4 Trillion) in the coming years. Policy initiatives like 'Make in India', 'Smart Cities', 'Digital India' etc., by providing the necessary hard and soft infrastructure, will act as a catalyst for the industry to adopt advanced technologies. India also has a strong technology ecosystem that can support new technologies. With all these benefits, I see Indian manufacturing industry moving quickly towards Industry 4.0.

The IT Companies in India are at the forefront of enabling global corporations to adopt advanced technologies and this can become a scalable model generating export revenues. Creating I4.0 as a SAAS based offering is one such opportunity.

However, India will have to develop its own I4.0 philosophy keeping in mind its population and the policy objectives like gender equality, equitable technology benefits to all etc.

About the Author:

Ramaswamy V Krishnamurti is a senior ERP consultant with over 30 years of experience with 18 years being in the area of ERP Consulting. He has extensive experience ERP Implementation in multi geography, multi industry and for multi business processes. He has experience in end to end ERP value chain as consultant, project manager, program manager and as CIO of a leading food processing company in India.

He is a BTech in Mechanical Engineering from Calicut University in Kerala. He followed it up with an MBA from Kolkata University and a Post Graduate Diploma program from IIM Bangalore. He has worked in manufacturing industry, academia and IT Industry.

His vision is to use his extensive knowledge and experience to add value to SME segment in India to make them globally competitive.

Ramaswamy is a member of IMCI (Karnataka Chapter) from 2016.

He can be reached at:

Phone: +91 9880179317 / 8618324497 / 80-41487839

Email: vkrama01@gmail.com

Blog: erp-consultancy.blogspot.in

LinkedIn: www.linkedin.com/in/vkramaswamy

"We have to understand that the world can only be grasped by action not by contemplation" Jacob - Bronowski (A British Scientist 1908-1974)
in Ascent of man (1973)

"Do what you can, with what you have, where you are" Theodore Roosevelt

"Nothing happens until something moves" Albert Einstein

The Centre for Entrepreneurship Development Initiatives for Quality Management systems and Roof Top Solar Plant



Dr. Ram Nath Prasad

The Centre for Entrepreneurship Development (A Government of Gujarat Organization under Industries and Mines Department) has taken the decision to improve their working by aligning their system in line with the requirements of ISO 9000, and I am facing the same challenges.

Introducing ISO 9000 requires the **CHANGE in the existing system**. It is easy to talk of “CHANGE” but it is very challenging to see it “HAPPEN”. **CHANGE** invites **RESISTANCE**. It has to do with **behavioral aspects**. It is like the **LAW OF INERTIA** which says that *EVERYTHING WANTS TO REMAIN IN THE POSITION AS IT IS*. For example, a stone lying on the table will remain in that position due to **LAW OF INERTIA**. If one wants to change its position, one has to rely on any *external force*.

Can we apply external force in case we want to change behavior of people? Yes, we can but the **CHANGE** introduced may not be **LASTING**. So, it is not correct to think that one can introduce changes by exerting force. As head of an organization, I feel that the order/instruction in form of circular/notice/letter in this case will serve little purpose.

Unless, the key persons of the organizations truly feel that there are ways to do the things better and hence to bring transparency and efficiency by introducing changes in the system of the organization, **CHANGE** will not begin its journey. These key officers and staff need to be convinced at their intellectual and mental level, to fire their thoughts to actually happen into actions. **THOUGHTS** are followed by **ACTIONS**, and hence, mental preparedness will reflect into behavior changes which ultimately will create the right kind of atmosphere to introduce changes.

We have engaged services of a consulting agency, to get ISO 9000 certificate in three months’ time. I knew it would not happen. Six months have passed and it would take some more time.

It is not that our officers and staff are not co-operating. In fact, most of them are very good. They are trying too. I too do not wish to pressurize them, as I do not believe in **FORCED CHANGES**. **CHANGES** should be **NATURAL** so that the same could **SUSTAIN**.

I am finding that most of them have improved a lot. We have brought many changes in CED. I will quote few examples.

In CED, we have many people on payroll of outsourcing agency. Today, CED has engaged a national level outsourcing agency which guides us in implementation of all laws such as minimum wages act, Provident Fund Act, Payment of Bonus Act, Employees State Insurance Act, and other applicable acts. Our outsourced staff are happy. We all are very happy. We have tasted this change and it has made us happier.

Similarly, our payment by accounts department is hundred percent digital. All payments are through online platform or cheque. It has brought transparency and efficiency in our system. This is another change which has made the beneficiaries feel happy, and in turn we all feel highly satisfied.

We are doing all this without being ISO 9000 certified, so I feel that our officers and staff are ready for changes. They have seen the positive outcomes by positive changes, and they are getting addicted, and the same gets reflected in their behavior due to easy adaptability to the changes, taking place in our existing system.

So, I have made them clear that I am not in hurry. I have told them that I am not interested in getting ISO 9000 certificate without getting them truly involved. I want SYSTEM - a DYNAMIC SYSTEM - a LIVE SYSTEM, which is developed by them with their full involvement of BODY, MIND and HEART.

CED will get ISO 9000 but, with sheer hard work by all of us, so that we truly feel happy by establishing a system which we all will own.

Roof Top Solar Plant at Naroda Campus of CED

We have installed 50 KW roof top solar plant at our Naroda Training Centre. On an average, it is producing 200 units of electricity per day. We are self-sufficient and produce more than what we need. We all feel happy as we are doing justice with mother nature by reducing carbon foot prints due to ecofriendly measures. We feel satisfied when we see all this happen

The team deputed for this project interacted with Gujarat Energy Development Agency (GEDA), which is the nodal agency for promotion of solar and, other kind of renewable energy in Gujarat State. They advised us to select one of the empaneled agencies for the job on turnkey basis. Agency will do everything - preparation of lay out plan, procurement of solar panels and other accessories, their installation, co-ordination for third party inspection, installation of meter, operationalization of the plant, securing subsidy (which is about 30% of the cost) from Government of India and maintenance of the plant which has life of 25 years.

Everything was done and the plant started its operation on 16th March, 2018. It was a grand day for our Naroda Campus as what we dreamt, it came true. It has emboldened us to take more eco-friendly measures to make the campus greener as the times moves ahead.

Now, I will quote facts and figures about the plant.

1. Capacity of solar plant : 50 Kw, Efficiency of Plant : 70%, So, actual energy generation rate : 35 KW
2. Average daily generation of energy : 200 units (it has touched the figure of 272 units too)
3. Average daily energy need of NarodaCampus : 70 units
4. Surplus Energy generated and supplied to DISCOM: 130 units

The plant is highly effective in financial terms as we save cost of energy and increase our earnings by supplying surplus energy to other consumers.



Note: The solar panel covers the whole roof. The above photo shows a part of it.

So, solar energy production in long run is a very profitable venture in economic terms, too. Moreover, we should be happy that we are taking care of Mother Nature by such eco-friendly measures and these benefits are beyond measurements. It saves our planet and environment, which brings immense happiness to all.

Institutions may consider this solar mode of power generation.

(Dr. Ram Nath Prasad is working as Director, The Centre for Entrepreneurship Development, Government of Gujarat in Gandhinagar, and may be reached at directorcedgujarat1@gmail.com. For more details, may please log on to <https://ced.gujarat.gov.in>)

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IMCI Hyderabad Chapter Meeting - April 7 2018

Summary of the Meeting:

- Formal Introductions of the new Management Committee members who have taken positions for this Financial Year 2018-19.
- **Talk by guest:** Dr. Nita Gulati, CEO and Founder of ITNurtureden. Dr. Gulati shared her professional journey from her days of a PHD in Chemistry to a career in IT with organizations such as CMC, IBM and Accenture and now her entrepreneurial foray into Skill Development. She connected well with the members present several of them are entrepreneurs and academicians themselves who found her life story very inspiring.
- **Update on upcoming activities:**
1. Professor Aryasri shared that 3 management institutes have expressed interest in organizing a session on the Prospects of a Consulting Career for MBAs. As an action item, we need to get back to them with a write-up and fees.
 2. Mr. Shankar has updated on the planned event on Digital Disruption to be organized in the T-Hub auditorium
 3. Professor Aryasri has proposed to IMCI members to take up MBA summer interns during the upcoming summer vacation. Request members to reach out to Professor for their needs for summer internship. It will be a great way to give back to the academic community.
- **Guests:** We were also joined by some leading practitioners and entrepreneurs who could be prospective members of our chapter Mr. Vijay Vedantam, Dr. Satyanarayana, Mr. Sudarhsan Kumar, Mr. Mahendra Singh and Mr. Harish.

Request to members: For the last two meetings, we have been including a guest talk in the agenda which is being received well. Apart from the benefit of knowledge sharing for the attendees, it will help prospective members to know more about IMCI and the chapter activities and might lead them towards the decision to apply for an IMCI membership.

I am happy to share that Dr. Gulati, our guest speaker was extremely impressed with our chapter activities and the vast experience of our members. She called me the very next day and conveyed her interest to join IMCI.

Best regards,

Vijaya Saradhi
Chairman - IMCI Hyderabad Chapter

"One reason so few of us achieves what we truly want is that we never direct our focus, we never concentrate our power, most people dabble their way through life, never deciding to master anything in particular."-Anthony Robbins author, 1960

"Drive and determination have been more influential in predicting professional success Unless you are working at something you love, it is hard to find the discipline to exhibit drive and determination."(David H. Maister , 1997).

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Contact Us

The Institute of Management Consultants of India

No. 305, Third Floor,
Navjivan Commercial Premises Co-Op Society
Ltd., Lamington Road, Mumbai – 400 008

Tel / Fax. +91 22 23005375

Tel No. 91 22 23005376

Email : imci2007@gmail.com;

imci2020@gmail.com

Website : www.imcindia.co.in