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ABOUT US

- Year of establishment: 2011, Approved by AICTE ,DTE & Affiliated to Mumbai University.
- Flagship Program: PGDM - Specialization: Finance / Marketing / Human Resources / IT / Production & Operations / Digital Marketing / International Business / Media , Mass Communication & Journalism.
- Course : MMS - Specialization: Finance / Marketing / Human Resources / IT / Operations.

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- ❖ Awarded the 'Best Institute in Training and placements in Maharashtra' at the National Maharashtra Education Summit & Awards, 2016,organized by CMAI
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To be globally –recognized International Business School that will be the alma mater of sensible, responsible and ethically strong thought-leaders who will shape the global business arena.

Mission
To provide students with an excellent quality of education that kindles creativity, encourages innovation and makes them suitable for the business world, to provide faculty members with facilities to research, experiment and implement contemporary learning tools.

From the Director's Desk

Welcome to the Volume 4 Issue 2 of our Journal "Shodhaditya". The focus of this issue is some more detailed research insight into "Organizations Sans Boundaries" as well as other papers in the field of research and management.

As our name suggests, the Aditya Institute of Management Studies & Research has a strong emphasis on research in the field of management. I invite you to contribute your paper for our Journal and share your knowledge with the academic fraternity and industry experts.

The theme of our next issue is "Strategy in a Digital World". I look forward to your suggestions and inputs.

Regards,

Dr. Nilay Yajnik
Director

From the Editor's Desk

Dear Reader,

It is my privilege to present the Volume 4 Issue-2 of SHODHADITYA to the research fraternity. This issue contains some more papers from the International Research Conference on "Organizations Sans Boundaries" along with other papers.

The articles in this Journal reflects the latest researches across various management disciplines. They are a reflection of mingling of academic and practical perspectives in the field of research. This issue will give a new insight in the field of Research and will immensely benefit the readers.

Happy Reading!

I look forward to your views and valuable contributions!

Prof. Baisakhi Mitra Mustaphi

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A Study On Sustainable Organisation policies in Empowering Women

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Women constitute an important part of the total population of the country. They account for 48% of the total size of population. However women in India suffer from various disadvantages in terms of various parameters such as life expectancy, infant mortality rate, and level of literacy, poverty line, level of entrepreneurship, savings and investment, quality of life so on. Thus the focus of the research is on sustainability of Organisations on women empowerment

This analysis is done on the basis of data collected through secondary research which will assess the empowerment of women after training and development by Women Organisations.

1.1 OBJECTIVE OF THE STUDY

(1) To study the extent to which institution empowers women for their sustainability.

(2) To understand the microfinance institutions wherein their objectivity have helped women empowerment.

1.2 RESEARCH METHODOLOGY

Data Collection

This is a descriptive research paper based on secondary data. Data have been collected through the websites, research paper, Journals and magazines.

1.3 LITERATURE REVIEW ON WOMEN EMPOWERMENT

Women empowerment means empowering them in the field of finance education, economic opportunities. It means providing greater access to finance, education & business. It means providing funds to the weaker & vulnerable section of society. Finance is the main source of economic upliftment of the poor. **Luis Villa (2000)** in his research paper on 'The non-monetary benefits of education' provides valuable information in the decision making in political, social & all spheres of the nation. He also states equal access to education, health care, employment, health, safety, social security, etc.

National Policy for the Empowerment of Women (2001) It deals with the issue of empowerment of women. It states that gender equality is an inherent part of India's Constitution. The constitution allows the states to take measure for the empowerment of women. There has been a remarkable shift in the government approach in the issue of empowerment. The focus is shifted from economic welfare to development. In the year 1970, the government constituted a national commission for women to suggest ways & means of empowerment of women. The objective of the government policy is to create an environment for the enhancement of women for the realization of their full potential by providing equal access to participations.

Women empowerment-The study concludes that gender equality and economic growth are closely related as women access to jobs, education can reduce the level of poverty & provide additional resources at the disposal of women which in turn can help in building humans capacities & capabilities. The study found that in actual practice this equality between gender & growth is not much visible in many poor countries including some of the fastest growing poor countries. This is because wage employment or self-employment has highest potential for the empowerment of women but this option is not easily available to them in these countries. This is because of the shortage of jobs in the organised sector where women can be gainfully employed. Further the labour market is highly segmented with domination of males. AS a result, the labour participation of women in the workforce is low. Therefore, unless there are no barriers to women in the labour market, there will be difficulties in the empowerment of women. **Lakshmi Kumar (2013)** in her research based case study on 'Illusion of Women Empowerment in Micro Finance' that micro finance scheme has benefited in raising the increase in consumption & income of the women force but it has not empowered women in the real sense. This is because women have not much control on the financial resources of the family & they do not participate equally in all major decisions. This is the case of Micro Finance in Tamil Nadu. The main problem for the lack of empowerment of women in the social tradition in the family & lack of entrepreneurial & risk taking capacity of women. Thus, the case study found that there is no empowerment of women through micro finance schemes. **Prof Naila Kabeer (2012)** In her research project on 'Women economic empowerment & inclusive growth' covered the subject in greater detail to assess the research on the role of education in attainment of gender equality. Education provides the necessary skills & knowledge to people. It provides empowerment in terms of employment & other social parameter such as reduction of poverty & inequalities, economic & social progress, economic development, gender equality, etc. **Rahul Lahoti and Hema Swaminathan (2013)** In their research study on 'Economic growth & female labour force participation in India', found that Indian economy has made significant changes in the areas of economic growth, level of education, urbanisation in the past three decades but there is a declined in women participations of economic activities in the same period. This shows that there is no direct relationship between economic activities. This fact is also evident in the cross country data analysis of women participation in economic activities. It is observed that during the early stages of economic development there us a gradual decline in women's participation in work. This can be attributed to many factors like structural changes taking place in the economy, rising per capita income, rise in literacy rate among females. Thus, there is no co-relation between economic growth & women's participations in economic activities. It is concluded that growth by itself is not a pre-condition of increase in women's participation in economic activities but what is most significant is the dynamics of economic growth. It is necessary to make policies which can attract women's participation in the labour market. **World Development Report (2012)** On Gender Equality on Development' provides a comprehensive overview of the status of gender equality in the world. According to this report, greater gender equality has immense advantages such as higher efficiency & productivity, better results & decisions for the next generations & economic progress of the nations. But what is most common today is gender disparity in many countries of the world. This disparity is most common in death rate, girls schooling, lack of access to economic opportunities, limited control over resources. Economic development has benefits to reduce this gap in gender inequalities through higher access to education increased life expectancy, higher labour force participation rate, etc. **Nidhi Chandra & Dr. RK Patnaik (2011)** In their paper presentation 'Micro Finance in India Past, Present & Future attributes the growth & popularity of micro finance in India only after the success of Micro finance in Bangladesh. The Grameen Bank Model developed by Dr Mohmmad Yunus in 1976 is one of the most successful Microfinance model in the world and he received Nobel Prize for this achievement. Grameen bank provides fiancé to borrowers without collateral security.

Mathias Deepke and Michele Tirtilt (2014) They conducted a research to find out whether female empowerment results in higher economic development. The study is based on empirical literature on the relation be female empowerment & economic development. One of the study found that a rise in women income is associated with an increase in expenditure as food and higher expenditure on better nutritional of children. Some studies suggests that when transfer payments are made to women & not men, expenditure on children increases & this leads to higher human capital accumulation & higher economic growth & development. There are studies carried out to find out the impact of women's access to credit on expenditure share. A study conducted in Bangladesh in the year 1991-92 as the subject of micro credit found that credit provided to women resulted in higher family expenditure and more schooling of girls while credit provided to men does not have the same effect on these variables. In another study, it was found that there is a direct correlation between women access to finance and higher family expenditure on education & health. Another study regarding empowerment of women through education found that female education has higher impact on nutritional aspects of girls children in the family. Another study regarding empowerment of women through politics found that politicians spend more on the infrastructure that is relevant to their own gender. **NABARD (2012)** conducted a study in the year 2012 among SHG families and found that there is positive result in the standard of living of the families of SHG in respect to ownership of assets, savings, borrowings, income generation & level of income. There has been considerable rise in the level of assets of the family including consumer durable goods. There has been improvement in the housing condition of the people. Most family members developed the habit of savings. There is decline in the demand for consumption loan & a rise in the demand for business loan or income generating finance. Members contribute to the funds of SHG which is circulated among the members. Thus, micro finance has definitely resulted in improvement in the socio economic conditions of the SHG members or households. **Vani S Kulkarni (2011)** In his research work on 'Microfinance & women empowerment' suggests that microfinance has the potential to empowerment of women in the villages through the delivery of credit & related services. But there are many challenges in the process of achieving the objective of women empowerment. The study focuses on the promise of micro finance institutions & the challenge they face in women empowerment. The idea behind providing finance to women through micro finance is that there are greater gender inequalities in the countries & such inequalities adversely affect the process of economic growth & development. Hence, all on the world governments here a taken measure to overcome this inequality is gender. However, the issue is to define the needs of women so that efforts can be made on the empowerment.

Getaneh Gobezie (2010) In his research paper on Empowerment of women in rural Ethiopia through micro finance dealt with working of micro finance in Ethiopia. In Ethiopia, about 2 million people have access to micro finance namely Group Guarantee Lending Model (GGLM) and Community Managed Loan Fund (CMLF). There are various issues & challenges faced by microfinance institutions. Some of these are helping women to run her business, providing fund closer to the members, greater diversity of women in the group (widowed, single, newly, married, pregnant, young girls living with HIV, unemployed, employed, rural, urban) problem of joint enterprise (husband & wife managing), inefficient staff of micro finance cultural attitudes. Empowerment is a difficult concept. It cannot be imported on others. It must come from within. It is not possible to achievement empowerment through micro finance services alone. The challenge of empowering women must be tackled through the co-ordinated efforts of all stakeholders involved in micro finance & rural development. **Ashok Pokhriyal & others (2014.)** In their article on role of micro finance in the empowerment of women points out the need & importance of empowering women & the challenges of micro finance in empowering women. In order to make this strategy successful, they have given certain suggestion such as identifying the needs if the target group and trying to satisfy these needs. There are various factors such as social, cultural, political, economic affecting this challenge.

Dr. Dhiraj Jain &Bhagyashree Jain (2012) in their paper on Does Micro Finance empower rural women, An empirical study in Udaipur district of Rajasthan found that micro finance has become an important tool in most gender & development strategies because it has a direct impact on reduction of poverty & empowerment of women. Women are the most important element of social fabric of Rajasthan. The study was conducted on 100 respondents of SHG in Rajasthan (Udaipur district). The study revealed that there is a positive co-relation between micro finance & women empowerment of the SHG members. The study also found that there is no significant difference between the age & women's participation in decision making. There is considerable improvement in economic empowerment, social empowerment, and political empowerment of women as a result of micro finance. **Dr Meenu Maheshwari and Shobhna Goyal (2014).** In their research paper on 'Role of

SHG in socio-economic empowerment of women found that SHG are a vehicle for women empowerment & poverty alleviation. The paper reviews several studies on the impact of SHG on women's empowerment. The review of various studies shows that SHG based micro finance has acted as an agent of social change & the empowerment of poor & especially women. It has provided opportunities to start income generating activities & raise the family income & come out of the poverty.

Rajid Chakravorty& Jayamani (2013) In their survey on impact of micro finance on Women Empowerment in Chittagong found that majority of women expressed their satisfaction in respect of rise in family income after joining micro finance institutions. There is also an improvement with respect to psychological empowerment. There is also an improvement in the capacity to save and ability to borrow. This has improved their bargaining power. Thus, micro finance has benefited women by empowering them economically, socially & psychologically. **Milford Bateman (2014)** in his article pointed out the various failure of micro finance in many countries due to various reasons such as-

(i) Much of the problem in poor countries is not the shortage of goods & services. There is plenty of supply of basic services in the villages but the real problem is shortage of spending power or lack of spending. Thus, micro finance provides no additional buying power which can create widen the size of the market.

(ii) Micro finance in many countries including developed countries do not add up to near business opportunities but end up transferring other business from other financing agencies. There is too much competition among micro enterprises units which adversely affect the viability of these enterprises.

(iii) There is higher rate of failure of micro enterprises. In many cases, households used their past savings or selling off their assets to pay for the losses. This results in creation of more poverty in the country.

(iv) Microfinance has benefited the rich at the cost of poor. It has provided cheaper goods to the society. The village where the micro finance model was launched by Dr. Mohmmad Yunus i.e. Jobra, is as poor as it was in 1970s. On the contrary, it has created more financial burden on the poor. Thus, the expectation of Micro finance was to have greater impact on the reduction in poverty is fading.

James Copestake and Richard Williams (2011) they conducted a study based on empirical evidence to find out the impact of micro finance in selected cases found that in Hyderabad micro finance resulted in increase in borrowing from 19% to 27% but there was decrease in expenditure as some temptation goods. A similar study in various parts of the world found that micro finance as its own cannot be the only mechanism of rising income & falling poverty. There is limited evidence to show that micro finance has positive effect as nutrition, health & well-being of the family. Micro finance has succeeded in creating some business, some profit & some ownership of assets but this has not reduced poverty of the people. Further, micro credit is also harmful to some number of beneficiaries that is the poorest class. These people continue to borrow but they do not have the capacity to generate surplus to pay back the debt.

Shahidur Rashid Talukar (2011) in his article on 'A Negative Impact of female labour participation on women's empowerment explains that higher participation of women in the economic activities does not necessarily lead to women empowerment. On the contrary, it adversely affects women empowerment & increases gender gap. Higher women participation in economic activities leads to withdrawal of girls from main stream of education which will widen the gender gap in education in the long run. The data of 409 districts in India indicate that the literacy rate of women in these districts is lower & the economic participation rate is higher. The falling child sex ration in India is also an indicator that the gender inequalities are growing.

Aryan Gholipour, Mona Zehtabi, Tayyebe Amirkhani (2009) in their research paper tested the hypothesis regarding the empowerment of women. It discusses the positive & negative impact of empowerment of women. The results indicate that from women's point of view women empowerment has positive effects on education, family, economic & political institutions but negative effect on religious institutions on the other hand from men's point of new empowerment of women has no effect on religious economic & political institutions but has both positive & negative effects on family. The relation between formal education & empowerment is found to be true. But the hypothesis that organizational work & income lead to empowerment is not true. Thus, women under this situation have not experienced independence for decision making.

Sanjay Kanti Das (2012) in his research paper on 'Ground Realities of SHG's" evaluated the working of SHG in Indian and found that they are facing various problems in working such as delay in sanctioning of the loan, poor response from the authorities, lack of administrative experience, inadequate loan amount, limited number of instalments& repayment of loan. He found that the overall quality of SHG is not satisfactory (60% very poor, 18% poor, 22% average). Thus, the working of the SHG needs to be improved to achieve the goals of the micro finance in India.

Krishnaveri & Haridas (2013) in their research paper on SHGs & its marketing problems focuses on the problems of SHG in India. With reference to SHG in Coimbatore. The study found that majority of the respondents face problems in their day to day working. The major problem was that of marketing of the products was that of marketing of the products manufactured by micro enterprises. These micro enterprises face other problems like raw material problem, labour problem, working capital problem, etc. Majority of the SHG lack managerial skills in managing the business. They also face other problems like management and administrative problems.

K Raja Reddy and C S Reddy (2012) in the research paper on 'SHG in India- A study of SHG in India- Quality & sustainability found that there are greater disparity in the growth of SHG in different states & ALSO the greater disparity in the SHG bank LINKAGE PROGRAMME. The number of SHG having bank linkage is high in Andhra Pradesh (14.96 lakh SHG). The percentage of SHG having active financial assistance is high in Andhra Pradesh and low in Maharashtra (26%)> Further the socially & economically active women have taken higher advantage than poor women. The economically most backward women have been left out of the SHG. Majority of the SHG members are not educated (62%). Most of these members are married (87%) and the age group of the members is maximum (68%) in the bracket of 20 to 40 years. The main activities of the SHG members were labourers (47%) and agriculture (36%). These SHG are generally homogenous in characteristic with respect to social status, income group, occupation. But it is heterogeneous in terms of age of the members. There is high incidence of dropout rate among the old SHG & those initiated by the government. These SHG mostly depend on external funding & not on internal financial resources. There is also existence of idle fund in few SHG especially the old one.

The SHG have also helped in empowerment of women in the states. There is increase in the level of confidence among women members with respect to learning to sign (88%), speak to outsiders (94%), attend meeting (87%), attending panchayat meetings (71%), mobility of women members (66%), etc. Thus, there is positive economic empowerment of women in the SHG.

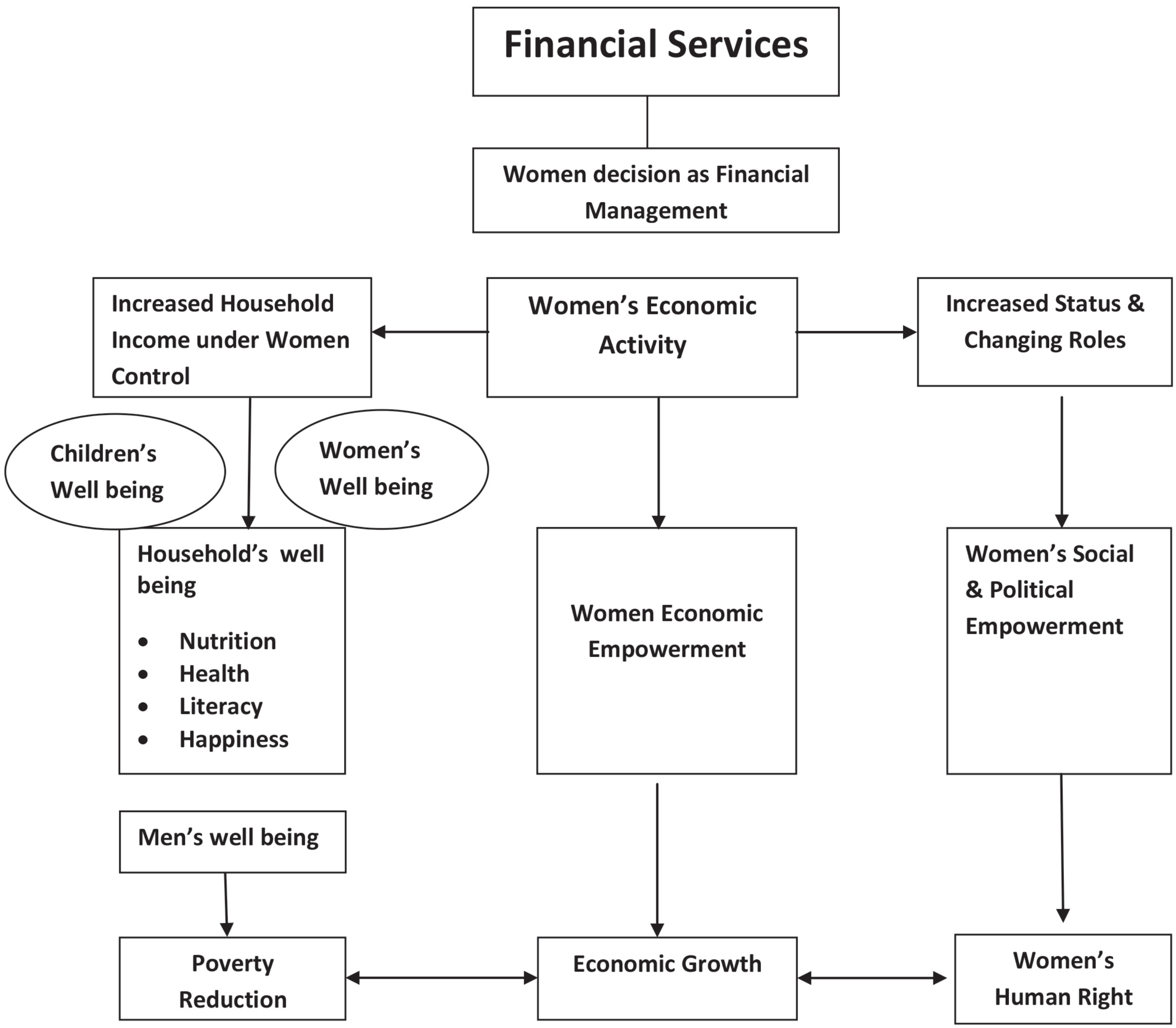
Dr Wolfgang, Bhaskara Rao & Naveen Kumar (2012) in their research project on A study of SHG federation in India found that there is tremendous growth of SHG and SHG federation in India. The government also played an important role in the promotion of SHG federations. However, as the number of groups increased the degree of involvement of SHG diminished & they are not in a position to provide the same level of attention to the members. Hence, there is promotion of SHG federations. The benefits of SHG federations include large scale economies in operations, lower transaction cost, decline in default rate, value added services, better financial discipline, and better financial services. These federations provide variety of services to the SHG & members. These relate to institutional development, financial intermediation, livelihood enhancement & social intermediation.

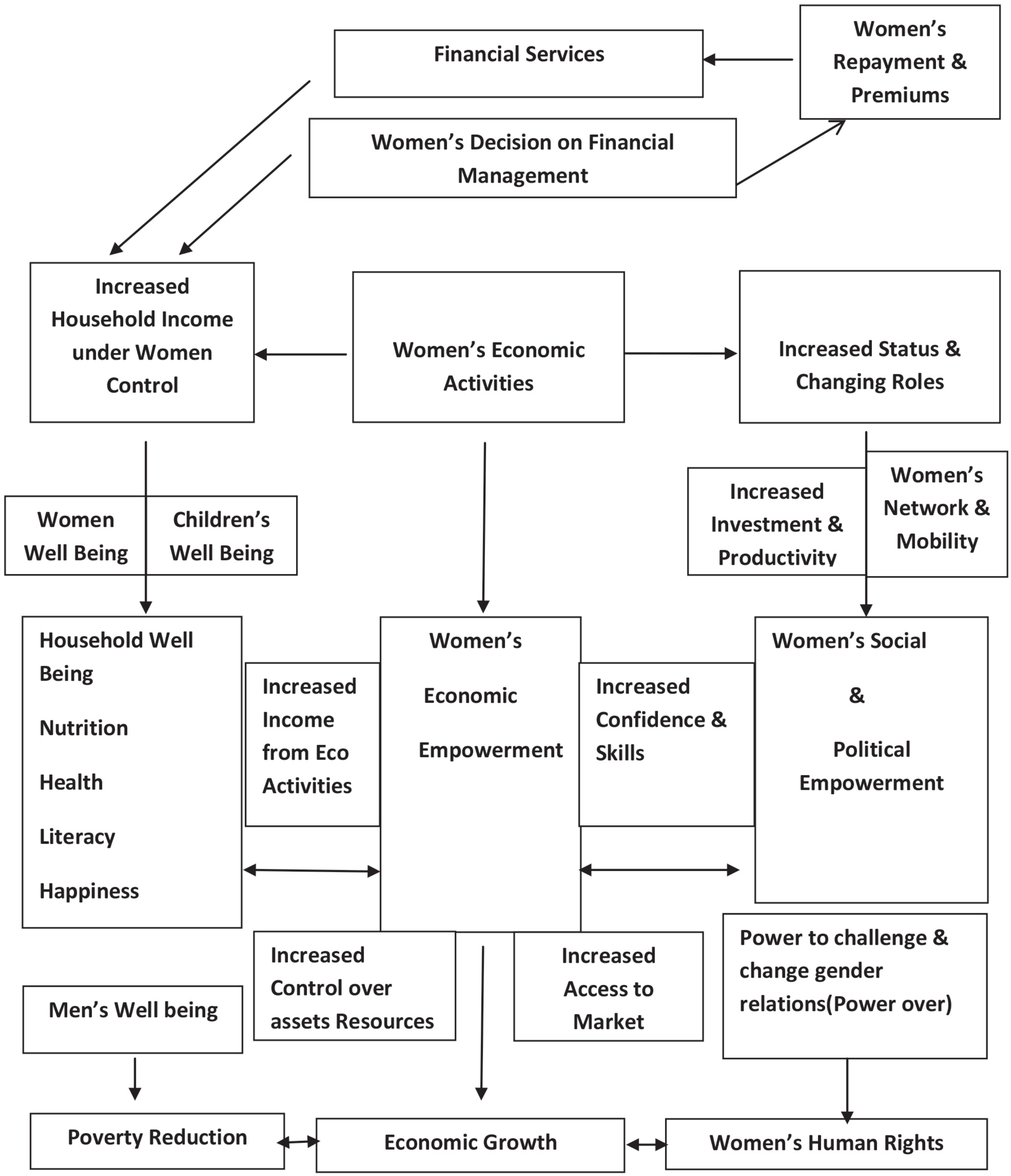
Institutional development function includes providing support to SHG in auditing, back keeping, training monitoring & evaluation, bank linkages & problem solving. Financial intermediation include various financial services like credit/loan, savings, insurance, pension, housing loan, hire purchase facilities, etc. Livelihood enhancement function include marketing services, processing & value addition, business development plans, cattle management, supply of agricultural inputs, bulk purchasing. Social intermediations function include various social services related to domestic violence, child marriage, gender discrimination, child labour, drinking water, health services counselling.

1.4 MICROFINANCE INSTITUTIONS AND WOMEN EMPOWERMENT

Micro finance institutions provide women's access to finance & other facilities like small loan& small savings. This increased access to finance can help in reducing poverty, inequalities & vulnerability of women condition in the society. It helps in economic social & political empowerment of women. The benefits of micro finance resulting in empowerment of women can be seen as below:

Fig: 1.1 Benefits of Micro Finance Resulting In Empowerment





Source:
Gender & Rural Microfinance Reaching & Empowering Women International Fund For Ag. Development

As a result of micro finance activities & greater access of women to these financial services can lead to economic empowerment of women. It will help women to improve their position in the family, take part in financial decision. Economic empowerment is the result of higher eco activities such as increased access to market, higher income from eco activities & greater control over income, assets & resources. The increase in eco activities & eco empowerment leads to higher eco growth.

The increased in economic activities also lead to increased household income under women's control. This results in women's well-being as well as children's well-being. It also leads to overall household well-being. It results in better nutrition, health, literacy &happiness. It also leads to men's well-being. This results in reduction in poverty. Thus, eco empowerment has much more cumulative effects on the society.

The increased eco-activities also lead to charging role & status of women in the society. This leads to social & political empowerment. There is increase in women's network & mobility, better confidence level & higher skills which provide women power to change & challenge the social order & gender relation. It provides greater human rights. Thus, micro finance services can be the most instrumental tools in empowering women economically, socially & politically.

Thus, micro finance institutions can help in:

(1) Economic Empowerment

(2) Household Well Being

(3) Social & Political Empowerment

However, despite these benefits women may not have equal access to micro finance. These are due to various differences between men & women. For example- there is difference in the type of eco activities undertaken by men & women. The food crops grown by females are different than food crops grown by males. Women face greater discrimination in accessing finance. For example- Women may get lower amount of finance & men higher amount of finance & men get higher amount of loan. In most cases, savings are done by women but loan is received by men. This may be due to the fact that in micro finance body the decision making authority is in the hands of men rather than women. In one study, it was observed that women get less finance compared to men when a particular NGO is transformed into a bigger or profitable institution. There is no direct relation between women's access to finance & women empowerment.

1.2 WOMEN ORGANISATIONS FOR EMPOWERMENT

1.2.1 NATIONAL POLICY FOR EMPOWERMENT OF WOMEN (NPEW)

The government adopted NPEW in the year 2001 which aims at gender equality, social justice & empowerment of women. It covers various strategies which include:

(1) Creating a conclusive environment so that women can exercise her right independently.

(2) Reservation of 1/3rd seats in Parliament & state legislative.

(3) Focusing development fund (at least 30% towards) women

(4) Encouraging organizations of women SHG

(5) Providing better medical & health services

(6) Removing all gender bias in academics & professional courses.

(7) Providing necessary skills to women to make them independent

(8) Providing greater access to finance & credit facilities

Gender equality is the inherent characteristics of Indian Constitution, Fundamental Rights, and Fundamental Duties & Directive Principles of State Policy. The constitution allows state to frame policies in respect of gender equality also, even though it is in the constitution. The government from time to time has adopted different policies, programme under the various plans for the benefit of women & empowerment of women. The government also brought constitutional amendment for reservation of seats for women in local bodies i.e. Panchayats& Municipalities. This will help women to achieve political empowerment & provide greater power & authority over the decision making. The central government also appointed National Commission for women in the year 1990 to suggest ways & means of protecting the interest of women & empowerment of women.

The major objectives of NPEW were-

(1) Creating a conclusive economic & social environment for the development of women & help them to realize their potential fully.

(2) Providing equal freedom to women on par with men in social, political, cultural & civil areas.

(3) Providing equal share in political power & decision making in political system

(4) Providing equal access to education health care, safety & security.

(5) Changing the social attitude & social practices.

(6) Removing all types of discrimination against women through legal remedies.

(7) Removal of all violence & exploitation against women.

Economic Empowerment

Economic empowerment of women is the core of women's empowerment. Women in India constitute about 48% of the population while the number of women below poverty line may be more than 60%. Hence, removal of poverty is the basic factor contributing to economic empowerment of women. Poverty is a curse on humanity. Once women are taken out of poverty it will enable them to secure better standard of living.

One way of empowering women & overcoming the problem of poverty is to provide greater access to micro finance. It will help women to start micro enterprises & help in raising family income.

Women still largely depend on agriculture. But the economic condition of women is miserable. They are small & marginal farmers. Hence, they can be given training in agriculture for the use of better seeds, fertilizer which will enhance their income & standard of living.

Social Empowerment

Another area of women empowerment is social empowerment. Social empowerment can be achieved through education, health, nutrition, drinking water, sanitation, housing & shelter, environment, science & technology, violence against women's rights & girl child, etc.

Education is the basic element in the social empowerment. Government has taken special measure to provide free education to girlsupto XII standard. The government has also taken legal measures like Right to Education, Universalization of primary education.

The government has taken measures to reduce infant mortality rate through better health & nutrition. The minimum age of marriage for girls raised for 15years to 18 years. Registration of birth & death is compulsory including marriage. Efforts are being made to removal nutritional deficiencies, safe drinking water, housing &shelter, etc.

Policies & Programme for Empowerment of Women

Before 1986 the women issues were looked after by the Ministry of social welfare. In the year 1986, a separate department i.e. Department for women & children was created under HRD. This implies focusing on the issue of women as human resource & the developmental aspects of women. Thus, the approach of the government shifted from welfare to Development. Again in the year 2006, a separate ministry was created as Ministry of Women & child Development (MWCD). This implies again focusing the issue of women development in the country.

The ministry has four independent organization under it namely-

(1) National Institute of Public Co-operation & Child Development. (NIPCCD)

(2) Rashtriya Mahila Kosh. (RMK)

(3) Central Social Welfare Board (CSWB)

(4) Central Adoption Resource Agency (CARA)

These four organsiations are 100% funded by the government and they assist ministry in implementation of policies towards empowerment of women.

NIPCCD aims at social development of women, child development through government support. It conducts training programme, conferences conducts research projects in the field of public co-operation & child development. It is an apex body for providing training in child development.

RMK was set up in 1993 to provide micro finance to women for income generating projects, housing & skill improvement. RMK operates with the support of NGO, State government, co-operation societies. Finance is provided to women through SHG.

CSWB was started in the year 1953 as the first institute to act as an apex body at all Indian level for welfare of women & children. These are state social welfare board operating at the state level.

CARA was promoted to help & promote in country adoption.

1.2.2 NATIONAL COMMISSION FOR WOMEN (NCW)

Government appointed NCW in the year 1992 to provide guidelines & measures to safeguard the right of women. It is statutory body. The commission also maintains a complaint cell related to women harassment, discrimination, domestic violence & other issues.

The government set up NCPCR in the year 2007 to protect the interest of child.

The activities of the MWCD can be broadly classified into three categories namely-

(1) Related to Eco Empowerment

(2) Related to Rescue & Shelter

(3) Related to Gender justice

Some of the schemes of MWCD are described as under:

(1) Swayamsiddha- It was launched in the year 2001. It is a scheme to help women through the formation of SHG. The basic objective of this scheme is to provide access to micro credit & other resources so that women can be empowered. The action plan was undertaken all over the country with 67971 SHG covering 9.89 lakh women. The scheme ended in 2007.

(2) Support for Training & Employment Programme- It is an apex training institute to provide training & employment in different sector. The training is given in various skills which will help women to perform better at work. It also provide training in other areas like health care, education & soft skills.

(3) Working Women Hostels & Crèches- In order to help working women, the government launched this scheme of providing hostel accommodation in different places for women who come from different states in search of jobs. This project was undertaken with the support of NGO 50% of the funding was done by the government, 25% by NGO & remaining by state government. Hostel accommodation is provided to single working women & other women who seek higher education.

(4) Short stay Homes for Women & Girls- This scheme was stated in 1969. It aimed at providing short stay homes for women & girls who face problem due to family issues, marriage, discrimination and danger to life & security. These short stay homes are establishes with the support from NGO & other voluntary organisation.

(5) Swawlamban Programme- This programme was initiated with the financial assistance from the Norwegian Agency for Development Corporation. (NORAD). The programme aimed at providing training to women for employment & self-employment. In the year 2006, this scheme was taken over by the state governments.

(6) Swadhar- It was started in the year 2002, to provide support to women, who are under distress, difficult circumstances prisoners released from jail, women victims of extremist violence, mentally challenged women, women with HIV/AIDS etc. The Centre also provides emotional support & counseling to these women.

(7) Rajiv Gandhi National Crèche Scheme for working women- In order to help the working women, this scheme was launched in 2006. It provides crèches services to children under the age of 0-6 years. It is given to women who belong to weaker section or below poverty line.

(8) Compensation for Rape Victims- NCW has started a scheme for providing compensation & relief for the victim of rape & economic violence. This was done as per the direction of the Supreme Court.

(9) Protection of Women from Domestic Violence Act (PWDVA)- In the year 2006, the Parliament passed an Act for the protection of women from Domestic Violence. The act laid down specific guidelines to be followed such as necessary infrastructure, provision for training & capacity building, provision of protection to officers, effective management information system (MIS) to monitor the programme.

1.3 ECONOMIC EMPOWERMENT OF WOMEN

Women are economically at disadvantage compared to men in income, employment, status & other economic parameters. This may be due to gender discrimination. Therefore, economic empowerment of women is very important to the gap of gender inequality. The government has initiated various measures to empower women economically. Some of these are:

- If it is not provided by the government then the person is entitles to unemployment allowances.
- The job is provided within a distance of 5km from the residence of the person & if the job is beyond 5 km then extra 10% allowances are to be paid to the person.
- Women workers are given preferences of such job and at least 1/3rd of the jobs must be given to women workers. The workers are paid weekly wages.

The scheme has become very popular & successful in the rural areas. It has benefited large number of rural households in providing income & employment & reducing poverty. The scheme has resulted in significant rise in monthly expenditure of the poor households. The scheme has provided greater opportunities for women. The women ration in the scheme is much higher than the limit set by the government (50% as against limit of 33%). Thus, MGNREGA has reduced gender wage discrimination and helped in the economic empowerment of women in the country. MGNREGA along with Self Help Group has created greater awareness among women resulting in higher participation.

❖ Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) 2005

Thus act was passed in the year 2005. The act provides 100 days of wage employment to every rural household whose adult family members are willing to undertake any manual work. The main objective of this programme are-

(1) Providing social protection to poor & vulnerable people.

(2) Creation of assets in the rural areas for the promotion of employment

(3) Empowerment of poor especially women.

(4) Taking anti-poverty initiatives.

(5) Strengthening democracy & panchayat raj system.

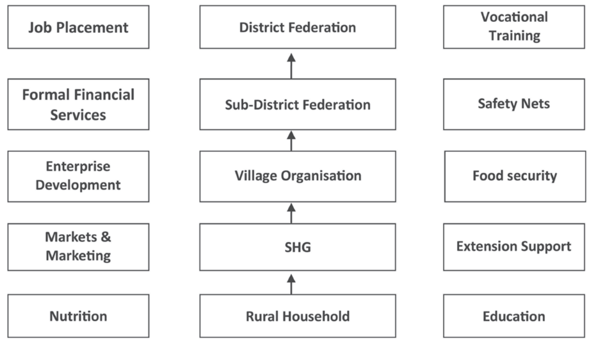
(6) Improving governance through greater transparency & accountability

MGNREGA cover the entire country with exception of an area having 100% urban population. A family in rural area is to be given 100 days job within 15 days of registration & in case the job of women in economic activities.

(1) National Rural Livelihood Mission (NRLM)

NRLM is one of the largest programmes in the word of reducing poverty and empowerment of women with the objective of covering 70million households in the rural areas. It is funded by the government of India & also assisted by World Bank. The programme focuses on poverty reduction by mobilizing rural people into SHG or women's SHG. It is exclusively focusing on rural women & thus useful in removing gender bias. It provides support to SHG & their federations to improve their living in the field of agriculture related activities like dairying, fisheries. The program also creates other wage employment in the rural areas. The activities of NRLM can be seen as below:

Fig: 1.2 Activities of NRLM



(1) Mahila Kisan Shasktikaran Pariyojana (MKSP)

In order to help women to improve their economic condition in the field of agriculture the Government initiated another important programme namely Mahila Kisan Shasktikaran Pariyojana (MKSP). It was a part of NRLM. It aims at empowering women in the field of agriculture through improvement in the method of cultivation and raising agricultural productivity. It also aimed at providing food security & nutrition to women in the rural areas. The project is implemented in 9000 farmers in 120 villages.

The major objectives of MKSP are:

(1) Increase Women's Participation in agriculture

(2) Create greater livelihood opportunities in agriculture

(3) Improve skills & capacity of women

(4) Help women for better access to inputs, market

Thus, it is another programme aimed at economic empowerment of women in the country by focusing on women work force.

(4) Indira Awas Yojana (IAY)

In order to help the rural people who are below the poverty line, the government initiated a scheme of providing housing. It was a social welfare program undertaken under the Ministry & Rural Development. The houses are provided in the name of women. The scheme provides subsidies & cash assistance for the construction of houses (Rs 75,000). Since, 1985, 30 million houses have been constructed under this scheme. The present government has changed the title of this program to Pradhan Mantri Awas Yojana. It has brought some changes in the program linking this with other government programme like MGNERGA & Swach Bharat Abhiyan. Thus, this program will help in reducing poverty in the rural areas specially among rural women.

(5) Rajiv Gandhi Scheme for Empowerment of Adolescent Girls (RGSEAG)

This scheme aimed at empowerment of young girls in the age group 11-18 years. The main objectives of this scheme were:

(1) Self-development of young girls

(2) Improve health & nutrition

(3) Create greater awareness about education, health & social issues.

(4) Provide formal & informal education

(5) Provide complete guidance about all government schemes

The target group was divided into two groups i.e. 11-14 years & 15-18 years. These girls were given training on fixed day at a regular interval in the local Anganwadi centre at least once in a week. The scheme mainly focuses on drop out girls from schools. The scheme will benefit 100 lakh adolescent girls in 200 districts.

Gender Sensitive Resettlement & Rehabilitation Policy

This policy aims at helping those women who are affected due to involuntary resettlements because of large development projects undertaken by the government. There are many problems faced by women due to this such as loss of land, loss of jobs, housing & shelter problem. This also results in higher tension, distress, violence. Hence, the scheme is taken up to help women to solve these problems.

(6) Right to Maintenance

The government has taken various measures to provides maintenance to women in case of marriage breaking, divorce. There are various laws which provide maintenance such as Hindu Marriage Act 1955, Hindu Adoption & Maintenance Act 1955, the Indian Divorce Act 1859, the Parsi Marriage Act 1954, the Shariat laws etc. However, there are greater delays in getting justice to the needy & distressful women. Hence, the government has incorporated the right tomaintenance under the criminal Procedure Code which cover entitlement for maintenance of wives, children & parents. The right to maintenance will be useful to women to resettle their living.

(7) Gender Budgeting & Women Component Plan (WCP)

It implies carrying out the analysis of government budgets & its allocation on the socio-economic status of women in the country. It will help women to get attention to their problem & help in improving the gender gaps. In the year 2004-05, the Ministry of Women & child development adopted the goal of budgeting for gender equity.

(8) Beti Bachao Beti Padhao

There has been a continuous decline in the child sex ratio (number of girls per 1000 boys in the age group 0-6 years) since 1961. It declined from 945 per 1000 in 1991 to 918 per 1000 in 2011. This is a major indicator of disempowerment of women. The NDA government has taken up a programme of Beti Bachao &Beti Padhao in 100 selected districts under the Ministry of Women & child Development (MWCD).

The main objectives of this scheme are:

(1)Prevention of Gender Bias

(2)Survival & protection of girl child

(3)Provision of Education to girl child

The two important component of this scheme are:

(i) Media Campaign

(ii) Multi Sectorial Action in 100 selected districts

(9) Women Helpline Scheme

The right to life free of violence is a basic human right which is a part of our constitution. The government is planning to provide one common number to women throughout the country as helpline where women can register themselves for emergency help will be automatically routed to all the concerned services like police, fire department, ambulance, etc. This will help women in solving her personal gender related discrimination & exploitation.

1.4 MICROFINANCE ORGANISATIONS ROLE IN WOMEN EMPOWERMENT

We refer to an environment in which women can make their own decisions for own benefits as well as social benefits. It means improving the status of women through social eco & political means and allowing them equal rights. Women empowerment is important because-

(1) Under Employed & Unemployment

Women constitute an equal percentage of world population like men. However the extent of unemployment & under employment is higher among women than men. This leads to underutilization of human resources and lower output & income in the world. Hence, when there are equal opportunities to women at work or employment it is possible to increase national output.

(2) Equally Competent & Efficient

Women are also talented & efficient like men hence there is no question of gender inequality in the society. Women can take up variety of jobs like men & can contribute to economic& social welfare.

(3) Talented

Women are equally talented like men. Today women take up jobs which were earlier the monopoly of men onlye.g. Airline Pilot, Airspace CEO OF MNC, President or PM of the country & so on. Women today are highly educated & empowered &hence there is a need for gender equality.

(4) Development of Society

Women empowerment can also contribute to development of the society & not just family. It provides larger social benefits in the economy.

(5) Economic Benefits

Women empowerment will help women to be economically independent. It contributes to higher education for children, better nutritional food, higher standard of living & larger economic benefits to the family as well as the society.

(6) Reduction in Domestic Violence

Empowerment of women can help in reducing domestic violence in the family. It increases the role & status of the women in the family.

(7) Reduction in Poverty & Inequalities

As majority of the poor in the world are poor women, empowerment enables them to raise their earning capacity & capabilities which in turn reduces poverty.

(8) Reduction in Corruption

Empowerment of women can also lead to reduction in corruption in the society. Women became more accountable, knowledge able & can check the incidence of corruption in the society & nation.

(9) Socio-economic development

The benefits of these organisations further include large scale economies in operations, lower transaction cost, decline in default rate, value added services, better financial discipline, and better financial services. These organisations provide variety of services to the women members. These relate to institutional development, financial intermediation, livelihood enhancement & social intermediation.

Institutional development function includes providing support to SHG in auditing, book keeping, training, monitoring & evaluation, bank linkages & problem solving.

Financial intermediation include various financial services like credit/loan, savings, insurance, pension, housing loan, hire purchase facilities, etc.

Livelihood enhancement function include marketing services, processing & value addition, business development plans, cattle management, supply of agricultural inputs, bulk purchasing.

Social intermediations function include various social services related to domestic violence, child marriage, gender discrimination, child labour, drinking water, health services counselling.

1.5 CONCLUSION

Empowerment of women through micro finance is same as empowerment through development. Micro finance provides more capital in the hands of women & makes them economically independent to take decisions. Thus, the empowering potential of micro finance is no doubt strong but the challenges of micro finance in empowering women are equally important. Micro finance organisations has the ability to empower women but the connection is not so direct & straight to make. Providing finance to women & giving them accesses to financial assets create another challenges for women that is balancing the experiencing of empowerment with the experience of managing extra burden. In other words, there are multi-dimensional challenges arise from economic, social, political, cultural, ideological, organizational domain that create obstacles in the empowerment of women through micro finance. It is essential to differentiate between the function of micro finance depend as the smooth functioning of financial institutions but the potential of micro finance depend on the health of social & socio economic and social matrix.

Microfinance Institutions also include non-banking financial institutions. The non- banking financial institutions differ from banking institutions. These institutions should highlight on the role of non-banking financial institutions in the promotion and development of microfinance in the country.

The growth and development of microfinance institutions in India is not uniform. Microfinance institutions have developed in southern state many more than northern and western regions. This has created regional imbalances in the distribution of micro institutions. The problem is why microfinance has not evenly developed in the country and what measures can be taken to overcome this problem.

Next there is a problem of higher rate of interest. The rate of interest varies between 24% to 36% per annum which is much higher than the rate of interest charged by banks for private sector loan and other loans. The problem is whether the benefits accrued from microfinance are worth the cost of high cost of capital. There is a need to trade-off between the cost of the microfinance and its benefits.

There was no uniformity in the regulation of microfinance institutions. There are different types of microfinance institutions in the field. There are co-operative banks, commercial banks, non-banking financial institutions. There is no regulatory authority to check the working of microfinance.

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Addressing Ecological Crisis through Coconuts

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Introduction:

In cities like Mumbai over 1 lakh coconuts arrive almost every single day through 20 trucks which are parked in Sewri area from where the entire distribution takes place. These coconuts are supplied to small time vendors to big markets across the city. When people are done consuming these coconuts they have no clue what happens next. Either Coconut shells end up in Garbage dumps where they are the best breeding ground for mosquitoes or they end up in gutters which could lead to floods especially during monsoons as coconut shells get harder by the day where as other bio degradable things like fruits and vegetables becomes softer as it ages.

Every year there is a huge noise made by various media channels around empty tender coconut shells especially when there are floods or widespread of diseases like Dengue and Chikungunya. The problem is not that complex as it appears to be with some simple steps we can work wonders in solving the most complex problem.

We at Mahindra Special Services Group have come up with a simple solution to address one of the most complex problems of the coastal areas in the country are facing. As the title of this paper is “Addressing Ecological Crisis by Coconuts” to solve the problem we leveraged on these coconut shells by educating masses and classes in a creatively meaningful way by organizing Coco Painting and Planting Workshops. If more and more people take this one small initiative seriously we can bring down the widespread diseases like chikungunya and dengue significantly.

There is a saying, Life is simple for the simple and most complicated for the ones who are complicated. With simple steps we can avoid or minimize the problems of diseases like Dengue, Malaria, Chikungunya and also disruptions caused by floods.

If you google coconut dengue you will come across news from 2007 onwards the scale of the problem has been on the rise also due to mass urbanization which lead to more people getting affected and also the garbage level goes on the rise with mass urbanization at times beyond the capacity of municipal corporations can handle. We were addressing a problem which has been unsolved for almost a decade; the problem is impacting many lives across the country. Unfortunately it’s easy to comment what Government is doing but if we put ourselves in the shoe of the Government it’s not an easy task until unless masses are sensitized and someone has to go on the ground to make it happen.

Objective:

To engage stakeholders in Coconut Painting Workshops to Make Sustainability Personal and to fight Dengue and Chikungunya with the elements of creativity and innovation.

Our objectives for the initiative were:

- Dengue and Chikungunya Swach Bharat Abhiyan.
- Clean and Green India.
- Waste Management.
- Sustainable development.
- Good health.
- Air Pollution.

We began our journey by promoting the concept of Coco Planting and Coco Painting by involving Celebrities, Ministers and Corporate leaders and with their support reaching out to schools, organizations etc.

Research Methodology:

Deane Alban author of the article The Mental Health Benefits of Art. We found out are for Everyone Creating art is a very effective way to stimulate the brain and anyone can do it. Learn the many benefits of art and why it's so helpful for mental health. There are a lot of misconceptions floating around about art. Some think you have to be creating paintings or sculptures to be considered a real artist.

"Art washes from the soul the dust of everyday life." - Pablo Picasso

Another myth is that you have to work with an art therapist to get any therapeutic benefit from doing art. But one must understand we are all born with an innate desire to express ourselves and art encompasses a wider range of activities than you may have ever imagined.

When we engaged people in Painting on empty tender Coconut Shells we could see how people are getting engrossed in it. We realized activities like painting lead to a different kind of distraction, giving one's brain a break from usual thoughts. The average person has 60,000 thoughts per day and 95% of them are exactly the same day in, day out! When one gets totally immersed in a creative endeavour, one may find oneself in what's known as "the zone" or in a state of "flow." People were more receptive in learning about serious issues we were trying to convey about Dengue, Chikungunya and how India is becoming the heart capital of the world and most importantly how they could be part of the change by being change leaders by embracing solutions which could not only make difference in their lives but also to others who are living around them in their neighbourhood or at work. Most inspiring was to see employees of a leading Pharma Company Johnson & Johnson learning about the benefits of Ajwain plant with an open mind agreeing to our concept of how thymol and niacin do help in reducing the level of cholesterol. Ajwain also referred to as carom seeds or even bishop's weed is actually herbaceous plant native to India and unfortunately our own Indians don't have any knowledge about it. Due to the presence of niacin and thymol along with other vitamins, ajwain is very good in maintaining heart health. It has properties that improve nerve impulses and overall circulation within the heart. Our focus was to educate our current generation on the power of the wisdom of our older generation. To revive the older Indian traditions which were focused on preventive healthcare we requested people to revisit their grandparents to learn from them their practices as those practices are precious. Our current generation is living a life full of stress which will certainly cause them distress, we are proud to bring this on table that wherever we went and whatever we said was very well appreciated.

Scope for further Research:

Our initiative although it was focused on Small things however the amount of impact it was able to create was much bigger than what we could have imagined. We also conceptualized a house made of coconut shells and gave our idea to an architect based out of Pune who recently made world's first coconut house made out of used tender coconut shells. This is also the cheapest house in the world. In addition during our journey we realized Coconut shells can be used for mulching by farmers if this takes off water consumption in farms will come down by 50% fertilizer consumption by 52% and herbicide by 60% we have presented this concept to the Commissioner of Mumbai Municipal Corporation.

We also mentioned there are over 5000 trucks which come to cities like Mumbai every day to deliver goods one the way back most of them go empty if they carry these shells to the farms on their way back lot of lives in our farm communities could be saved eventually leading us to suicide rate which could be zero. We have made a humble attempt with our limited capacity to serve Mother Earth and our brothers and sisters across the world.

Coco Painting, Coco Planting, Coco Toys and Coco Candles have huge potential, we have been instrumental in creating a huge market for these products, if someone ventures in to these areas there is huge amount of money to be made at the same time huge amount of impact is also being created in the area of waste management, disaster management, health and well ness, sustainability etc. Unfortunately due to limited bandwidth we cannot extend beyond a point however we are in process of reaching out to the office of HRD Minister Shri. Prakash Javadekarji to see how Coco Art could be included in school syllabus, if we are successful in making this happens then our initiative can reach every corner of the country. We are also training volunteers in schools like Bombay Scottish who when equipped can train the under privilege kids in the area of Coco Painting giving them ideas on what all they could do in addition to painting we had students who made masks from the shell, someone made knife spoon and fork holder out of the shell. As school kids of high flying parents being part of other privileged society the monetary advantage of buying paints and other decorative pieces for recycling coconuts is always there which could be used very well by sharing the same with students from underprivileged schools. These students can then have the access to share the paints and brushes with these children from Government schools and also volunteer for these workshops which will give them a sense of satisfaction and responsibility towards society at large leading to extensive promotion of culture of giving, sharing and caring. There is lot of creativity in the kids of current generation which we are sure will be revealed to the world in due course of time in this field as well. The various schools in India can hold an All India Competition where the talented school children can have the chance to exhibit their talents and the best talent can have a chance to win prizes. Various companies can sponsor prizes which in return will help in their branding. It will also give a good exposure for the kids to exhibit their talent among an all India level for the underprivileged kids as well which will help them in their future career aspects and boost their confidence.

We are in process of approaching many nurseries to educate them to reuse empty tender coconut shells for their respective plantations. Consumers who buy plants also buy coco peat which is by product of empty coconut shell. The same Coco Peat is available to consumers for Free in form of a pot. If nurseries join our club then lot of good could be done for the society at large. We are also in process of meeting builder community almost every builder has a new project pipeline to stay afloat in business. Wherever there are new projects there is also huge amount of money spent on plantations, with our concept their spend can come down significantly if they reuse empty coconut shells and matter for their plantations leading to a Win-Win situation.

Implementation:

From World Environment Day on 5th June 2016 to 31st January 2017 Mahindra Special Services Group had Coconut Painting or Coconut Planting engagements for over 100 companies, 4000 students (Private and Municipal) and over 1000 participants in some of the leading conferences of India.

We first began our Journey by gifting Celebrities, Ministers and corporate leaders because of our strong believed if leaders of the society support our concept then it will be lot easier to convince the classes and masses in our Country. Our first engagement was at the Housefull 3 Movie promotion event organized by the Patrika Group in Mumbai. Celebrities like Akshay Kumar and Abhishek Bachchan appreciated the plants which were offered to them as gifts in Coconut Shells.

This move led us to another opportunity which involved presenting our concept to Minister of Environment Shri. Prakash Javadekar, Minister of School Education Maharashtra Shri. Vinod Tawde, Member of Parliament Mr. Gopal Shetty, Dr. S S Neogi Director General Forest and Special Secretary (Government of India) at a function organized at National Park Mumbai on the occasion of World Environment day. Shri. Prakash Javadekarji appreciated the concept, he also tweeted the same and requested Mahindra SSG team to make this initiative big.

While we were doing our corporate engagements we had the opportunity to interact and present our concept to Mr. Deepak Parekh Chairman HDFC, through Mr. Parekh we got introduced to 2 Bombay Scottish Schools, they opened the doors at both their locations Mahim and Powai for conducting Coco Painting exercise for all the students.

During our Coco Planting and Coco Painting we got requests from Confederation of Indian Industry to promote the concept at their events which were followed by Coco Painting engagement at India's biggest Design Event in Jaipur known as the Design Yatra, when Mahindra World City colleagues in Jaipur heard about this drive they organized an event inviting employees of all the companies operating in Mahindra World City Jaipur.

We strongly believe Tomorrow's company has to be a company which with responsibility addresses the needs of its customers, society and the environment. We also extended ourselves to under privilege children by giving them opportunity to learn Coconut Painting which could probably lead to creation of another occupation as by using empty coconut shells one could create toys, Candle holders, Pen Holders in addition to planting saplings in it. Through Bhavishya Yaan an initiative supported by Rotary Club of Bombay we got 740 children assigned to us for our Coco painting in 10 municipal schools.

Benefits:

• Country:-

As the initiative addressed clean and green living it has addressed many issues of health and hygiene which is basically on the lines of Swacch Bharat. Unhygienic conditions are one of the major cause of diseases like Dengue and Chikungunya. According to recent study by World Health Organization due to lack of cleanliness and hygienic conditions, there is a loss of approximately Indian Rupees 6500 every year to each Indian. Swacch bharat mission is trying to plug this loss and help to ease the burden on existing health care facilities which will indirectly help in boosting our Indian economy as more healthy people will be part of the work force.

• Under privilege Segment:-

Coco Art, Coco Planting, Coco Candles could be a very good avenue for generating income especially for people who have talent in the under privilege segment. Through Rotary Club of Bombay we are doing workshops for children in under privilege segment with a hope some of these kids will fund their education by raising funds through these new ways.

• Society:-

Whether you are rich poor black white Asian American if you are living in a surrounding or neighbourhood where hygiene level is not great then creatures like mosquitoes increase in numbers and can attack anyone without discrimination. Our initiative benefits classes and masses in big way. We have read the news celebrities like Kareena Kapoor, Zarin Khan, Vidya Balan have been through Dengue. In addition to preventing people from Dengue we gave education on herbs like Ajwain which have the power to address multiple problems which could impact both masses and classes. The idea of painting on empty tender coconut shells has helped every participant to relieve themselves of stress which came pre-loaded before they participated in our engagement. It was inspiring to see hundreds of participants in the Kyoorius DesignYatra 2016 destressing themselves through Coco Painting.

• Mahindra Special Services Group:-

We strongly believe tomorrow's company will be the one which extends itself to society at large because our consumers or clients come from the society we live in. there is a famous statement Marketing is not about the product its about the culture in which product is Marketed. Every year employees of Mahindra Special Services Group take out their time for a cause, the results of good karma has led our organization to achieve significant growth year on year in addition to relationship building which is also by product of the effort.

• Feedback:

Mr. Nihal Kaviratne, Chairman ICI Akzonobel said, "Intriguing idea. Good idea to Pilot."

Dr. Ashok Mohanty, Director HR, Tata Housing said, "A great thought germinated one step ahead towards sustainability".

Mr. Raj Benahalkar, Chief Strategy & Risk, NCDEX said, "It's a wonderful initiative. "One small coconut and one large step towards environment and its sustainability".

Mr. Saurabh Yagnik, Business Head Sony Entertainment Television, said, "This is a great initiative and many thanks for doing what is required to make cities like Mumbai flood free and clean."

Arjun Rathi, Renowned Architect said, "The initiative sounds very exciting and with great potential."

Brilliana Rodrigues Office of Managing Director Jet Priviledge said, "This is a very good initiative by Mahindra SSG towards our Environment."

Chitra Kathuria GM - Human Resources ICS Group said, ""Congratulations to you and your organization for taking this initiative."

Jaideep Devare Managing Director Mahindra Insurance said, ""It's a noble cause that you are championing."

• Feedback from some of the participants at the workshops were as follows:-

"Activity was stress buster and satisfying as we all took a small step & contribution towards Go Green."

"Great experience, had lot of fun & learning."

"Over all good experience and its really good initiative for the betterment of society."

"It is a good activity, should be conducted every week."

Compliments:

Thank you so much and I really laud your efforts in this direction - **Juzar Khorakiwala Chairman &MD Biostadt India Ltd**

Thank you so much for the gift of the plant and for driving this initiative.- **Julie Woods Chief Marketing Officer Tata Communications**

This is a wonderful initiative - **Mr. Uttam Nayak Managing Director Visa**

Take this initiative to schools and colleges.- **Dia Mirza, Celebrity**

The editorial team in HBL Mumbai is eagerly looking forward to your team's visit. - **Prasad Sangameshwaran Hindu Business Line**

It truly is a great and thoughtful initiative. - **Rakesh Sahni, Director – Government Affairs – Western Region, Johnson & Johnson**

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The Anatomy of a Boss: Arrays of What they Say, Think, Behave and Act

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Abstract

Boss - bashing variously labeled as boss - baiting, bitching about the boss etc is more or less a universal pastime of the subordinates the world over. It is also a fact that almost everybody hates a boss as also almost nobody loves a boss. Differently put most of the people all the time and all the people most of the time love to hate a boss as also hate to love him. He rewards good performance and punishes non-performances, non obedience or betrayals i.e. lack of loyalty, through spot or instant shooting. The researcher sketch here brief pen pictures of an array of bosses categorized in terms of what they say, think, behave and act also highlight the factors contributing to the goodness or badness of bosses and toxic behaviours of bad bosses.

Index Terms: Boss, Rebels, Bitter Boss, Butter Boss, Better Boss, Cheater Boss, Chatter Boss, Hitter Boss, Jitter Boss, Neater Boss, No-Changer Boss, Pro-Changer Boss, Dictatorial Boss, Democratic Boss, Actor Behavior, Fragmentor Behavior, Me-First Behavior, Mixed-Messenger Behavior, Wooden-Stick Behavior, Escape-Artist Behavior, Shocker Behavior and Stranger Behavior

Introduction

Don't pick a job. Pick a boss. Your first boss is the biggest factor in your career success. A boss who doesn't trust you won't give you opportunities to grow - **Willam Raduchel.** According to all time survey finding, nearly one third of the employees spend at least 20 hours a month lamenting about their boss - which is rather a high complaint quotient. A perceptual illusion or shall we say, mix up in the conception of the boss who, in fact, combines two capabilities in him, a superior or supervisor (as boss for the subordinates) as well as junior official (an instrument in the hand of the top management) - a juxtaposition of jurisdictions, that is. The same man may look bad to his subordinates but good to the higher ups or the top brass or vice versa. Concise Oxford Dictionary defines 'boss' as a person in charge; or an employer; or a manager or overseer; as a verb, the term has a rather pejorative, if somewhat negative, angle to mean, treating domineeringly or giving constant peremptory orders; as an adjective; however, 'bossy' stands for a dominating, die-hard temperament and hard-task-masterly behavior and action. In American jargon, he is the 'man at whose door the buck stops'. In popular parlance too, a boss is perceived to be a bad guy-kinky, crazy, cantankerous, eccentric, erratic and a generally hot-headed humbug.

This kind of extreme adjectivisation of boss can at best be half true. It cannot be, and in real corporate life, it is not wholly true. One can find umpteen number of good bosses-cultured, gentle, well behaved, helpful, humane, besides being an efficient team man and effective organization man. After all, he is the top-man, the head who is answerable for all things under him and equally accountable for all failures, non performance, standard deviation or goal displacement. His stake is thus greater than all others working under or with him and hence, like others, he cannot afford to take risks and or court failure which will be at his peril. It is, in these circumstances, that he is strict, unrelenting, often hard, harsh and tough, not infrequently displaying dictatorial temperament. He has necessarily to command, control, and combat odd situations and bad compatriots of the corporate. He often assumes an air of supreme superiority, a temper of over lordship and an impression of 'know-all-ism'. Out of necessity, sometimes he has to distance himself, distrust, and does not always de-concentrate or delegate so as to avoid poor decision making and poorer implementation. He sees his authority as a tool of performance and if he does not condescend to compromise on result, he cannot in fairness, be blamed. Some of the negatives and dysfunctionalities are concededly congenital but they are often circumstantial and situational also. Circumstances make boss a cruel king.

\Good vs Bad Boss/Rebels

Good Boss/Good Rebels	Bad Boss/Bad Rebels
Great listener	Blank wall
Encourager	Doubter
Communicator	Secretive
Courageous	Intimidating
Sense of humor	Bad temper
Shows empathy	Self centered
Decisive	Indecisive
Takes responsibility	Blames
Humble	Arrogant
Shares authority	Mistrusts
Solves problems	Creates problems
Set standards that are achievable	Set standards that they themselves cannot meet
Explain complicated	Explain simple concepts in complicated terms
Motivate	Coerce with rank/rules
Develop their teams	Use their teams to develop
Let their teams to take centre stage	Always take centre stage
Credit successes to their teams	Credit failures to their teams
Change rules	Break rules
Create	Complain
Questions	Assertions
Mission focused	Me-focused
Passion	Anger
Optimist	Pessimist
Energy generating	Energy sapping
Attract	Alienate
Possibilities	Problems
Socialize problems	Vocalize problems
Wonder if	Worry that
Pinpoint causes	Point fingers
Believe	Doubt
Social	Social loner
Source: Lois Kelly, www.foghound.com	

Types of Boss

Corporate bosses traverse similar terrain and perform similar types of functions albeit with different venue and menu, objectives and values. Instead of one don in the den, here, there can be any number of bosses depending on the height of the hierarchy which, in turn, is determined by the size and shape of the organization as well as the nature and scale of the operative functions required to be catered to. The below listing of boss - typologies is by no means exhaustive - only illustrative. There will definitely be many others variants of bosses, depending upon the observers' perception and angle of vision as regards their boss characteristics of behavior and action.

• **Bitter Boss:** One who complains all the time that nothing he expects gets done, inasmuch as his subordinates (as also his bosses) are inefficient, do not do their allotted jobs and therefore, the organization is running to seed. Short tempered, he is also temperamental in his interpersonal relations with workers, peers etc.

• **Butter Boss:** One who has no definitive or strong personality - profile - mainly malleable, clay model character, ready to be manipulated by sycophancy of subordinates and willing to compromise for a small price, even a pat or wink from his boss or praise from subordinates: for motivation, he needs constant admiration, howsoever false: a believer and practitioner of quid pro quo: promoter of the cult of yes - sirism in office and a bunch of string puppets.

• **Better Boss:** One who is rational, balanced, work oriented, given to understand and appreciate others contribution, helpful, sympathetic and promotes functionalism in pursuit of professionalism.

• **Cheater Boss:** One who likes to claim and appropriate to himself all the good work done by others: demands all credit for every bit of success and pass all the blame to others for failures, quite oblivious of his ineptitude and efficiency: often a compunction of conscience: has no concern for nay ethical or moral code of corporate conduct.

• **Chatter Boss:** One who goes on talking, lecturing and tom - toming his own feats and achievement while aimlessly criticizing the world as un - worthies, in - effectual and work - spoilers: has no time to listen to others - his tongue wags much more than what his ear hears: a proverbial gas - bag.

• **Hitter Boss:** One who thrives by hitting others, even below the belt, for self promotion and self aggrandizement: no self esteem and, hence, does not care about others esteem prestige: belittles everybody to make an image for himself: stubborn, aberrant and sadist.

• **Jitter Boss:** One who suffers psychological malapropism most of the time - falling a prey to never - happy syndrome of behavioural responses and dysfunctional deficiencies arising out of a kind of psycho-mental disorders. Intensely iffy, he is nervous by nature, never sure of a stand on any decision: more a damager than a manager.

• **Neater Boss:** One who is gentle, suave, cultural and reasonable enough to be a team man and prone to give others their due: combines both people and production concerns.

• **No-Changer Boss:** One who is highly conservative, status quoistic and change resistant: no orientation for transformation renewal, progress and forward movement: no urge to surge - ahead: basically a prisoner of precedents, a worshipper, rule - follower and a veritable conformist: torpedoes all innovation and revolts against novelty.

• **Pro-Changer Boss:** One who believes in futurism and systematic revamp and rejuvenation: no patience with abominable no - man, proclivity for putting a premium on risk taking dynamism: never a prisoner of indecision: possessor of quick, truthful decision making faculty: believer in taking people along a planned path chartered by him: no - nonsense, no compromise man. He is oriented towards contravening the principle of dangerous precedent.

• **Dictatorial Boss:** One who blazes in the halo of supreme power and who does not brook any brake on his authority: he not only uses his position of power to his advantage but believes in empire - building and self - aggrandizement, projecting himself as the monarch of all he surveys: not given to any discussion, opinion and debate on his stand and decision, never bothering about the opposite or differing viewpoints and brushing aside, even crushing, all dissenters. Manically power - driven, he considers himself to be the only man - that matters and all others no better than dumb manikins.

• **Democratic Boss:** One who believes in the confluences of ideas and exchange of views amongst cross - section of workers, producers and consumers: lays great store by consensus in decision making and cooperative collaboration in implementation without imposing his own flat and flaws unilaterally from the top: he chooses to function as a central man, not a top man: and break the barrier of hierarchy in bureaucracy: he is a man of convergence, not divergence: he cares for all his men and likes to share success with them, not selfishly monopolizing credit for success-stories.

Several basic questions may pertinently be raised here. Why are the bosses like what they are? If the bosses are really so bad, why have them at all? Is there a viable alternative? How to convert bad bosses into good ones? Why do good bosses constitute a kind of vanishing tribe an endangered species on verge of extinction?

Factors contributing to the goodness or badness of bosses

Two factors contribute to the goodness or badness of bosses; one, congenital and two, circumstantial. The first relates to the 'gene' of the individual while the second to the 'infrastructure' i.e. working or environmental reality of the enterprise. The gene with which a man is born, and the familial and educational cultural environment though which he grows up, largely grooms him as a man. And the situational reality and the work-place ambience including top managements regnant policy-structure shape him up as officer of the company-efficient and effective or otherwise, and also as a boss. The person we get in office is the end-product of the interplay of these two impacting factors.

Toxic Behaviours of Bad Bosses

Bad apples toxicate the organization, and specially when they are bosses.

• **Actor Behavior:** These bosses act in anger instead of discussing matters. They bang doors, brood and make it clear to everyone they are angry and do not talk about it. Usually, this kind of behavior is promoted by the organization's macho culture wherein people never discuss issues.

• **Fragmentor Behavior:** These kinds of bosses fail to notice the link between what they do and its results, and take absolutely no responsibility for their behavior. Generally, a specialist culture, where such bosses who are technically gifted or are excellent in their area of expertise do not think that their behavior or work impacts anyone elevates toxicity in the organization.

• **Me-First Behavior:** Here toxic managers make decisions suiting their convenience. This kind of behavior is enhanced by an elitist culture where people get promoted and rewarded based on their interpersonal relations and not by performance.

• **Mixed-Messenger Behavior:** Bosses of such sort say something and do something else. There is no match between what they say and their actions. Such behavior is supported by an office politics culture that fosters and rewards people based on sweet talk and positions.

• **Wooden-Stick Behavior:** Rigidity and control are the main factors gripping such bosses which are nurtured by a change resistant culture where senior/ top management strives to sustain their status quo despite the consequences.

• **Escape-Artist Behavior:** These kind of bosses are always in denial mode, away from reality and in extreme cases use drugs or alcohol to escape in that. A workaholic culture that makes people sit for extra time in office unnecessary fosters toxicity in bosses.

• **Shocker Behavior:** These bosses act dramatically or exceeding out of character. This behavior is advanced in good old employee culture that categorizes or labels employees, provoking them to react.

• **Stranger Behavior:** Here bosses are reserved and their social interaction is at a minimum. They also at times get fixated on person or some idea. A cold culture wherein management fears confrontations encourages bosses toxicity.

Conclusion

In bossological literature, one can encounter many forms of them, i.e. differential avatars, with multiplex complexion, and an admixture of traitist cum behavioural texture. It will obviously be wrong to paint all bosses with the same brush all black or all white. Experiences shows them in many shades like amiable, pleasant, cultured, gentlemanly, authentic, democratic, not autocratic, co sensualist, not overly individualist, cooperative, collaborative, coordinative, not commandeering, not domineering, not crudely controlling, bottleneck breaker, problem solver, crisis manager, planning, master minding, strategizing, deciding, acting, motivating and human as against naughty, haughty, temperamental, foul mouthed, mindlessly moody.

Thus the existence and the phenomenal rise of sychophancy is an overgrowth of the system of boss - which has been there throughout the history not only in office but everywhere, in all fields and sectors of life wherever there is a relationship of super-ordination and subordination. There are some of the tricks, techniques and technology that the subordinates desiring success and wishing to go to the top, must learn and employ cleverly. The employment of such ploys, if they can be so termed, is often unavoidable, even for survival, however unethical they may be construed by the conservative puritans in classical corporate circles. And, experience shows that the trick often clicks, as bosses generally are hugely susceptible to surfeit of sychophancy. Finally a boss is both enfant, terrible as well as an enfant gate, always, everywhere. Still, bosses after all are bosses - they need to be handled with care.

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Sustaining Change: The need of hour

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Abstract

"Without changing our pattern of thought, we will not be able to solve the problems we created with our current pattern of thought" said Albert Einstein. This quote pertinently depicts the role of a change agent.

The role of change agent is to bring a visible improvement with positive impacts in an organisation. This paper specifically shows how an employee can influence outcomes in an organisation and convert that sustainable change into culture.

Mr. Ratan Tata is among those successful change agents who believed his organisation can fly high only if he embraced change and most importantly sustaining that change. He says, "If you want to walk fast, walk alone. But if you want to walk far walk together".

A Change agent model can be of significant importance for examining and controlling organisational change. For bringing in a sustainable change the organisations need to empower employees to become more responsible and align their responsibilities with the core mission of the organisation.

The most important contribution to be made by the change agent is to sustain the organisation's current performance and assure growth in its future performance.

Key words: Ratan Tata, change agent, transformational leader, Sustaining Change

INTRODUCTION

"Men make history, and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skilful leaders seize the opportunity to change things for the better" **Harry. S.Truman.**

Organisation change is about reviewing and modifying management structures and business processes.

Change may be very simple like shifting the location of an office or it may be a more complex technological change which may even intimidate the very existence of some people in the organisation.

A change agent acts like a consultant for an organisation and helps to evaluate and implement necessary change. A change agent may sometimes become a researcher, counsellor, trainer or teacher inside the organisation. Change agents can be hired form outside of the company, sometimes the company may choose to hire an existing employee to re-examine operations.

During the course of evaluations, the change agent must be sensitive to the needs of the employees and company, willing to listen and form relationships with key members of management, and provide impartial and reliable recommendations that focus on the betterment of the organisation.

Literature of review

Change management is an organized method of safeguarding the changes which are implemented with lasting benefits. The focus is on the wider impacts of change, especially on people and their transition from current situation to the new one. The change in organization could range from a simple process change to major policy or strategy change as needed by the organization to achieve its potential. And to know what that means exactly in your situation, you must dig down further to define your specific change management objectives.

Planned VS Unplanned change

One of the major differentiating qualities of planned and unplanned change is the source of the change. Planned change stems from within the company, usually from the management, while unplanned change is subjected by external factors outside of the organization's control.

Planned change occurs when the management makes a mindful decision to implement new ideas in the organization. Economic and market fluctuations, political changes, weather changes and competition can lead to unplanned change as can internal problems such as sudden resignations and machine failure.

Organizations deal with planned and unplanned change in different ways. In planned change, organizations expect any challenges that may occur and have a list of solutions to solve them. If unplanned change occurs, organizations must improvise and develop solutions — often within a short period of time. Unplanned change brings more confusion to the structure of an organization than planned change. It may take longer for an organization to deal with the effects of unplanned change than planned change.

Change Models

• **The Change Curve -** This powerful model describes the stages of personal transition involved in most organizational change. It will help you understand how people will react to the changes, and so you can better plan how to support them through the process.

• **Lewin's Change Management Model -** This describes how you generally have to "break up" the current state of things in order to make improvements, using the concept of "unfreeze – change – refreeze". Our article shows the different things you need to do at each stage to support those impacted.

• **Beckhard and Harris's Change Model -** Giving another perspective on change, this describes how change initiatives require the pre-requisites of real dissatisfaction with the current state, a vision of why the new state will be better, and clear first steps towards getting there, to be successful.

Objectives:

• To find out whether an internal or external change agent is more beneficial for the organisation.

• To understand the role of transformational leaders in change process

• To understand the sustainability of change brought in organisation with the involvement of senior management.

Research Methodology

The present study is a case study of The Ratan Naval Tata- a successful Indian businessman and business leader. The literature is in relation with Tata group of companies and on Ratan Tata. Therefore, the data and references used for this work are secondary one. It is case study i.e. descriptive research. The information is collected through various published books on Tata group of companies and from Tata website.

Internal VS External change agent

Selecting right change agents ensures the success of the organizational change management constituent of the transformation program. They also enable smooth implementation of a variety of change management interventions for example- communication, workshops and training. Change agents may be either external or internal. The success of any change effort heavily depends on the workable relationship between the change agents and the management philosophy.

External change agent

Most of the companies who are innovative-driven train their managers and employees to develop the skills needed to foresee change. Organisations who want to bring in major changes, mostly hires external change agent. The main reason behind the selection of external consultants is that these consultants are from outside, they are not restricted by the organizations culture, politics or traditions. Therefore, they are in a better position to bring a different perspective to the state of affairs and challenge the current situation. This can however be a disadvantage as external agents could lack an understanding of the company's history, operating procedures, and personnel.

To overcome the limitations of the external agents, organisations pair the external agents with an internal coordinator from the human resource department. These two then works collectively with line management. In very large firms, the organization ometimes has its own internal change specialist. This person replaces the external consultant and works directly with management.

Internal change agent

Internal change agents are usually people from the human resource department or top level management. They play a significant role in restructuring the organization. Internal change agents often face the challenges of getting affected by other people's power games, as they would have the knowledge of internal politics. Internal agents need to persuade others that they have the necessary skills and expertise to contribute to the organisations change, also having an internal change agent would save the cost involved in hiring an external consultant. Connection with influential people in the company of different department is also essential as they can be the internal change agent's key points of influence to the organization as a whole. Therefore selection of change agent is very crucial. The reason being that change involves the participation of the employees Internal change agents have advantages in that they have a working understanding of the organization in regards to people, culture, behavioural norms, etc. Their difficulty comes in with their credibility and their ability to change something that is already in motion.

Ratan Tata as an Internal Agent

Ratan Tata is a visionary and no one would have any doubts about it if they look through his period in Tata. In 1983, thirty years ago, he created a document that was unofficially called the Tata Plan when the company was under the leadership of JRD Tata.

Ratan Tata is known for transforming the tata group into a reorganized conglomerate of more than 100 companies and earning a global goodwill for his consolidation and expansion strategies. His leadership traits influenced the group and made him the most powerful Indian Chief Executive officer brand globally.

A blue print was drawn for the future that was the time when he recommended that the group should seek extensive growth in international operations. He also suggested streamlining the group to address the global opportunity better. Both Globalisation of Tata and introducing Nano to India are just two smaller examples of how he brought in change in the mindsets of his employees.

Through TAS (Tata Administrative Services) and other leadership initiatives, Ratan Tata was able build a team of leaders who prove the Tata values and contribute significantly to the organisation. A common leadership strand runs through and across different Tata enterprises and there is a strong link to the group values and purpose. He began replacing age old employees by setting a retirement age, and then made individual companies report operationally to the group office and made each contribute some of their profit to build and use the Tata group brand. Innovation was given priority and younger talent was infused and given responsibilities.

Jamsetji Tata believed in performing the ethical principle of his faith rather than attend to the rituals. Mr Ratan Tata has held fast to these standards. He never compromised on ethics in any of his business dealings, which helped him gain trust of his employees as well as customers. Mr Ratan Tata writes: "I would hope that my successors would never compromise and turn to soft options to meet their ends."

Ratan Tata as a Transformational leader

To survive and be successful in the ever changing environment, businessmen have to be initiator and master of change. It is essential for business organizations to take on suitable change programs and change strategies, if they want to meet the challenges of change. When organizations are going in for change, they have to build new capabilities in terms of various parameters and have to transform such capabilities into result oriented actions. Effective leadership in change process is particularly important because all these factors involved in organizational change. The competencies such as emotional intelligence, honesty, drive, leadership motivation, self-assurance, intelligence and knowledge of business are essential for effective leadership for change.

Ratan Tata started off his career as a chairman to Tata Group of Companies in 1991. It was a period of economic reforms such as liberalization, privatization and globalization of business. The constantly changing business environment needs the business leaders like Ratan Tata for managing the change. Transformational leadership includes inspirational leadership, intellectual stimulation, individualized consideration and charisma.

Ratan Tata took charge from J.R.D. Tata, at that time the share of Tata Sons in the group of Tata companies was very low. It was 3% in TELCO, 12% in Indian Hotels. In all the share of Tata family in all the companies under Tata Group came down to 1.5%. Under his leadership the share of Tata Sons has increased up to 26%.This change has been effected by the leadership of the Ratan Tata by using unity of command and unity of direction.

When Ratan Tata took charge there were different brands under Tata Group of Companies. The various companies under Tata Group were competing among themselves (TELCO, TISCO, TOMCO, etc.). Therefore Ratan Tata decided to have a Tata brand for all the companies and TELCO transformed in Tata Motors, TISCO transformed into Tata Steel and TOMCO transformed into Tata Oils.. With this he established the identity of Tata Group. However, the established brand such as Taj Group of Hotels kept as it is. Because of this it helped to codify the companies under Tata brand. He wanted to know the people that the name Tata is not only related to iron and steel but it is also related to technologies, chemicals, textiles, information and communication.

THE NANO: PEOPLE’S CAR When Ratan Tata was passing on the road he saw a four members’ family was travelling by a scooter. He saw a dream that shall I give a small car to such middleclass family which uses motorcycle/scooter. This generated the idea to manufacture a small car in Rs. 1 lac and he showed a model of it in Auto Expo, New Delhi, 2009.

Ratan Tata used the various leadership styles such as transformational, transactional. He identified the needs, aspirations and drives of the people and accordingly responded to provide it in various ways (automobile, tea, power, health, fundamental research). He has given the hope to fulfill it through words and actions (Nano). Considering the financial performance he transformed the people into followers.

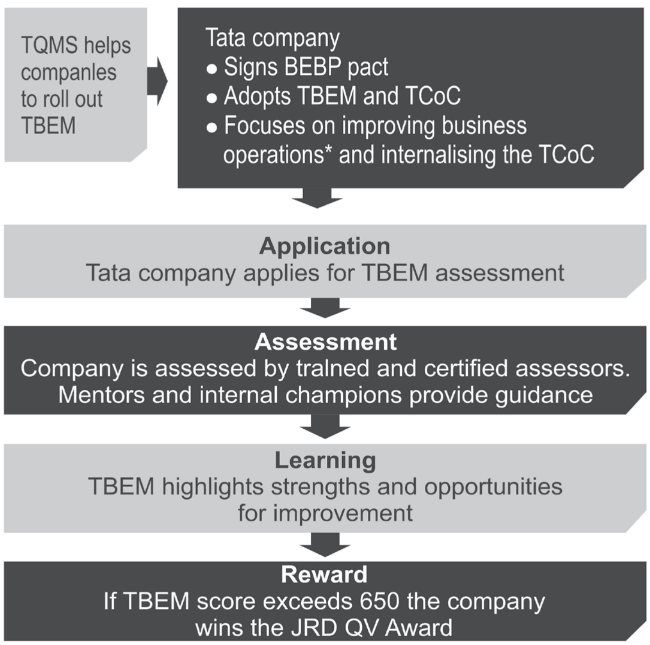
People within and outside Bombay house assumed that Ratan Tata is not competent and do not possess the charisma as JRD Tata, when he took the charge of Tata group in 1991. After 21 years when he handed over the charge of the Tata group to Cyrus Mistry in 2012 he proved his charisma and achieved his own agenda when he stepped in Tata Group in 1991 at Rs.3.46lakh crore, The Tata Group revenue is gone up 40 times and net profit gone up four times in 2012.

Sustaining Change: The TATA way

The energy for maintaining change is a challenge to all organizations and a high percentage of companies fall off the wagon, says Bill Schwartz, Managing Director of business development for Durham, NC-based TBM Consulting Group. Companies need to stick to the change brought in rather than treating it as an episodic change. The ideas seem great at first place but they rarely deliver results. On the flip side sustainable change is an intervention that truly takes root in an organization. Sustainable change helps an organization to move from making conscious “efforts to change” to establishing a fresh “way of doing things”. Sustainable change strives to work on continuous improvements in an organization and also keeping a track on how things are managed. Any change process is successful only when the processes and technology are fully adopted by all the stakeholders. Thus, true adoption and sustainability requires thoughtful planning and focus. In order to justify this we have a classic example of the pioneer Mr. Ratan Tata who firmly believed that any change to be successful needs to convert into sustainable culture.

There was a time, about 20 years ago, when the character of the Tata group was very different from what it is today. It functioned more as a loose federation of companies rather than the tightly knit conglomerate as it is now. The Tata Business Excellence Model (TBEM), introduced in 1995, played a major role in bringing the companies together, helping to define their common purpose and philosophy, and strengthening the Tata brand. The model has provided Tata companies with an outline for assessing their businesses holistically, and adopting measures to improve their competitive strength, financial performance and operational efficiencies.

The TBEM Process



*includes leadership, strategic planning, customer focus, measurement, analysis and knowledge management, workforce focus, process management and business results.

Before TBEM, there was little interaction and knowledge-sharing between Tata companies, even among those operating in the same city or same industry. This kind of functioning resulted in unhealthy competition and lost opportunities. Also, the sharing of good practices was practically nonexistent.

The TBEM initiative led to the 'stitching together' of Tata companies at different levels, connecting chief executives, business leaders and line managers of many group companies. An important outcome of the TBEM assessment process was sharing of best practices between Tata companies, with assessors acting as channels for the transfer of knowledge. Companies started learning about each other, appreciating the good things and collaborating. In fact, TQMS even coined a slogan: "We encourage all to steal shamelessly." Within three to four years of its launch, TBEM emerged as the common lingua of the group. Everyone was talking a common improvement language.

A big success factor has been the role played by senior leaders as mentors of the TBEM assessment teams. It created a good connectivity within the group and speeded up the integration. Even Mr Tata, the inspiration behind the TBEM programme, said he had not expected it would become a movement so wide and deep that it touched every company in the group.

Integration mantra

TBEM plays another important role — it has become the vehicle for flawlessly integrating the group's global acquisitions and aligning them to the Tata culture. "Some companies were initially reluctant to accept the TBEM process, but, once the realization of the benefits sank in, there has been no looking back," says Mr Sunil Sinha, chief, Group Quality Management Services.

Speaking of change management, TBEM has also been the driving force for change and evolution within the Tata group. Issues such as innovation and climate change have been introduced to Tata companies through TBEM. And this journey, says Mr Sinha, will continue: "TBEM has played a big part in ensuring the Tata growth story remains positive."

Assessing Performance

Tata Steel's Europe operation has built a reputation for being one of the safest producers of steel in the world. The company, acquired by the Tata group in 2007 (when it was called Corus), is a benchmark for safety within the conglomerate, and is, courtesy the Tata Business Excellence Model (TBEM), actively helping improve safety standards across the group.

Says Kuruvilla Markose, the Pune-based vice-president of Tata Quality Management Services (TQMS): "The behavioural tuning of assessors from Tata Steel's European operation is different. They can identify safety hazards as they are conditioned to do so, unlike most of us, who tend to ignore them. We have deliberately started positioning them in teams where the focus has to be on safety."

And this has started yielding results. In the TBEM feedback presentation, assessors from Tata Steel's operations in Europe are given time to highlight the safety drawbacks in a company. Importantly, penalties are imposed on companies that score low on safety, or have fatalities at the workplace. "If the processes are found to be inadequate in terms of safety, the leadership score gets penalised by 10 percent," says Mr Markose. "Just one fatality in your company knocks off 10 percent in your TBEM score."

Mr Markose says, there has been spectacular impact of the TBEM process on the culture of safety within the Tata group. This is one of the most outstanding examples of how the business excellence movement has not only enabled better business strategies, but has also helped in transforming companies.

Measuring excellence

The transformation that TBEM has induced is a result of the deep focus that Tata companies have brought to bear on critical aspects of business excellence such as leadership, strategic planning, customer focus, measurement, analysis and knowledge management, workforce focus, process management and business results.

TBEM includes a tough assessment process that gives real-world and relevant feedback to companies on the ways they can improve. Companies are scored on a scale of 1,000 points, and crossing 650 points brings with it TBEM's grand prize, the JRD QV Award (which is announced in a glittering ceremony held on July 29 every year, JRD Tata's birth anniversary).

The true impact of TBEM on the group can be clearly seen in the numbers. From the 12 companies that participated in the JRD QV Award in that historical first assessment in 1995, the numbers have gone up steadily, hitting a peak of 60 companies in 2010. The average company score has increased dramatically from the low 215 in 1995, to 463 in 2004 to 492 in 2013.

An unlooked for but hugely positive impact that is a side effect of the TBEM journey is the cohesiveness that it has brought about among Tata companies. Today Tata Motors taps into Tata Steel for gyan (knowledge) on total quality management (TQM), Tata Steel looks to Tata Global Beverages for best practices in retail distribution, and so on. When it comes to best practices, the learning is boundary less within the group.

According to reference manual 2015-2016 the TBEM criteria continues with its focus on Organisational sustainability and incorporates three significant changes important to long-term viability:

• Designing and implementing competitive value chains (work systems),

• Cultivating and managing innovation and

• Mastering the evolving challenges and opportunities presented by social media.

Limitations

• To find current information about the company was very difficult.

• The data which we received was very general and vague many times, which was time consuming.

• The sources used to generate the secondary data were less.

Conclusion

The main purpose of this paper was to understand the role of the change agent in the organisation .In order to manage change, a change agent has to adopt transformational leadership style to sustain the current performance and assure future performance. Internal change agents who are well aware of the things happening in an organisation, can highly contribute towards the success of an organisation.

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E-Banking - the need for today

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Abstract

The emergence of E- banking is the result of increasing competition in the world. One has to be compatible to adapt the advanced technologies in order to survive in the market. E- bank is the electronic bank that provides financial service for the individual with the help of internet.E- Banking comprises of tele-banking, internet banking, debit cards, credit cards, Automated Teller machines, charge cards, e- wallets, etc. E- banking facilitates online payments, quick fund transfer and many more facilities. In short, we can say that E-banking is a channel between banks and customers which is beneficial for both. The purpose of the study of E-banking is to understand the impact of demonetization on E-Banking . This study is based on secondary data which is collected from different books, journals, articles and websites. E- Banking works to alleviate the pressure on physical currency.E-banking minimizes inconvenience, minimizes cost of transactions and saves time. Along with technology upgradation, there is also a need for its integration with the general way of functioning of banks in order to have proper optimization of funds. With various benefits, there is risk of fraud and lack of information security associated withE-banking. Hence successful working of E-banking can be done with the adoption of different security methods.

Keywords:

E-banking, charge cards, e-wallets, tele-banking, demonetization.

Introduction:

E- Banking is a term used for the process by which a customer can perform banking transactions electronically without visiting the banks. The speedy advancement of technology has transformed traditional way of banking into electronic form. Everything going digital, including money transfers, paychecks, bill payments and debit cards, cash is practically becoming obsolete. This technological development has not only reduced long queues in banks and paper work but also resulted in providing an efficient service to customers while they are busy at their work place. E- Banking has lower operational and transaction cost as compared to traditional way of banking. E-Banking is defined as "Automated delivery of new and traditional banking products and services directly to customers through electronic channels."

E- banking is featured as follows:

i) Transfer of funds between accounts.

ii) Make payments of bills

iii) Maintains customer relationship management

iv) Introduces new and innovative products and services.

v) Views balances and statements

vi) Facilitates online opening and closing of accounts.

vii) Relieves the customers from carrying heavy cash.

At the same time quality of electronic banking service is an important area of attention to the bank officials with respect to customer's security. Inspite of all the benefits and advancements, E-banking is at an infant stage in India. Technology keeps on changing and advancing. Hence, these changes have an impact on the way of performing businesses and the customer's perception towards such businesses.

Literature Review:

An extensive study conducted in 2001 by the Consumer Bankers Association indicates that Internet banking usage remained stagnant from 1996 to 1998, with less than 10% of the market utilizing the service. This characterizes the early adoption phase where the banking industry, in its striking transformation, has embarked on an era of 'anytime, anywhere' banking. In fact, earlier researchers (Reil etal., 2001; Long & McMellon, 2004) point out that automated service is still at its infancy stage and there is no generally accepted theoretical conceptualization of automated service quality.

Rao et al. (2003) provide a theoretical analysis of Internet banking in India and found that as compared to banks abroad, Indian banks offering online services still have a long way to go.

Moutaz Abou-Robieh (2005) studied the relationship between respondents' comfort level, feeling of security and their attitudes towards e-banking; he found that there is a correlation between these factors with regard to the customers' age, annual salary, and level of education. This correlation was also noticed by other researchers such as Alda´s-Manzano et al. (2009) who focused on the credibility variables and conclude that "TAM beliefs and perceived risks (security, privacy, performance and social) have a direct influence on e-banking adoption", in other word he considered Trust as a key variable that reduces perceived risk. Qureshi et al., (2008) studied the e-banking in a specific manner and claimed that (PU), security and privacy are the main perusing factors to accept online banking system. Which is similar to the findings of Celik (2008) who studied the same factors and finally stated that (PU) and (PEOU) are direct determinants of customers' attitudes towards using internet banking. Aderonke and Charles (2010) found that "Banks' customers who are active users of e-Banking system use it because it is convenient, easy to use, time saving and appropriate for their transaction needs. Also the network security and the security of the system in terms of privacy are the major concerns of the users and constitute hindrance to intending users."

According to State Bank of India's Economic Research Department, the present size of digital banking is about Rs 1.2 lakh crore. The recent Deutsche Bank report said that with growing use of electronic payments, the need for physical cash is no longer self-evident.

Deutsche Bank report noted that while payments go digital, fraud follows. "An (almost) cashless Sweden sees card fraud rising. However, the general safety of both cash and cashless transactions in Europe is high," it added. SBI's Economic Research Department in its report said the current size of digital banking including credit card, debit card transaction through PoS (Point of Sale) terminals and transaction through prepaid payment instruments like m-wallet and mobile banking is around Rs 1.2 lakh crore. This size has to increase to Rs 3 lakh crore which is a conservative estimate of the gap between the actual currency in circulation and required currency in circulation, the report said.

According to a 2014 study by Tufts University, The Cost Of Cash In India, cash operations cost the Reserve Bank of India (RBI) and commercial banks about Rs21,000 crore annually. Also, a shift away from cash will make it more difficult for tax evaders to hide their income, a substantial benefit in a country that is fiscally constrained.

According to a 2015 report by PricewaterhouseCoopers, India's unbanked population was at 233 million. Even for people with access to banking, the ability to use their debit or credit card is limited because there are only about 1.46 million points of sale which accept payments through cards.

A study by Boston Consulting Group and Google in July noted that wallet users have already surpassed the number of mobile banking users and are three times the number of credit card users.

Merely 26%of India has internet access, and there are only 200 million users of digital payment services. The World Bank's GlobalFindex shows that Indians are significantly less familiar with digital banking – the use of credit or debit cards, making transactions using mobile phones, and using the internet to pay bills – than their peers in middle-income nations.

Popularisation of digital and electronic channels could be a possible way out through the process of demonetization as the total number of point of sale (POS) machines in the country is around 12,70,208 and ATMs are 1,92,208, which is highly inadequate for a population of 1.3 trillion people, the SBI report added.

Objectives:

• To study the emergence of E- banking and its increasing usage.

• To study the challenges that has an impact on E-banking.

• To study comparison between traditional way and modern way of E-banking.

• To study how E-banking will be beneficial to curb the consequences of demonetization.

Research Methodology:

This study is based on the secondary data collected from various sources such as research journals, articles, books and websites.

Traditional Banking V/S E-Banking:

➢ Traditional Banks exist physically whereas E-banking doesnot have physical existence. It is virtually operated via electronic devices.

➢ In traditional banking there are certain flaws in hours of operation and convenience whereas Online banking provides 24 hours service.

➢ For online withdrawal of funds you can use debits cards which are quicker than traditional form of withdrawal.

➢ In your absence in banks one can create or close his/her account online by using different applications such as selfie account created by banks.

Role Of E-Banking During The Phase Of Demonetisation:

As we are aware about the policy of Demonetisation enacted by Government of India on 8th November, 2016 which has been brought into operation to curb black money and eradicate corruption and terrorism in the world. While it was a step taken for the betterment of the country there were also challenges faced to exchange the old notes as endless lines outside banks and ATMs across India, became a daily routine for millions of people waiting to deposit or exchange the ☐500 and ☐1000 banknotes. The scarcity of cash due to demonetisation led to chaos. This challenges could have been reduced if people would have focused on Internet banking.With Prime Minister Narendra Modi's sudden move to cancel the legal character of old Rs 500 and Rs 1,000 currency notes in the fight against black money and corruption, the focus is all the more high on digital payments as the way forward. However, experts feel that continuing rise in the circulation of currencies in economic activities could well be a key impediment in the transformation to a cashless and digital economy. As part of larger efforts to transform the country into a cashless economy, the government has also set up a panel to look into digital payments for all government-citizen transactions. Opening bank accounts for the unbanked under the adoption of direct benefit transfer is part of the overall idea to reduce usage of cash and increase transparency. RBI has also issued licences to open new-age small finance banks and payments banks which are expected to give a push to financial inclusion and bring innovative banking solutions. Things are also falling in place in terms of technology for India. The recently launched Unified Payments Interface by National Payments Corporation of India makes digital transactions as simple as sending a text message. It is possible that a section of people which has used electronic mode of payment for the first time due to the cash crunch will continue to transact through this medium, but there are still a number of hurdles in making India a cashless economy. About 90% of the workforce, which produces nearly half of the output in the country, works in the unorganized sector. It will not be easy for the informal sector to become cashless, and this part of the economy is likely to be affected the most because of the ongoing currency swap. Third, there is a general preference for cash transactions in India. Merchants prefer not to keep records in order to avoid paying taxes and buyers find cash payments more convenient. Although cashless transactions have gone up in recent times, a meaningful transition will depend on a number of things such as awareness, technological developments and government intervention. For instance, mobile wallets have seen notable traction, and it is possible that a large number of Indians will move straight from cash to mobile wallets. The transition to a cashless economy depends on different factors:

1.The availability and quality of telecom network will play an important role. Presently, people face difficulties in making electronic payments even in metro cities because of poor network.

2. As one of the biggest beneficiaries of this transition, banks and related service providers will have to constantly invest in technology in order to improve security and ease of transaction. People will only shift when it's easier, certain and safe to make cashless transactions.

3. The government will also need to play its part. It will have to find ways to incentivize cashless transactions and discourage cash payments.

India's current economic moment constitutes a crucial inflection point; if handled correctly, there is a real chance that the unbanked will adopt digital payments en masse. The RBI and finance ministry have made Financial Literacy Centres (FLCs) a cornerstone of the PMJDY. These centres provide tailored financial education programmes to introduce adults to banking products and setting financial goals.

The government has made further attempts to push its departments from cash transactions to cashless transactions. Urban Local Bodies of 4,041 cities/ towns in India where at least 30 crore of the urban population resides have been told to shift to cashless transactions.

Officials have been directed by the government to promote internet banking services like RTGS/NEFT, online banking via credit/debit cards or by way of Public Finance Management Systems (PFMS). The Urban Development Ministry has said that both income and expenditure will shift online.

Now, this will mean that people will have to make e-payments in matters of property tax, professional tax, utilities like water, power & gas, fee and licensing charges, online bookings of community halls for functions, issuing or renewal of birth and death certificates, registration of shops, library membership et al.

It has also directed wages to be transferred through e-payment channels for both regular and contractual workers, payments related to any work whether contractual or not, procurement of articles, beneficiary transactions etc.

In rural areas, farmers and poor people are still struggling to get their hands on their own money. They are selling their produce in mandis at throwaway prices because buyers don't have cash to pay them. Mobile ATMs and Micro ATMs have been a rare sight and normal ATMs usually stay shut at least a couple of days every week now. So the change in habit seems to be forced rather than incentivised and simplified for convenience. Also, it remains limited to urban areas. Rural population is left in worse off conditions.

Challenges Faced By E- Banking:

• Lack of knowledge.

• Risk of frauds and lack of security.

• No easy access to internet facility in rural areas.For people to be able to transact at any time and place as well as for them to consider it a reliable medium of exchange, it is important that not only the banking system is upgraded to ensure that transactions can be completed without a hitch, but the supporting infrastructure too is up to the mark. For instance, in many parts of the economy, there is limited and intermittent supply of electricity as well as mobile connectivity. In these areas, it would be difficult to expect people to shift to electronic medium of exchange.

• Inadequate awareness spread by bankers.

• Without proper precautions and security policies, the highly reactive nature of cyber security leaves us vulnerable to cyber attacks.

• ATMs infected with malware enable hackers to steal users' login credentials and make illegal transactions.

• **Cyber threats:** Other uses for stolen data include underground sales, identity theft, or targeted personal attacks such as extortion.

• Creating fake mobile applications and spyware that steal information, or social engineering tactics that make you reveal your login credentials.

Future Prospects Of E-Banking:

Earlier transferring money from one account to another would have meant a visit to nearest bank branch with a long wait. But today the evolution of E-banking has made it easier. Passbook entries have been replaced by hassle free e-statements. For example, Federal bank has created an application as 'Fedbook'for internet users. ATM's have made deposits and withdrawals convenient. Banks have been able to ensure safety of transactions which resulted in heavy competition among different banks. Inspite of all the facilities provided by banks online people in rural areas are deprived of such opportunities.India has a great prospect to highlight the importance of E-banking and built a cash light economy. The Government of India is taking aggressive steps to achieve financial inclusion. In the near future, with the programme of 'Go Digital' we will find people in India going techno savvy and hence will promote E-banking to a large extent.

Conclusion:

Wireless market has been one of the fastest growing markets in the world. This worldwide communication is leading a new generation of strong banking relationships. The banking world can achieve superior interactions with their public base if they accommodate all their customer needs. In order for the financial institutions to effectively grow they must embrace the new technologies and customize them to suit their economic success and the public's success. Currently, E-banking in India is exposed to lack of trust, hackers threat and inadequate security. There is likely to a reset of spending patterns as this move of demonetization represents indirectly a significant push towards a cashless economy. Businesses in the fin-tech sector, including payment banks, mobile wallets, electronic transfer providers, etc., are expected to see gains. However, India is gifted with skilled manpower which can build a strong communication network in order to become electronic banking a popular one. As we venture into the future, the internet will undoubtedly continue to change the banking industry. There is still a need to establish greater harmonization and coordination among the networks.

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Organizations Sans Boundaries - Online Cleaning Business

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Introduction

Traditional organizational structures have defined vertical and horizontal borders and hierarchies, boundaryless organizations are defined specifically as an approach to business that is based on the free flow of information and ideas to drive innovation, efficiency and growth in a world that's constantly changing. The concept was pioneered by well-known management thinker and former General Electric chairman Jack Welch, who wanted to break down existing barriers between different parts. Adaptability and flexibility are important criteria of boundaryless organizations.

Need of Boundaryless organization

In economy founded on innovation and change, one of the premier challenges of management is to design more flexible organizations. Companies are replacing vertical hierarchies with horizontal networks; linking together traditional functions through inter-functional teams; and forming strategic alliances with suppliers, customers, and even competitors. Managers are insisting that every employee understand and adhere to the company's strategic mission without distinction of title, function, or task. For many executives, a single metaphor has come to embody this managerial challenge and to capture the kind of organization they want to create: the "corporation without boundaries." Managers are right to break down the boundaries that make organizations rigid and unresponsive. But they are wrong if they think that doing so eliminates the need for boundaries altogether. Indeed, once traditional boundaries of hierarchy, function, and geography disappear, a new set of boundaries becomes important. These new boundaries are more psychological than organizational. They aren't drawn on a company's organizational chart but in the minds of its managers and employees. And instead of being reflected in a company's structure, they must be "enacted" over and over again in a manager's relationships with bosses, subordinates, and peers.

Because these new boundaries are so different from the traditional kind, they tend to be invisible to most managers. Yet knowing how to recognize these new boundaries and use them productively is the essence of management in the in the flexible organization. And managers can find help in doing so from an unexpected place: their own gut feelings about work and the people with whom they do it.

Remapping Organizational Boundaries

Remapping involves around the "authority" boundary, the "task" boundary, the "political" boundary, and the "identity" boundary. Each is rooted in one of four dimensions common to all work experiences. At the same time, each poses a qualitatively new set of managerial challenges in the new work environment. And each boundary can be recognized by the characteristic feelings it evokes. If managers are attentive, they can use these feelings as clues to assess whether their relationships at the boundary are working effectively.

The Authority Boundary

Even in the most boundaryless company, some people lead and others follow some provide direction while others have responsibility for execution. When managers and employees take up these roles and act as superiors and subordinates, they meet at the authority boundary. The authority boundary poses the question: "Who is in charge of what?" In most companies, that question used to be relatively easy to answer. Those in authority were easy to identify. Bosses issued orders, and workers followed them. Management was primarily a matter of effective monitoring and control. But in more flexible organizations, issuing and following orders is no longer good enough. The individual with the formal authority is not necessarily the one with the most up-to-date information about a business problem or customer need. A manager may lead a quality team, for example, that includes not only her peers but also her boss. Or an account rep may ask his boss to join the account team at a critical phase in the work with an important customer.

The Task Boundary

Work in complex organizations requires a highly specialized division of labor. Yet the more specialized work becomes, the harder it is to give people a sense of a common mission. This contradiction between specialized tasks and the need for shared purpose helps explain why teams have become such a popular form of work organization in recent years. Teams provide a mechanism for bringing together people with different but complementary skills and tying them to a single goal: designing and manufacturing a new product, say, or providing integrated service to an important customer. When task relationships with coworkers go well, people feel proud of their work, comfortable about their dependence on others, and confident that they have the resources and the skills necessary to get the job done. But when a work group has problems defining the task, dividing up responsibilities, and apportioning resources, individual members begin to feel incompetent, unable to accomplish their work, and sometimes even ashamed of the job they've done.

The Political Boundary

In most companies, "politics" is a term of pure derision. Indeed, one of the promises of the corporation without boundaries is to make the company into "one big happy family" and eliminate politics from the workplace once and for all. But this promise contains within it a potentially dangerous mistake. When managers meet at the political boundary, they view one another as members of distinct interest groups with different needs and goals. They pose the question, "What's in it for us?" Then, by negotiating and bargaining with each other, they form coalitions to further their ends and develop strategies and tactics for advancing their interests. At the political boundary, people face the challenge of defending their interests without undermining the effectiveness and coherence of the organization as a whole. They must try to distinguish between "win-lose" and "win-win" strategies.

The Identity Boundary

The corporation without boundaries seems to offer employees a common identity, the kind that Jack Welch suggests when he talks about erasing the "group labels…which get in the way of people working together." In fact, people have a multitude of group identities at work. Sometimes these identities are a product of a particular occupational or professional culture: attorneys, engineers, software programmers, even shop-floor workers. Sometimes they are rooted in the local work group: the team, department, or regional office. And sometimes their origins are more personal, grounded in the individual's experience as a member of a particular race, gender, or nationality.

Digital India and Boundaryless organization

Organizations that have focused their business models around their customer's digital lifestyle have been able to generate tremendous value from the digital wave. And it need not be only for the new age digital businesses. The promise equally applies to traditional organizations. Disney's incredibly resilient business model has allowed them to deliver relevant, timeless and unmatched experiences that span many generations. Disney has used technology to improve the customer experience, incorporating wearable technology, fast passes and wait time indicators and Magic Bands that allow guests to buy food, merchandise, and unlock their hotel rooms, all in one device. B2B value chains are impacted as well, the prime example being how Salesforce has completely disrupted the CRM software market by putting the sales person at their center of their focus.

Digital adoption by the broader society has leapfrogged organizations; digitally savvy consumers are creating their own ecosystems to meet their specific needs. Organizations that are leveraging digital technologies to reinvent their business models and processes to establish closer customer connection and drive innovation will be the winners. Digital technologies enable businesses to engage more deeply with customers in the context of who they are, what they prefer and what they need. Companies can use these insights to implement enterprise-wide changes that enable them to quickly and cost-effectively deliver more useful, meaningful experiences.

A credit card services company, for example, can connect more deeply across the entire consumption spectrum in a customer's daily life by partnering with a retailer. The retailer can provide a personalized offer to a valued customer based on purchase preferences and current location while that customer is walking down a nearby street on a Saturday afternoon. The partnership possibilities are endless ranging across industries. Think of the possibilities for a consumer product company in the food industry that establishes a direct dialog with customers, connecting with them via goods or services to participate in relevant ways throughout their daily lives – say wellness. By connecting data from wearables to fitness, healthcare, and nutrition, the company can develop programs that offer recipes and weekly grocery lists to create a far deeper brand connection, enhance new product introductions, drive traffic to shelves, and increase demand. According to McKinsey research, consumer product goods can potentially realize an additional 15-30% on a customer's current spend by engaging with them in consumer dialog.

Start a Cleaning Business

The cleaning industry has two primary market groups: consumer and commercial. The consumer arena consists primarily of residential maid services, along with carpet cleaners, window cleaners and a variety of other cleaning services required on a less-frequent basis. The commercial arena is dominated by janitorial services, which typically provide a wider range of services than maid services, along with other cleaning companies, such as carpet and window cleaners that target businesses rather than individual consumers. Most cleaning service businesses can be operated on either a part-time or full-time basis, either from home or from a commercial location. That flexibility gives this industry a strong appeal to a wide range of people with a variety of goals.

Another positive aspect of the industry is that within each category of cleaning businesses are market niches and operating styles that vary tremendously. Few industries offer this tremendous range of choices and opportunities, and the need for general and niche cleaning is expected to increase in the future.

Residential Cleaning

Demand for house and apartment-cleaning services is most popular with people of higher than average wealth looking for a little more free time – especially in two-income households. Market research suggests that the ideal target for clients are married couples with college degrees, 45 years old or older.

Commercial Cleaning

Often referred to as janitorial services, the commercial cleaning industry thrives when office vacancy rates are declining and nonresidential construction activity is picking up. Office cleaning accounts for approximately 31% of industry revenue, and most of these businesses work the 2nd or 3rd shift when offices are empty.

Specialty Cleaning

These types of companies focus on specific types of cleaning - windows, floors, carpets, industrial and more, and they may be a bit more recession resistant if they offer a service not easily performed without special equipment or training.

Laundry and Dry Cleaning

Self-service facilities, wash-and-fold service and dry cleaning businesses are typically family-owned and operated, though there are some bigger chains. There are approximately 33,000 businesses in this segment with revenue of about $11 billion in 2015. Dry cleaning businesses have suffered in recent years as clothing has become easier to care for – but some innovative models and specialty offerings such as green cleaning are showing promising growth.

On-Line Cleaning Business in India

In the last few years, the cleaning business is making foray into newer markets in the Tier II and Tier III cities. These untapped market segments offer scope for businesses – small and big. A new kind of "dirty" business is becoming the latest frontier in the bottom-of-the-pyramid market in India, with a number of start-ups seeing a huge opportunity in starting cleaning businesses. The cleaning industry in India is at the threshold of becoming more organized and consolidated, but its representation at the policy-making level needs more thrust.

There are several factors that are driving the online cleaning services in India:

✓ Consumer-oriented services that have accelerated, owing to smartphone and Internet penetration in India on a massive scale.

✓ On-demand services on the rise be it grocery, food, or household chores.

✓ Increasing disposable income and unreliability of local unorganized players.

✓ Difficulty in getting maid servants and lack of specialized cleaners

✓ Unavailability of a one-stop solution for complete cleaning needs.

Cleaning Industry Trends

Eco Friendly Cleaning The phrase "going eco-friendly" is becoming more often used with each passing day. It is a means of adapting ways such that the products that we use and consume in our day to day life are such that they are less hazardous to the environment as well as our health. It can also refer to various measures that are taken to make our planet earth a better place to live. The products those are used in an eco friendly cleaning business are such that they create a minimum or no impact on the environment. They also improve the quality of air in the surroundings. Many of the products used in the cleaning services business that are not in the category of being eco friendly are such that they contain some toxic chemicals. Most of these kinds of products have a high amount of volatile organic compounds or VOCs. It can create a lot of impact on the respiratory systems of human beings and also the other living things. There can be constant headaches, irritation and other symptoms as well.

Case Studies

a) Crest Commercial Cleaning (India) Pvt.

"As the Indian economy becomes more sophisticated, customers, particularly international corporates, are demanding better hygiene standards. Many people tell us that one of the big barriers to doing business in India is hygiene and so we are seeing savvy companies starting to make that a priority" Mr McLauchlan Crest's Managing Director says. They as company see huge opportunity for maintaining commercial infrastructure and buildings, whether it is the provision of cleaning services or electrical and mechanical maintenance. Cleaning, or housekeeping as it is known in India, is worth around $150 billion per annum but is currently serviced by untrained, poorly resourced contracting companies. Competition for customers is tough, as hundreds of new shopping malls try to attract people through cleaner more hygienic environments for the new middle class, which is relocating to Indian cities.

Crest is doing well in the Indian market because it is a quality brand, with excellent training programmes in place for staff. The training in India is based on New Zealand standards. Training has a very positive effect on morale, motivation and on the person's ability to carry out cleaning to high standards. The result is a competent cleaning team who perform a quality service for their customers.

b) ISS India

In collaboration with the customer company work closely to understand precisely what is needed and provide a professional, transparent and tailored cleaning solution. Encompassing a range of service solutions enables the customer to scale their services to meet their ever changing needs. Below are the services provided by the company:

Loopholes and Challenges

With a potential to grow at the rate of 30 percent a year, India's contract cleaning sector is not only poised for fast-paced growth but also promises the creation of a large number of jobs.

With offices, malls and other commercial establishments preferring to outsource cleaning jobs, the cleaning sector is going through a positive growth trajectory.

It's a tough job to recruit labour and ensure that they do cleaning perfectly. Therefore, offices and commercial establishments prefer to outsource it to some other agency if possible, rather than doing it themselves. Outsourcing the cleaning job will not only relieve establishments of an unnecessary headache, but will also be very cost-effective. This trend is creating a market for the cleaning industry.

The market for the cleaning sector comes from both offices and commercial spaces across sectors such as IT/IT-enabled services, hospitality, healthcare, industries and even from the government sector. Of late, even government offices have been outsourcing cleaning jobs.

Given the growing preference by businesses for outsourcing of cleaning and house-keeping jobs, the sector has been growing at a fast clip and the industry size is pegged at Rs 2,000 crore per annum in India.

The advantage from cleaning industry is that it has huge scope to create jobs, especially for unskilled. Right now, about 10 million are employed in this sector and with the sector set to grow further, more jobs will be created. There is also huge scope for small entrepreneurs and start-ups in this sector, because a cleaning services business can be started with as less as five workers.

With the market expanding, even the sector is getting more organised. Besides employing people, it is also looking towards the use of more machines and tech upgradation. But unlike in the service segment, the Indian cleaning sector is yet to make strides in the manufacturing sector.

"Over the past three to four years, the sector has registered more than 20 percent growth. In case of cleaning equipment manufacturing, 10-15 percent growth is being witnessed. We have to invest in research and development to come up with machines suited for Indian conditions and it needs investment. Not much thrust is seen in manufacturing of cleaning equipment as of now, though it might grow as the sector grows in size," says Shashank Sinha, marketing head of Eureka Forbes.

Eureka Forbes and Roots Multi Clean are among the few Indian companies that manufacture cleaning equipment indigenously, while most of the companies import machines from China and sell them here after re-branding.

Though Nilfisk, Karcher and other international companies have a presence in the Indian cleaning equipments sector, industry insiders say that even these foreign companies are not focusing much on India, thus presenting a scope for indigenous manufacturing in the sector.

While a long-time strategy is needed for giving a fillip to equipment manufacturing, training unskilled workers is the immediate problem to be addressed by the industry, as there are no training institutes or organizations right now for skilling in the sector.

As there is no skill development programmes as of now, organisations are recruiting and training the employees themselves. Even we are planning to design and conduct skill development programmes, as the sector can create jobs.

Suggestions and Conclusion

One of important suggestion would like to quote here is the industry need boost in terms of skill development, as an Indian government must include this segment also as a part of Skill Development Program. As far as equipment is concern the through Make In India initiative Government must promote manufacturing of cleaning equipment within India so as to reduce the cost of purchase of these equipment.

As a part of conclusion, It is not the technology but our mind set that matters. Virtual reality, live video, artificial intelligence, instant messaging have changed the ecosystem of world, with these changes boundary-less-ness and innovation becomes part and parcel of success.

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Business Transition Plan for MSME units

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This paper aims to assist the formulation of a Business Transition Plan for MSME units which are more focussed on current Business issues and less on futuristic Planned Growth. Illustrations with Industrial Product Manufacturing Units are also considered besides consumer product industry.

MSME units style of operation does not allow much room for handling a second chance to rectify Plans and make a smooth & safer Business transitions. MSME's lack of Strategic Data puts MSME units in frequent Crisis situations. This makes them falter and struggle twice as hard to recover. Therefore a Strategic approach to Business Transition Plan is what MSMEs need rather than an abrupt shift to a new Business model. Such 'Strategic Business Transition Programmes 'are very rare and demanding for MSME s. They are not well equipped with resources or with the acumen to handle such planned Business Transition programmes.

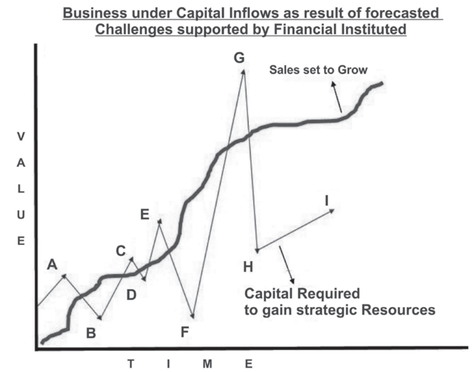
This paper helps to gain some insights in structuring the planning process of Business Transition of MSME units, with special emphasis on Financial Outlays and its relationship with business challenges. The idea behind such an approach is not just to preview the initial Teething troubles of the Business Transition process but also give inputs to stabilise after a few business cycles. This is done by diagnosing the 'Markets Conditions' and 'Product Functionalities' of the MSMEs under certain Business Environments.

With good lot of concessions and norms prescribed by the RBI towards MSME loans, the Banking sector in general is very apprehensive about extending support , making their Transition Opportunities more difficult.

There is a need to frame a better Financial Plan which would not only cover contemporary qualifying Norms but also convincingly deal with Business Ground Realities and instil confidence into the Financial Institution.

The subject of Finance (availability) as a Key factor of Business Transition is chosen here , because MSME's major weakness is:- lack of strengths to mobilise finance for new projects and for diversifications. A good Business Transition Plan should be able to cover all foreseeable Challenges and work out strategies to tackle those obstacles. The difference between implementing such Strategies and not, depends more upon Timely availability of Funds. For majority of these strategies to succeed, the inputs required are in the form of "bigger quantum of funds " a flexible Working Capital Plan and Fixed Capital Investment. Usually Units tend to shy away from such strategic solutions due to want of large funds than due to its complexities. This paper lays stress on realising the importance of provisioning such funds and help roll out the Growth programme.

For a normal business, inclusion of such Flexible capital funds would render the project unviable in terms of Debit Servicing or long Paybacks. But this paper discusses about influx of capital at various phases where in Maximum gains / consolidations are generated and soon such gains give relief to the additional borrowings of funds, thereby the Debt levels are normalised.



MSMEs undergo a long process in proving to the Financial Institutes their capabilities, by which time they lose the very opportunities of Business Transition . They tend to adopt a generalised approach of Fund mobilising which is as per the general Industry norms and practises and not a approach which is Strategically envisioned with Competitive Challenges.

Generally the MSME present their Project Assessments to the Financial Institution ,with fund and cash flows and other Financial qualifying parameters as per the Norms laid out by such Financial Institution and tend to accept ensuing sanctions as their actual deserving quantum. In fact this approach fails to assess the Business plan in its totality ignoring many hidden opportunities that the Transition is likely to carry or suffer . Identifying the short & long term challenges and plugging with the strategic solutions, by earmarking fund support is the major focus of this paper.

The Financial Institution sanction of funds (either immediately or much later, due to scrutiny) may appear to be 'appropriate 'to carry forward the Business Transition plan and execute the new ventures but such approach and its resultant package does not help to steer the Business through other challenges . A bulk allocation of funds terming it as Working Capital loan through Asset/Liability/fund flow Computations is a less disciplined financial offer. Leaving the MSME recipient comfortable with fund availability and deploy funds conventionally or indiscriminately with lesser contemplation on foreseeable external / internal challenges , challenges which are market or product oriented .

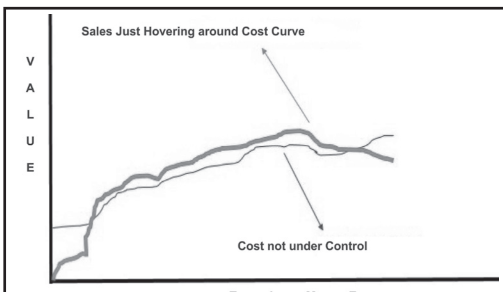
This presentation aims to assist towards building a 'More Relevant 'financial Layout such that during the course of the Business Transition execution, the firm does not get trapped in Economic and Commercial pits, which will strain their costs & subject them to competitive damages. The MSME's fragile nature and its Common Financial Plans are not equipped to handle the initial teething problems and subsequent growth challenges. Finally the burden leads to requirement of additional Funds, this becomes a cyclical process Major changes in Product features in terms of utility, style, economy etc has gradual impact on production and Markets, that have a bearing on the Financial comfort.

There are also several other Business Scenarios that this paper explores that can be treated as qualifying parameters towards a meaningful Financial Support from Institutions rather. This approach also enables to sort out a MSME applicant 's Risk areas and Strength areas to the satisfaction of Lending Institutions. The financial Institutions apprehensions regarding MSME s to a large extent can be minimised with this type of approach. It is time, that the MSME portrays a more Deserving stand to the Banks and claim a fair share of the available National capital and justify its role of contributing to the GDP and also caters Employment generation of the lower strata of society.

This paper reiterates on the fact that MSME's Business Transition plan depends equally or more on Marketing and Product Challenges than other considerations, and induces a sense of Strategic approach to Business Transition . Such plan approach constricts its costs in the remodelled business and help remain more competitive in the long run.

The embedding of certain milestones or challenges into the financial plans not only controls cost but the Benchmarks also disciplines the firms' performance towards Goal orientation.

Fig 2 indicates the Revenue and Cost curves running parallel . In this scenario , Strategic Resources are not considered nor the required capital earmarked for such exigencies.



Features :

1 Normal Computation of Capital Outlay
2 Fin. Institutes reluctant yet allot funds but less than desired
3 Borrowed funds utillised indiscreetly as per Jumbled Priorities
4 Challenges keep obstructing Growth
5 Continues Financial Choking makes business vulnerable to Economic & Market forces easily

Entry Barriers & Market Reactions

Irrespective of the size of the Business a good Enterprise is set to be established only when it has sufficient inherent strengths to ward off competition by focussing on Competitive Priorities backed with sufficient funds.

Due to the weaker characteristics of MSME s they get strangled very easily by Economic Uncertainties & Competition . Invariably the MSME undergo a series of Business Crisis all of which are due to their smaller size and insufficient financial strengths and also due to lack of Strategy.

The major among such assaults are due to lack of Entry Barriers.

Under this context the topic of Entry Barrier Build-upProcess and the consequent Market behaviour is discussed in this paper.

The basic pre-requisite for such Barrier building is availability of adequate funds at the correct time. A small delay or interruption here upsets the firm and is unable to face the competition.

The Barrier Build-up process is also dependent on Organisational goals and the nature of the industry. Primarily the barrier building process starts with Raw Material positioning and its reactions in the market. Here a typical MSME unit with 50% and above as the Raw Material component (with Industrial product manufacturing) is considered and the unit's Raw Material is sensitive to all or either of the following factors :

1. Weather conditions such as Monsoon trends

2. Under the category of Agri-based or commodity type

3. prone to Import / Export Policy changes

4. Dominant foreign Nations' Yield / Output of this Raw Material

5. Government policies and changes such as Minimum Support Price.

6. Quality of the Raw Material available varies seasonally

7. Recyclable material as Raw Material fully or partially

For such Business Units the timely action on Raw Material procurement becomes Key to success and its continuous successful practice leads to building a good Entry Barrier , thereby gaining economies in Cost . More so, for units whose Raw Material is around 60% of its total cost . The various Business Adversities or Advantages that are possible underthis

Scenario 1 :

Weather conditions such as Monsoon trends:

The competitor with higher financial strength (referred here as C1) procures the best available Raw Material and Leaves only the inferior Raw Material for other players.

C 1due to its financial strength, it pays advances and blocks future Produces of the Raw Material. Failure of weather patterns and its consequent low yield allows only the highest and financially stronger bidder to procure major lots of Raw Material besides establishing a High bid / Price which subsequently strains other small units' Raw Material cost.

Favourable weather patterns and its consequent glut in the market allows the C1 to amass extraordinary quantities of good quality Raw Material at cheapest price to be stocked for more than a year or for a couple of seasons. C 1 is privileged not just for the current market season with Low selling Price (due to low RM cost)but for a couple of seasons. Such Price leadership (low price in the market) for a long time, chokes the other players' Prices which continue to remain low. The other players (MSME units) clogged performance with low profit or no profits, soon become uneconomical.

While failure to capitalise on mass procurement under current favourable conditions could make the Business unit less competitive, it also has to be prepared to face possible adverse conditions in the next season(s) when prices fall but the extra stocks of Raw Material procured need to be consumed , rendering its costs much higher than that of the competitors. This is another situation where financial crunch takes place due to squeezed margins.

Scenario 2 - Commodity oriented , Agriculture based goods as Raw Material

The growing pace of the Indian economy and its globalisation feature has attracted many agriculture products under the Commodities market and are subject to speculative trade. With increased globalisation the agriculture products performance in various countries has a strong bearing in the quote of commodities exchange globally. In Commodity Exchange a speculative action not driven by Inventories or yield but by Economic forces makes the commodity prices soar to higher levels thus triggering an unpleasant trend for the industry users (Raw Material users) of that commodity. It has an impact on the User industry causing Panic purchase and such soared prices continue to remain high for a season or so. Such knowledge of Highs and Lows in the Commodity exchange markets both domestic and international reaches the user industry late but the knowledgeable MSME buyer when equipped with sufficient funds capitalises and stocks the Raw Material . Examples of such materials are Natural Rubber, Cotton , Food based industry's raw materials etc.

Scenario 3- Raw Material prone to Import / Export Policy changes

In general such commodity and agriculture based Raw Material are also subject to major Trade Restrictions through :-Blanket bans of export or import

- Change up in Customs duties to discourage imports and protect domestic industry

Under the above circumstances the MSME are burdened with high rates for the Raw Material and are forced to reduce the Order Lot Size of procurement anticipating a relief from such impositions , leading to uneconomical inventories or high carrying cost besides paying a high purchase rate for such Raw Material.

Such sudden rate fluctuations of Raw Material occur when the output / yield in a major Foreign country increases and the surplus is dumped at low prices.

Scenario 4- Recyclable Material as Raw Material

Among the various Raw Material Barrier creation scenarios this is more complex but carries high dividends . Currently , With more stress on minimising global warming and energy saving the concept of judiciously using Recyclable Raw Material is a good option.

This calls for high degree of TQM production levels where in the Recyclable Raw Material needs to intensely tested for qualifying as good raw material without compromising on Product quality and secondly it may also call for addtional reprocessing or refining . In fact these two factors of Intense Incoming Inspection and Refining is what makes many MSME s reject the idea because both the factors demand the following :

1. Precision in terms of technology , to decide on Raw Material Mix based on each lot of Recycled RM

2. Manpower skills of superior grade to handle sensitive Production process with Recycled RM .

3. Machinery or Accessories to refine / Reprocess the recycled RM

Such requirements lead to higher investments of both fixed and working capitals, keeping in view the additional Profit or Price advantage such recycled Raw Material can fetch.

Note : In Metal Engineering Industry the scrap recycled Iron is available at 50 % cheaper than Virgin Raw Material, similar is the difference in Textile Industry and other Industries where in a Mixture of virgin and recycled are used.

Having acquired such special capability MSME unit can has a very strong competitive edge on its rivals because generally the recyclable Raw Material cost is around 50% or less. This could mean that overall profits can enhance by an additional margins, excluding the refining/ testing cost (if the units overall virgin Raw Material cost is around 60%). Such Barrier can bring strategic gains in markets by sustained low price product selling (occupy market leadership) or whopping accruals of net profits.

But to attain this Position, large sums of investments are required not only on R&D, testing, Reprocessing, manpower skills but also on the very procurement of such Raw Material. Such Raw Material are usually available under following conditions :

- at very short notices and untimely seasons

- under special tie up arrangements with advance payments

- tie-up sustainable only through - Cash & Carry terms

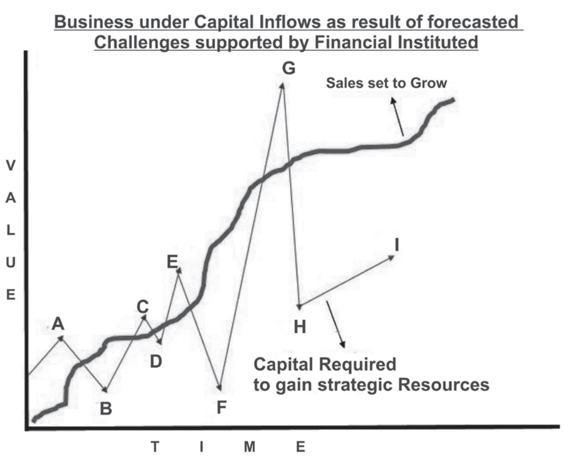
- quantities not negotiable– entire bulk quantity to be lifted which may be equal to 1 years consumption or more

-Any delay can lead to rivals bagging the treasured Raw Material.

Indeed this barrier creation through Special Raw Material is quite complex .

In general these finer aspects of RM procurement (especially when 60% > Raw Material content is critical) may not be considered crucial by the MSME unit fin Planners during Loan application nor do the fin institutes identify and demand solutions for such uncertainties.

Fig 3 indicates, the various challenges during different phases and the Provision of Capital to acquire Strategic Resources such that Competitive Advantages are consolidated. Few Illustrative situations are considered for understanding of the Challenges.



illustrative Challenges
0 to A - Business Initial Phase - Slower Receivables
A to B - Markets accepts the product, Receivables Improve
B to C - Product differentiation calls for investments
C to D - Good Response - Sales & Cash Inflows improve
D to E - Change in Technology-Investments on Automation
E to F - Quality, Price, Supply Lowest Rates - to gain strategic Advantage
F to G - Sourcing of R. Material in Bulk-1 year requirement at Lowest Rates - to gain strategic Advantage
G to H - R. Material Advantage reaps better Margins
H to I - the Cycle repeats - But Business has gained a FIRM FOOTING

PRODUCT view Scenarios

A firm acquires Competitive Advantage as a result of its close working with its customer (s)in terms of Technology. Over a period of time its technical association with the Corporate Customer's product preferences are so well acquainted by the firm, combined with continuous R&D it soon builds desired and strategic benefits into the product (raw material for the customer) Such Product differentiation releases overall advantages to the customer both in terms of better Finished Product and Operation efficiencies thus giving synergies especially in cost & Quality.

The Business Transition plan should benchmark such milestones and also target its Price hike as a result of its specialised product or if price hike is not favourable due to competition a positive change in Receivables by reducing the credit period should be aimed at . Either way the firm stands to gain a financial advantages . Such advantages should be incorporated into the Financial Plan of the firm . Such advantage would bring a major change in terms of Reduction in its Working Capital size or reduce the Interest component.

Generally, in the absence of such strategic working the firm would continue to use higher levels of Funds and bear higher interest cost due to competitive reasons such as drifting Receivables and gradual Price drops .Identifying niche markets or segmenting Markets as per Product application / utilisation and developing Differentiated Products to suit such segments will be the recommendation here. The point to be given due considerationis :

the MSME units should endeavour to build its products features beyond the mere specifications of its customers and bring greater unprecedented benefits to its customer and thus open up higher inflows of cash, such incremental inflows eases its financial position and helps clear the piled up borrowings/interest dues .

Similarly, another extreme scenario that may gradually trap the firm is :- Following its initial growth story , the firm could have gradually established with very good product , most suitable as a Raw Material for the customer (due to which it was able to gain an entry as a supplier amidst stiff competition) at a particular Price level. Just then as it was about to take off, (at a time ,when it felt that it can command a price hike or capture new markets or invest in capacity Build up - which calls for additional funds or ploughing of the accruals) the other suppliers (competitors) too would have researched & worked to achieve similar or better Product advantages . This situation could happen due to absence of an Entry Barrier or weakening of its Entry Barrier. Thus all suppliers may reach a Level playing field. Such situation could pose a definite Price drop or an extension of Credit Period, leading to Additional requirement of funds or loss of revenue (additional funds / Interest burden) Such challenges on cost factors might not have been considered in a normal Business Transition plan.

PRODUCT view - Product life Phase -Scenarios

If not Long term Product life cycle Phases at least the short -term Product life Phases have to be considered while planning the Business Transition programme . The phase of "Introduction " and "Steep Growth Phase " needs to be well researched in terms of :

1. Establishing channels of supply – length and concentration of supply chain

2. Promotion and Campaign investments

3. Pricing policy - skim Pricing or Penetration Pricing

4. Credit Policies during Initial stages

5. Inventory Levels vs Customer Response speed - Equations

6. Rate of initial market growth – vis a vis -Inventory Management

7. Rate of Initial market growth – vis a vis – Capacity Scaling

8. Growth Stabilisation vs Pricing Policy – drop or Hike in price

9. Growth stabilisation vs Product differentiation to maintain leadership

10. Terms of Credit Policies - changes through the growth stage

All the above 10 scenarios (more can be considered depending upon the market and product intricacies) do have an impact on the Financial status of the firm .

Situations like Channel establishment and Promotion would be very fund demanding because strong supply chain need to be established considering future growth and it is at this stage that sales (being initial launch or post launch stage) would be low, cash inflows would be poor.

Similar or even worse would the crunch be during the Growth stage where every Provision of Infrastructure to cater growth (both sales and production) may appear inadequate and difficult to gauge its adequacy.

The above two situations (Initial / launch Phase and Growth Phase) are considered to be most sensitive in terms of Fund management. Any delay in accepting the new Cost Heads or 'Excess Stringency ' to control investments may have direct adverse impact , on not only the Brand / product but also the Investments done on Production / labour. The adverse impact could be so damaging that besides the "Product/ Brand image " taking a beating ,the Capacities would be rendered Underutilised affecting Unit costs , or still worse the inventories through the chain could decay.

This is what usually a very competitive Rival would look for – the delay or time taken to recover could be so long that the rival would :-

1. Discover the contours of firm's strategy in terms of product / pricing /distribution

2. Build counter strategies to ensure this firm does not succeed or re-enters .

Whereas the other extreme position could be as per points 8 and 9.

These are comfortable situations (point 8 & 9) in terms of the Brand /Product Maturity, and its loyal Customer Base, as well as the ability to dictate Premier Price, where in supply chain expands automatically and many new channel partners vie to take up distribution for most favourable financial terms.

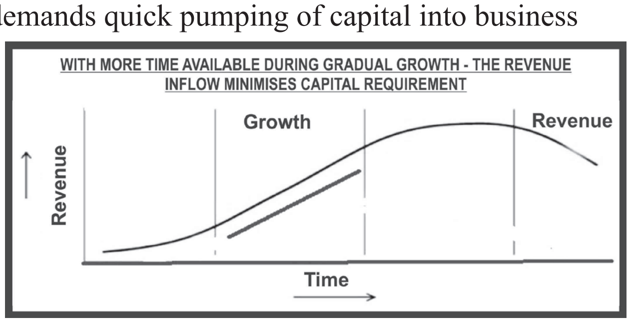
A good firm with financial discipline could make the best use of this positive situation and mend all the financial wrangles leading to big saving on Capital cost.

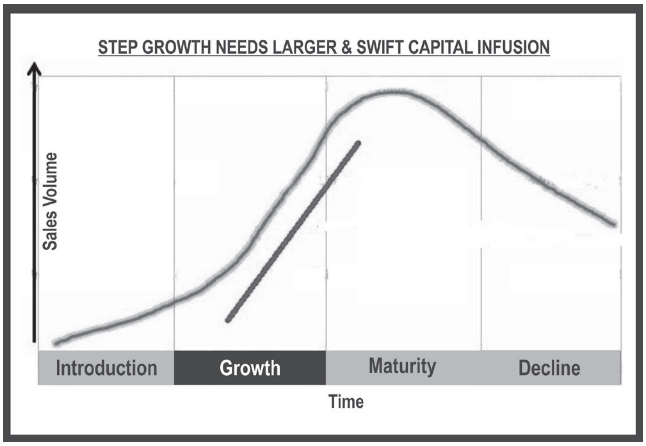
It is exactly under these two circumstances that a busy & growing MSME firm would falter regarding finances – it may fumble in mobilising quick funds during the initial 'No-Returns Phase'.On the contrary during 'Growthfag end 'phase the firm may not practice financial discipline by repaying the debts prudently or diverting surplus towards expansion. (if markets are to grow extraordinarily)

These two situations are equally important in terms of Competitor Assaults – it is under these situations that strategies by Rivals to weaken the firm's bases would be launched from all sides – Extracting maximum share of resources from the common distributor, product complain exaggerations, dumping of stocks, slashing of prices to unprecedented levels, value addition in their products with large scale promotion campaigns and all other gimmicks just to dislodge this firm . Therefore better not give the Rival an opportunity to exploit the weak situations. Better plan for substantial quantum of Working Capital to meet such situations and make the Financial outlay more meaningful.

A note of caution here is that the 'Process of anticipating / identifying challenges '(Product / Marketing Oriented Challenges that strain finances) itself , needs lot of precision and depth , only then can it be translated to Financial needs.

Gradual Growth (see fig4. below) gives enough time to plan for funds and Sales Revenues may suffix working capital. Where as Steep Growth phase demands quick pumping of capital into business





- A STEEP GROWTH LINE CALLS FOR HIGHER RATE OF PRODUCTION, HIGHER SELLING COST, LOWER MARGINS within a short Time frame

HIGHER RATES PRODUCTION DURING STEEP GROWTH DOES NOT HAVE ENOUGH TIME TO EITHER SET ADDITIONAL PRODUCTION LINES OR DISTRIBUTION CHANNELS, NOR TIME TO TUNE MACHINES TO SCALE UP CAPACITY - leaving option open to Outsourcing.

THE LACK OF TIME AND THE OPTION OF OUTSOURCING BOTH RESULT IN HIGHER PUMPING IN OF CAPITAL to ease the Bottenecks

Fig 4

Despite availability, Steep growth (see fig below) fails to synchronise the Resources due to Time factor.

It is also important to observe that the Growth phase does not give much time to synchronise the various resources of the organisation although readily available. All Inputs, especially funds are to be fed at a short notice.

It is important for a Business Transition Plan (if the projections indicate a Steep Upward curve) to considerSpeedy resource mobilisation and its allocation . Besides marketing inputs the steep growth situation may depend more on Capacities. A newly transitioned Business, when it is yet to reach its high Production Efficiencies – the only alternative would be to OUTSOURCE extra capacity to meet the rapid demand.

Outsourcing Capacity calls for advance payments unlike internal production. (Internal production is privileged with 15 to 30 days of Wages payment time , similar credit period time for Raw Material supplies and other overheads , unlike Outsourced Product purchase) This factor also needs to be considered to make the Financial Outlays more Insulated .

Conclusion :

Apart from the general Banking Norms as qualifying parameters, all the above Challenges with adequate data should be presented for a meaningful Financial Support from Institutions rather than conventional norms. This approach also enables to sort out an MSME applicant's Risk areas and Strength areas to the satisfaction of Lending Institutions. The Financial Institutions' doubts regarding MSME' s debt recovery to a large extent can be minimised with this type of approach.

A successful Business Transition plan should cover all such strategic areas and translate their impact in terms of Financial Cautions. Such highlights although meticulous & time consuming, ensure that opportunities are not lost and helps build strength & resilience to the new business model.

While such highlights are incorporated in the Financial Loan Papers, the Financial Institution are motivated to further the process of sanctions because the major risks are covered with equal depth as covered by the basic Business potentials.

To conclude, the MSME Business Transition plan's should focus on comprehensive coverage of risk factors as well as identify various critical success factors . Such challenges should be earmarked with fund requirement package at various levels. The focus is equally on reversal of the funds to the financial institutions when the crisis scenario relaxes . In order to address the Financial Institution query about the need to extend capital support under such RISKS, the MSMEs should also be prepared to meet a RATE PACKAGE which fixes HIGHER (negotiable) INTEREST RATES for high risk funds and normal Rates for operational routines. Such a Specific and Risk scoured comprehensive financial Approach will benefit both the MSME and Financial Institution in the long run.

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Managing Change - The Role of the Employee as Change Agent

Abstract

Every organizational change, whether large or small, requires one or more change agents. A change agent is anyone who has the skill and power to stimulate, facilitate, and coordinate the change effort. Change agents may be either external or internal. The success of any change effort depends heavily on the quality and workability of the relationship between the change agent and the key decision makers within the organization.

This paper specifically looks at the process of organizational change and how employees can influence the outcomes. Organizations tend to underutilize their employees during times of change. An organization is basically a collection of people with the same objectives. Ultimately, I seek to understand how an employee change agent framework can function as an essential tool for controlling and analyzing organizational change.

As a research scholar, I believe that is the employee that essentially controls the success of any change in an organization. Employees should be charged with the ability to foster positive change by management, but more so, by themselves. It is the employees responsibility to make the change work in the organization, along with making changes in themselves to help improve not only the organization, but to improve their own working behaviours.

Keywords:

Employee Change Agent, Organizational Change, Change Management

Introduction

The individual or group that undertakes the task of initiating and managing change in an organization is known as a change agent. Change agents can be internal, such as managers or employees who are appointed to oversee the change process. In many innovative-driven companies, managers and employees alike are being trained to develop the needed skills to oversee change (Tschirky, 2011). Change agents also can be external, such as consultants from outside the firm.

For major organization-wide changes, companies frequently will hire external change agents. Because these consultants are from the outside, they are not bound by the firm's culture, politics, or traditions. Therefore, they are able to bring a different perspective to the situation and challenge the status quo. This can be a disadvantage, however, because external change agents lack an understanding of the company's history, operating procedures, and personnel.

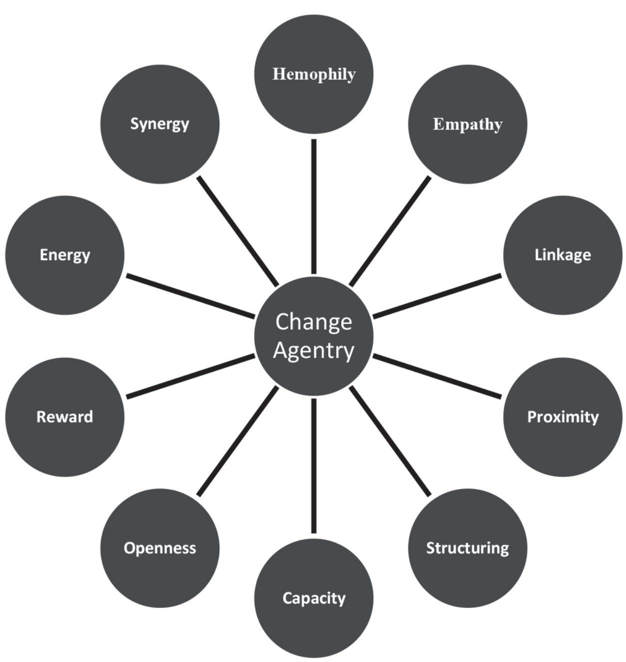
There are many change procedures that focus on either the organization as a whole or how management should work with their employees to make change. This means that there are normally two perspectives for focusing change. The first one is to focus on how to change an organization from an organizational level. To do this, attention must be placed on the whole process involved in the organization. The second one is to focus the change on the people within the organization. The second is usually more effective due to the fact that an organization is not an entity itself, but a collection of people. Most research has proved that for a change to be effective, change efforts should be focused on the people because organizations after all are just a collection of people working towards a common goal.

Employee involvement in change management is the specific focus I intend to discuss. Empowering employees to strive to be more efficient and effective is a must. And while many managers are afraid to turn over the reins to their staff, author, David Childs (2009) states "occasional glitches, .created by empowered over-exuberance, do not create nearly as many problems or obstructions to performance as those that would be created by an office full of bureaucratic robots." (Childs, p.53)

Organizations who do focus on people, usually interpret that to mean the change effort needs to be centred on upper or executive management, as change from the top is more likely to take place. This is the premise of many change initiatives, to have leadership spearhead the change and allow the change to flow down the hierarchy. I intend to concentrate this paper on another option, focusing the change on the actual employees. This includes not just explaining the change, but empowering the employees to make the change.

Ten Characteristics of Successful Change Agent

After an extensive review of the literature, several researchers have identified a set of ten factors characteristic of effective change agentry (Anderson, 2011; deBruijn, 2011; Jain, 2011; Lindegaard, 2011; McCabe, 2011). These factors briefly defined in the following list, refer to the way in which change agents manage change rather than to any personal characteristics they may possess.



In many cases, the plant manager performs the role of change agent. However, the change agent can be an internal change specialist, corporate office administrator (often called a "trouble shooter"), or outside consultant whose expertise is in implementing change.

Change from Inner side

From a change perspective, most initiatives are communicated from the top down. Consultants and change agents will work with the decision makers in an organization to help facilitate whatever change needs to take place. Upper management then works the change down the hierarchy of the organization. Through this and all other change techniques, the employees are given marching orders to transform. For employees to be successful, they must follow the change and implement

the new 'ways' of organization. What normally will distinguish a good change from a bad change is if the management can get buy-in from the employees.

Buy-in and following orders are necessary from staff to make any change work; however I believe more can be done. Organizations spend a great deal of time and money investing in change, only to hand this change over to the employees to be responsible for implementing the transformation. Since it is often up to the employees to make the change work, it should be the employees that are the focused upon by the organization.

Within change, we are not normally changing the organization; we are changing the people in the organization. This reinforces the need to shift focus from the organization and management and instead target employees. If employees are the ones that are impacted by the change, they should be the ones that implement the change. For this to occur, employees need to realize their own potential in this change effort and take control of the situation.

As stated in several pieces of literature, employees are the most important aspect of an organization, just use the Hawthorne study as an example. Kinicki and Williams (2008) believe this to be true because, "…the people actually involved with the product or service are in the best position to detect opportunities for improvements" (p.46). This being said, they should also be the most important aspect of any change to the organization.

Employees should be charged with the ability to foster positive change by management, but more so, by themselves. To do this I have developed a couple of questions that employees must ask themselves to become effective change agents. The first one relates to the employee taking control and implementing the change: Is there something I can do to make the organization a better place? The second question is more introspective and relates to employees taking the responsibility to change: Is there something I personally need to change to make myself a better employee? The answers to these questions provide the foundation for if an employee is ready to be a strategic partner within the organization.

● If the answer to the first question is yes, then it is the employee's responsibility to do what needs to be done to make the improvement.

● If the answer to the second question is yes, it is the employee's responsibility to do what needs to be done to make the improvement.

● If the answer to the first question is no, then the employee is at a place where he or she needs to decide if the job is a correct fit.

● If the answer to second question is no, then the employee also needs to decide if they have surpassed the growth potential in the job.

When an employee answers these questions, the focus should be related to either improving him or herself or the organization; if not, employees are hindering progress towards productive change.

Employees as Change Agents

The first question focuses on an employee's ability to step up and control the organization. Leadership is not something granted by position; it is something that all people can learn to do. According to Burke (2008); "[Leadership] is usually associated with the behaviour of senior executives" (p. 192). Whereas individual needs are focused on "the extent to which one's needs are met on the job" (p. 194). Not many change interventions focus on the actual employee adding input into the organization and/or the change taking place. As he also (2008) states, "…leaders do make a difference, especially in terms of organizational change" but they are only part of the process (p. 227). Change affects everyone, so everyone has to affect change. It is the individual employee that will have the most impact on if change will be effective.

Employees are one of the most important pieces of an organization. Because they are so important, all change models discuss how to deal with employees during the change process. This is normally limited to telling employees how to change or what to do during the change. What the models do not discuss is how to have employees empower themselves to make the change. Change is a foreign and strange phenomenon that does not come easy to most employees and most organizations have the people they presumably want because they hired them in the first place. So, we are not changing the people, but usually a process that they are doing to complete the work being done in the organization. During many change processes, organizations will and do change people. This is done through lay-offs, attrition, people frustrated and quitting, and new people hired on. Change does affect people, but the change must come from already hired employees that are performing at an optimal level. Sometimes they will not change, and that will lead back to negative consequences.

Employee Responsibility to become more Effective and Efficient

As an employee, and as a valued member of the organization, employees must also be critical of what they are doing to better themselves along with making the organization better.

Most changes in organizations are made at the individual level, and it is great when organizations have people that will continuously ask the first question. But how many people are willing to ask themselves the second question. If an organization must evolve to grow and be more productive, should not the people in the organization also do the same? I believe that the second question gets to the centre of all change, what can each employee do to be better? If people thought like organizations, they would continue to make themselves strategic partners with the organization.

When organization focuses on an employee's ability to step up and control their own behaviour. Is there something you personally need to change to make yourself a better employee? This question is a little different and the more important piece of this paper. Not only should good employees continuously ask about making the organization better, but they must also reflect on their own production behaviour. Empowering employees to take the reins and make the change happen is great, but I also discussed earlier that there are times when the employee must change too. Management must be ready to help empower employees to also make changes in themselves. Organizations spend millions of dollars continuously trying to answer that question about the company. If this logic can be brought down to the employee level, then each person in the company should be asking if they can do anything to make themselves better. Is there something I can do personally to make myself a better employee? That question is very difficult for most people to answer. As organizations work towards improving processes, they also need to work towards improving individual performance. This individual change for performance improvement refocuses from an employer making the individual more effective and efficient to the employee improving their own performance.

This concept explores motivation and how to motivate employees to become better at what they do on a daily basis. Motivation is a lot like empowerment, management cannot make an employee feel empowered, nor can they make an employee feel motivated. This is something that comes from within a person. Employees must motivate themselves. The old saying that you can lead a dog to water, but you cannot make them drink holds true for employees, you can hold out incentives, praise, and many other rewards, but you cannot make them work if they are not motivated.

So how do we as change agents make employees want to critically reflect and improve upon their own work behaviour? By looking at these models, there are many areas that focus on individual performance, but they do not focus individual behaviour. This is where this paper is intending to add to the existing literature and add a section about self motivation and individual work behaviour. Management must realize that individual behaviours are based on what the individual wants to do at work. This idea is not new. In their book, Management, a Practical Introduction, Angelo Kinicki and Brian Williams (2008, p.46) discuss how Hugo Munsterberg stated back in 1892 that managers need to:

1) Study jobs and determine which people are best suited to specific jobs.

2) Identify the psychological conditions under which employees do their best works.

3) Devise management strategies to influence employees to management's interests.

Two out of three points by Munsterberg state that the employee must be engaged in their own work experience. Managers need to create a work environment that allows employees to internally motivate themselves for improvement. And the only way for managers to achieve this is to create a work environment that allows employees to want to answer the second question and want to improve their own behaviour towards work. It is time to add a new box to change models that discusses the individual employee work perspective

And it is time for management to take the perspective that employees cannot be forced to behave in a certain way, they must create a work environment that makes employees want to behave in a way that creates a more productive organization.

Employee Responsibility to the Organization

Is there something you can do as an employee to make the organization a better place? As an employee it is critical that they should always be asking this question. I already stated that an organization is a collection of likeminded people who have shared goals. If each employee were to ask this question every day, then change would not be so daunting. Change would merely be part of a daily routine. As part of Deming's (1960) philosophy, this is a big part of Total Quality Management (TQM). Deming (1960) states; managers must "get every employee involved. To build teamwork and trust, TQM companies see that every employee is involved in the continuous improvement process. This requires that workers must be trained and empowered to find and solve problems. The goal is to build teamwork, trust, and mutual respect." (p. 59) How better to do this than to teach all employees to continuously reflect on this question.

Management must encourage employees to ask this question, and allow them to act on the answers. This does not mean to give them free rein to make changes, but if the question is considered by the people who do the work, then the answer should help the process. If a true team member is continuously asking how they can improve, and they are the ones tied to the actual work, then this should lead to supportive buy-in, performance, and overall more effective and efficient change.

Employee buy-in is very important for change to be successful. Employees that feel that they are contributing to the organization will be happier about the change, and will work harder to be successful. What I am targeting is the personal aspects of an employee's own processes that all leaders should know. David Neeleman, founder and CEO of JetBlue Airways Corporation says when he worked at former employer Morris Air, "We had 250 people in their homes doing reservations at Morris Air… They were 30 percent more productive – they take 30 percent more bookings, by just being happier" (Friedman, 2005, p. 37). Empowered employees typically leads to productive benefits such as long term employment, increased job satisfaction, pride in the organization, and overall better communication, all of which contribute to lower operating expenses. Leaders must learn enough about their employees to create an environment that fosters long term loyalty that will allow employees to take the risk of asking how they can do what they do better. Other additional benefits of empowered and satisfied employees include the fact that long term employment saves the company in the long run due to lower turnover costs. Turnover costs can include advertisements for posting jobs, the hiring process which may include hidden costs such as salaries if a search committee is required, training new employees, as well as the stress on co-workers who have to help during the training process.

Managerial Look-out

Suggestions for managers would be to take a proactive approach to the questions asked in this article. Create an environment where these questions are part of the culture. These could also be implemented into annual reviews. All employers should be creating a learning organization by asking their employees to become responsible members of the organization. Allow your staff to be present at the table. Also empower your staff to become more aligned with the core mission of the organization. The more your staff believes they are making a difference for the organization, the more vested they become.

Although the most important aspect of this paper is focused on employees changing their own behaviour, it is also just as important for managers to understand this about their staff. Managers set the tone for the organization. They uphold and support the organizational culture. They must create an environment that fosters employees to want to succeed. As I stated earlier change does involve employees. And they usually are the component that has to drive the change to become effective. But to create organizational change that will last, managers and leaders must empower their subordinates to want to change.

Because most of the organizational change research in the past focuses on management, not much is written about focusing on employees. The limitations of this paper are contained to what has been previously written and my own past experience as a manager and leader. Further research, both quantitative and qualitative, is needed in this area. Beyond further research, it is important to understand the most employees think that they are already doing what is being suggested in this paper. The issue then lies in the gap between what is, and what should be. And this is the area that should be focused upon my managers.

Conclusion

This paper focused on a critical piece that is missing in management, the piece that includes change in the individuals in the organization. I believe that it is the employees responsibility to make the change work in the organization, along with making changes in themselves to help improve not only the organization, but to improve their own working behaviours. Empowerment comes from within, and employees must take the ownership of making themselves better.

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Changing and Persuasive Attitude of iGen Customers

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Abstract

In this modern era of growing technology revolution and increase use of internet has enhanced the way people commute, communicate and transact with diverse multi cultured societies, exposed to various companies or enhanced work processes and it has also altered the earlier generation's attitudes towards products and services. The consumers are exposed to the way they receive and make use of the information, the exposure to different people, culture and market. It is an open secret that consumers irrespective of the generation; they spend most of their time on Social Media Apps, Search Engines and fetching information or purchasing online, this has created a strong connection amongst the people, companies, products and services. This tech revolution has nurtured and evolved the mind-set and brought the whole new and exciting world in the consumer's palm i.e. 'smartphones' and its use, specially the new generation; Generation Z aka iGen. This generation that are born and bought up in the technology age; where it has transformed the iGen to more open minded, adventurous, willing to try something new approach.

In this paper, an attempt is made to get an insight about the iGen attitude, importance of marketing to them and their persuasive power over the earlier generations creating a more inclusive market.

Keywords

Generation Z, iGen, Mind-set, Technology Revolution, Persuasive, Disruption, Gen Zers

Introduction

In this ever disrupting and innovative era the companies and their marketing communications to the consumers are of utmost important. As we are all aware that the consumers are well connected and well informed about the market, companies, products or services, other consumers, promotional advertisements and offers. All this information at the consumer's fingertips could be accessed with the help of the smartphones. It is utmost important for the marketers to thoroughly understand the consumers especially the new generation Z. As this is the world's largest generation, the new disruptors who are anticipated to be well connected and highly influential consumers, knowledgeable, information savvy consumers living in high-tech and social media lifestyles. They are creating new standards that the marketer must comprehend and take cognisance in order to be successful.

Objectives

• Critical factors and characteristics of iGen.

• Importance of marketing these groups of generations.

• To understand the persuasive powers of Generation Z over the earlier generations.

Data Collection tool

This study is done primarily with the help of secondary data such as case studies, annual report, trend reports, white paper and various online data, supported by experts' views of marketing professional through primary data.

The paper is divided into different parts which cover critical factors and iGen physiognomies, literature review and influential traits of iGen to achieve the objectives to reach on logical conclusion.

In this changing and developing era there have been various disruptive factors like technological factor, social factor, physiological factor, geographical factor, customer lifestyle and income factor, political factor and governmental factor which have nurtured and created a new generation; Generation Z. The organization has to understand and accordingly tackle this new generation keeping in the mind the above disruptive trends that hampers the consumers buying behaviour. Retailers, and in fact all businesses, hoping to connect to these savvy consumers and their already $44 billion in purchasing power (‘Activities of Kids and Teens,’ Mintel Reports, November 2013)(Nair).

Through different tools and techniques like BigData, IoT (Information of Things), predictive analysis, etc. can help tap the ample and growing data of generation Z. By understanding and closely learning the traits of these consumers sooner will not only help in indulging with them but also will give an enormous competitive advantage for all types of organizations around the world.

Critical factors and iGen physiognomies

“They (iGen) truly grew up in a global world with no boundaries or borders and where any information is readily available at their fingertips,” says Brad Karsh, founder and CEO of JB Training Solutions.

Generation Z aka iGenaka Gen Zers; with a global population of 1.86 billion, Generation Z accounts for 27%, or nearly a third, of the total population. Countries with the maximum Gen Z populations include India, China and Nigeria. According to the Forbes, the powerful generation Z was born beginning in 1996 and ending in 2010, approx. around 7-21 year olds. Gen Z’s birth dates coincide with the birth of technology, around 1995 with the debut of the PC, and email(Nessel). According to Universum’s latest study (based on more than 49,000 Gen Z from 47 countries), Gen Z are most heavily shaped by their parents (60%) compared to friends (24%), over 25% of today’s older members of Generation Z actively volunteer, and 60% of them want their future career choices to change the world for good. Gen Z is faster-paced and more mobile(Focardi).

Gen Zersare a tech-savvy multicultural generation that is highly global, both in population and perspective (Nessel). They are resourceful, hardworking, and mature. The Gen Z power as: digitally savvy citizen influencers. Highlight socially responsible activities Provide volunteer opportunities, working with high schools to help younger people make a difference(Lemieux).

iGen attitudes with reference to few research and observations(Lemieux)and (Scott):

• Ambitious: Self-sufficient, Focused on success, Realists, Want to make a difference, Entrepreneurial spirit, 90% are optimistic about their own futures

• Have a more innate fear of missing out

• Prefer images over text

• Technology: Gen Z has never known a world without smartphones and social media. They take up information quickly and are ready to move on to the next thing in an eye blink. When it comes to gen Z, seconds count. Intolerant.

• Privacy: Gen Z is less interested in sharing their lives for the public record. Anonymous social media platforms like Secret and Snapchat are more appealing to gen Z than Facebook and similar platforms that leave permanent records.

• Cultural diversity: Generation Z embraces multiculturalism as a touchstone of who they are, and this also informs their attitudes on social issues.

• Pragmatism: Gen Z is drawn to safety. Like the silent generation who grew up amidst war and the Depression, gen Z is a more cautious class that steers away from risky behaviours and towards more sensible careers and choices.

Literature review

(i) In this paper Marketing to the Generations by the authors Kaylene C. Williams, Robert A. Page mentions that each generation has unique expectations, experiences, generational history, lifestyles, values, and demographics influences their buying behaviours. Accordingly, many companies are reaching out to multi-generational consumers and trying to understand and gain the attention of these diverse buyers. The marketers need to understand the six U.S. generations: Pre-Depression Generation, Depression Generation, Baby Boomers, Generation X, Generation Y, and Generation Z. The primary focus of the paper is to describe various marketing understandings and strategies appropriate to each generation’s characteristics and behaviours, particularly in terms of segmentation, products and services, and communication. Marketers need to respond to the trend of multigenerational marketing and branding by adjusting their marketing mixes and strategies accordingly. This means that marketers must understand the six U.S. generations: Pre-Depression Generation, Depression Generation, Baby Boomers, Generation X, Generation Y, and Generation Z. Each of these generations is defined and described in terms of the times in which the generation grew up and the characteristics, lifestyles, and attitudes of each generation. Being sensitive to the various generations will help marketers to become more conscious of and responsive to their customers' needs and behaviours(Kaylene C. Williams).

(ii) In this paper A Critical Evaluation of Generation Z at Workplaces the authors Prof. Yagbala Kapil, Prof. Anuja Roy mentions that the Generation Z truly is the digital generation. They are born into a digitized economy where instant access is everywhere and while the world that they are growing up in is new and evolving, so are the techniques that it will take to teach them. These are children that have never known a world without internet service, landline phones, or homes without a PC. They have never had to use a phone book or encyclopaedia to gain information. This is a generation of instant gratification but a group of kids that welcome diversity, change, and accept that things cannot and will not last forever. They are environmentally conscious and aware of social causes. They mobilize through social networks and public formats. They are communicating through various mediums and digital formats. Generation Z represents the 21st Century generation. Ensuring that the different generations working together under one roof actually work well together is a big concern for many employers. Generation Z will present profound challenges to leaders, managers, supervisors, HR leaders, and educators in every sector of the workforce. It will be increasingly important to understand where they are coming from and key strategies for bringing out the best in this new emerging young workforce(Prof. Yagbala Kapil).

(iii) The author Anjali Singh main purpose of the paper Challenges and Issues of Generation Z was to look after the changing behaviour of children, students and scholars are of global scenario. The author mentions and accept the fact that the Gen Z is very active, motivated, goal oriented, extraordinary, competent, researcher, observer etc. They are fully awakened by the social responsibilities towards society, knowledge of laws, rules and regulation, they are extremely technology savvy, smart minded, challenging, adventurous, active decision maker, leadership skill and talented. They are smart in tricks and more enthusiasm to carry out the relative and difficult tasks. Still the area of wariness in front of each and every parents, teacher, mentors, counsellor that what should be the atmosphere one should give generation Z, so that they can grab the values, ethics, listeners, proactive, customs, observers and derivative principles. Generation Z represents the greatest generational shift the workplace has ever seen. Generation Z will present profound challenges to leaders, managers, supervisors, HR leaders, and educators in every sector of the workforce. It will be increasingly important to understand where they are coming from and key strategies for bringing out the best in this new emerging young workforce. The aim of the article was to sensitize organizations and HR to be prepared of what is coming up and sensitises them to be prepared for the same(Singh).

S#	Author, Paper name, Journal name, Year	Main area of research	Gap Analysis
1)	Kaylene C. Williams, Robert A. Page, 'Marketing to the Generations', Journal of Behavioral Studies in Business	To describe various marketing understandings and strategies appropriate to each generation's characteristics and behaviours.	It lacks to cover the influence power of the Gen Z
2)	Prof. Yagbala Kapil, Prof .Anuja Roy, 'A Critical Evaluation of Generation Z at Workplaces', International Journal of Social Relevance & Concern, 2014	To give an overview of Generation Z, comparative analysis of Generation Z/ Generation Y, to identify its importance and critical evaluation at workplaces	
3)	Anjali Singh, 'Challenges and Issues of Generation Z', IOSR Journal of Business and Management (IOSR-JBM), 2014	The research on Gen Z was to look after the changing behaviour of children, students and scholars in of global scenario	

Influential traits of iGen

The disruptive factors like technological factor, social factor, physiological factor, geographical factor, customer lifestyle and income factor, political factor and governmental factor are changing the way Gen Z behaving. This changing behaviour are in turn driving the transformation and crafting future on nearly everything around them like lifestyles, the behaviour of earlier generations, market, business, etc. They have the power to shape the world and marketing campaigns alike as digital citizen influencers(Lemieux).

The word of internet that is the reviews available those have become the word of mouth for many online buyers. Consumers get more influenced by other consumers' online comment(Manav Agarwal). Generation Z has become a progressively essential influencer for family spending, friends, earlier generations, similarly they are also profoundly influenced by friends, bloggers and social media.

According to Dan Keldsen, author of The Gen Z Effect, there are few main forces from gen Z shaping the future of business(Keldsen):

• Taking the good characteristics of each generation and bringing them together for a cohesive team environment;

• Teaching employees how to learn by harnessing the vast amount of information available today to adopt the world as a classroom;

• Changing the rules and breaking tradition to achieve great results;

• Disentangling themselves from hyper connectivity so that they are not always online.

Marketing to iGen

The companies are exposed to ever changing technological where it gives the capability of grasping data that is the utmost crucial component for marketing. The consumers are also exposed to latest technology and online portals, connecting both professional and personal life with the world. As it is an open secret that maximum consumers spend their time majorly Google, Social Media Apps and e-Commerce Apps; generating a strong bond amongst the people and also between businesses, products and services. These apps specifically social media provides real time and huge database which is used in marketing and creating Search Engine Optimization (SEO) by frequently used words or phrases.

Considering the above mentioned characteristics and influencing personas the marketer should tactfully position their company, products or services accordingly. Below are few facts and tips which could be considered while dealing with iGens. Retailers have to cope up with the consumer's lifestyle and the online titans; by being available even online.

Some facts that were collated by the TCS GenZ Survey 2015-16 was undertaken to get a pulse of the digital habits (TCS):

• Smartphones are the most coveted electronic gadget (83%) amongst teenagers in India, Desktops/ home PCs and laptops are the most popular mode of accessing the internet (44%) closely followed by smart phones (43%),

• Facebook leads from the forefront (used by 86%) followed by Google+ (used by 65%), Twitter is more popular amongst Teen Boys (45%) in India as compared to girls (21%), Whatsapp is by far the most popular instant messaging platform (71%) used by India's Gen Z, 26% of the respondents spend at least an hour everyday online.

• 27% of teenagers respond to notifications instantly within 5 minutes of receiving them, 21% of the respondents used video chat to learn a new hobby followed by school assignments (20.5%) and educational tutorials (15%),

• 87% of the respondents said that they shop online. Electronic gadgets (57%), Books (50%) and clothes (37%), TV and newspapers were the most used means of consuming news (79%) followed by links from friends/ family on Facebook (38%) and online sources (34%).

Engaging with iGen through the usage of digital technology will be very critical, so few tactics to connect with these digital inhabitant influencers:

• Identify correct social media platforms with market research before promoting or marketing products or services.

• As this generation predominantly use mobile platform to access websites, products or services, the use of mobile friendly ad campaigns, visual displays and precise pitch should be used.

• As the geography and boundaries has vanished, so relating the company, their product or services by neutralizing the demographics and up surging to more creative ways of fabricating marketing campaigns.

• The marketers should focus on more inclusive marketing rather than stereotyping them.

• Making them feel empowered by awarding them with varieties along with digital rewards.

• Creating digitally virtual brand experience, emphasising on creativity, authenticity & transparency.

• Establishing a continuous, two-way dialogue to deliver company's activities, products or services information and experiences.

• Considering programmatic marketing and targeting.

• Using multi-channel methods to connect, educate and support their inherent inquisitiveness.

• Marketers need to create more persuasive content that will be pertinent to the contexts where it will be placed.

• Increasing the use of social media platforms especially Youtube, Snapchat and Instagram as it has great influence on teens.

Conclusion

For any organisation whether online or offline, all that matters is 'customer' and their 'buying behaviour'. The companies should frame themselves to attract this new technology-centric generation as consumers by giving them the experience in social, mobile and interactive space. Adopting and combining technology for streamlining the business, best work practices, marketing campaigns, collating iGen behavioural stats, using great and friendly platform to communicate or interact is the call for the day to set the new standards. When marketers embrace the technology and advance social interaction, this will not only enable to connect and understand the needs and aspirations of the new generation but also give an exposure to the desires of tomorrow.

According to the global research agency Kantar Millward Brown's latest report Annual Digital & Media Predictions Gen Z are essentially the mobile first generation who totals a staggering two billion people worldwide now, accounting for more than a quarter or about 27% of the world's population(Bureau). According to a 2014 United Nations report, India has the world's largest youth population of 356 million 10-24-year-olds (despite China's largest population) and by 2020, India will become the world's youngest country with 64% of its population in the working age group, says a report in The Hindu(Nair).

This is a huge population that any industry would like to nibble on. So the marketers should extent the usage of technology and digital content that appeals the imaginings via technologies such as BigData, IoT, Augmented Reality (AR), Virtual Reality (VR) and immersive theatrical experience that will not only allow fetching the consumer's behavioural insights but also help in portraying company's, products or services integral information through stronger visual imagery. The more the organisations prepare themselves for the Generation Z or iGen arrival into the market, the better it will be in lieu of fascinating their potential consumers for the success of any businesses.

Scope and Limitations

1) The aim of this research was to convey the importance of the evolving new generation; Generation Z, tapping their characteristics, behaviour and influential powers, which would in turn help in creating and developing promotional communications.

2) Further market research/ investigations can be done on country/state/ city wise, stating the different disruptive factors faced by them and its impact on their behaviour.

3) Additional market research can also be done on the different habits in using social media and making or getting opinion change towards product and services offered by consumers to them and its impact on their behaviour.

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