



Institute of
Management Technology
Ghaziabad

CCMRC Presents..

The Perspective

Volume 1 Edition 8

March 2012

Business 2.00

**Special 2012
Convocation Issue**

Cover Business 2.0 - An Indian Twist of colors

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Design and Production: Amit P Nayak

We thank all authors and members of CCMRC as well as all the other committees and faculty for their help and support in completing this month's edition of the Official Newsletter of IMT-Ghaziabad

suggestions, articles & feedback ..
please do mail to us at newsletter.imtg@gmail.com



Corporate Communications and
Media Relations Committee

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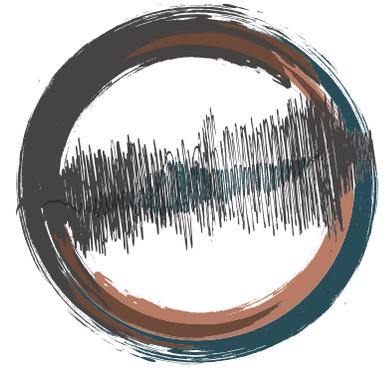
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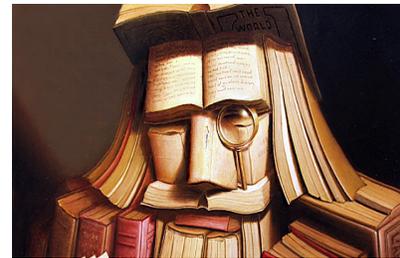
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From the Editor's Desk..



Nikhil G. Pai
Chief Editor

March signifies the onset of Summer in India and the temperatures begin to get comfortably warm. Summer is when the people become more active and come out of the hibernation. In the B School fraternity, March is when the senior batch passes out into the corporate world while the junior batch marches out to companies they are interning with to see if that is the industry they would like to continue working with. This year is no different in IMT too, with the batch 2010-12 passing out and 2011-13 beginning their internship. This edition of the newsletter is the last one for the year 2010-12 as we run from June to March and also with me as the Chief Editor before Amit Nayak takes over from me. Before I introduce this issue, I would like to take a few moments to thank all the people who made my stint with CCMRC a memorable and fruitful one.

Before I introduce this issue, I would like to take a few moments to thank all the people who made my stint with CCMRC a memorable and fruitful one. First and foremost, I would like to thank Dr Lubna Nafees for her guidance as committee chairperson on the various aspects of the newsletter and committee functioning. I also would like to thank Amit Nayak for his efforts in making much of this newsletter a reality by putting in efforts from all sides; articles to design. I also would like to thank CCMRC for providing me this opportunity to make a difference and contribute in my own way to the committee in particular and institute in general. Also, my many thanks to the various clubs and committees for their innumerable contributions in the form of event write ups and photos of events organized by them. And a special thanks to all the contributors for taking some time out to write their articles which in many ways is a gift to the newsletter team and the committee. And my heartfelt wishes to all the readers for their constant encouragement and words of kindness to keep ablaze in us the passion to constantly raise our benchmark and deliver a remarkable issue, month after month. On this note, I would like to press ahead with the introduction of this issue. The theme of this edition of 'The Perspective' is 'Business 2.0: Re-envisioning Business for Sustainability and Development' and in accordance with the theme, we begin this issue on a lighter note by taking potshots at the market dynamics and also a few quotes from across the globe.

We then move on to the Op-Ed for this edition which delves deeper into the theme exploring the nuances of business and its nature. I have explored the transformation of business over time when speed of business was dictated by speed of transportation to speed of business now being limited by exchange of information. I have

also penned down my thoughts on how greed came into business and gradually overcoming all other tenets of business and finishing the Op-Ed on the note regarding what Business 2.0 should stand for. Rahul unravels the basis of Capitalism and what it is all about in a time when all companies are turning green or at least in an attempt to do so. He also takes us through some of the sustainability initiatives being taken by some of the behemoths in business while shedding light on the annual sustainability reports which talk of triple bottom lines. Gopakumar K provides us opinions from the Exec batch regarding the theme wherein he opines on the changes that need to be made both by societies as well as corporates. While we move forward with the issue, we take a moment to step back in time and look at the fun and merriment we had over the past year 2011-12 through all the snaps covering various events and fests that have been conducted by clubs and committees of IMT. In the Blogger's Corner, Nidhish Gupta has captured his MBA journey so far beginning from his Facebook status when he was in Vadodara to all the events that he has been a part of so far in IMT. This edition of the newsletter is incomplete if it does not contain the opinions and views of the faculty who teach us the various aspects of business at IMT and thus we also have included some special faculty news regarding Business 2.0.

Exploring the Consultancy viewpoint is Jayanth and presenting another perspective on 'Sustainability' aspect of Business 2.0 is Nupur Gurbuxani, through their respective articles, enthrall and engage the readers. Their efforts are to be commended especially considering the depth of the questions they have tried to answer. Following up on these articles is a monologue on 3P's vis, Profits, Planet and People, by Brijesh Mishra from the Executive Batch.

To sign off this issue, I would like to take a few seconds to articulate on the Front and Back Covers of the newsletter. The Front Cover signifies the various shades of Business that exist across the world; from the environmentally destructive to the Eco-friendly ones while also signifying their interdependence on each other for sustainability of businesses. The 'infinity' symbol is indicative of the fact that Business 2.0 is not made up of a single revolutionary change to the way we do business but constitutes various minute and incremental changes that need to be made to make Businesses sustainable from the 3Ps perspective. The Back Cover is a tribute to the final momentous occasion for the batch of 2010-12, 'Convocation' which is amongst the most awaited milestone for a student to don the prestigious colours of the institute.

Editorial March 2012

Business 2.0

Envisioning Business for Sustainability and Development

Chief Editor Nikhil G Pai

The way business was conducted stayed unchanged for thousands of years, save for improvement in transportation enabling easier movement of goods. The real revolution in the way Business was carried out came with the usage of ships to cart goods across the seas, with some of the traders ending up in India and ruling over it for nearly 4 centuries. From then on, speed at which business was carried out got faster and faster. Business transactions remained fragmented all throughout this time with non standardized, gold based currency system until there came a need for standardizing the way to conduct business. With the introduction of paper based currency and standardization, businesses became efficient and can be termed as Business 1.0. With the advent of Internet and Virtual money, Businesses came to be transacted at the speed of light or nearly thereof, with large amount of money changing hands in an instant; with virtual money constituting nearly 90% of the global economy. Business 1.0 evolved into Business 2.0 during this time and not just the money but even goods became virtually available, anytime any place. Brick and Mortar gave way to Click and Order, someone even becoming Click and Mortar to make goods available both physically and virtually. Somewhere, between 1.0 and 2.0, Mankind lost sight of the basic tenets of business and greed, overcame the best of men, to mint as much money as possible in the shortest span of time became the norm. As a result, we are already seeing repercussions in the form of global warming & related changes and financial meltdowns leaving no man, woman or child, unaffected in its wake. However, as a society, we are rising above the norm and are taking some steps in the right direction. Finding our feet after having lost our way for so long is indeed difficult but we seem to

have made progress. Dictatorships are being brought down, the greedy are being chastised and the poor are beginning to be taken care of as seen the Arab Spring and the 'Occupy Movement' or the Anna Hazare revolution in India. Businesses have begun to become more responsible and less greedy but Mother Nature is yet to be appeased as we continue to relentlessly attack her from all directions for our own greed. It is time that we took up the cause of Nature along with the cause of Mankind before it is too late for everyone. We should aim for development that is truly sustainable and ecologically sound. Sustainability is sometimes defined as managing the triple bottom line, that is, people, planet and profits by incorporating elements and factors towards making people relevant and businesses relevant. But sustainability should also incorporate resiliency over time. It is time, we build a business model wherein not just the manufacturers but everyone involved in the supply chain of suppliers to consumers become more Eco conscious. As policies around the world become centered around community development and environment and not just economically, Businesses have to follow suit or in cases precede the government by becoming Eco friendly and pressurize the government into action. As awareness grows, so do opportunities and these are the opportunities that we must seize if we are to leave our world a better place than we found it. Business 2.0 thus should be a proactive effort by businesses to stay ahead of the game by developing and redesigning new business models taking into account the various factors towards becoming sustainable and successful. IMT, being a thought leader in this area, has taken this initiative to highlight the various challenges and opportunities that come with adoption of Business 2.0 by the public and private entities alike.

Sustainable development: A win-win for organizations and the community



Rahul Gupta Korada
PGDM 2011-13

Capitalism is based on the premise that all the stakeholders in the society act rationally, and responsibly. And as the biggest beneficiaries of the capitalist system, organizations are also expected to be the drivers of sustainable economic growth. Consequently, there is a green frenzy in the world of business today. Corporate logos are turning green, and the word 'green' is being increasingly sighted in tag-lines and ad campaigns. While it's all within the rules of the game to project oneself as a green-champion, how much of it is backed by earnest efforts to make a positive impact on our society? And how are the laggards, those companies that haven't yet recognized the sea-tide that's coming their way, going to respond to this sustainability challenge?

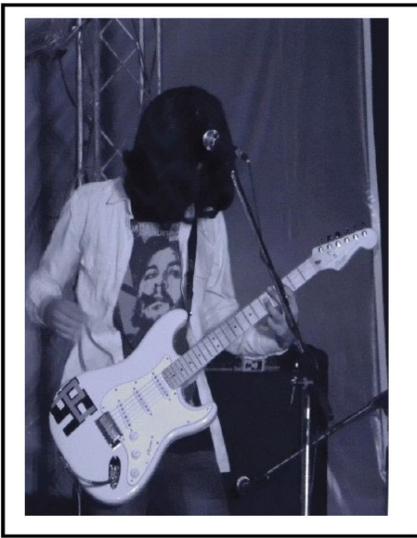
Most corporate executives see profit making, or consolidating market share as the sole objective of their businesses. But there are certain societal objectives that precede these company level objectives in importance. And it is often found that these two sets of objectives are in direct conflict with each other. This is not to say, however, that they cannot be met at the same time. Companies have to tread the middle path making a wise trade-off.

Take the instance of oil exploring and refining companies. Their core business activity leads to exploitation and possible depletion of a precious natural resource. Then, does redefining their business with a sustainability tag mean that they abandon their business altogether? Of course not! They could try to make their processes cleaner, reduce the wastage in the refining process by way of improved extraction methods, and invest in secondary research to invent alternate fuels. Measures of this kind are aimed at compensating for the negative impact that these businesses have on the environment. Hence, it's not a do-or-die situation where the companies change themselves radically or wrap-up. What's

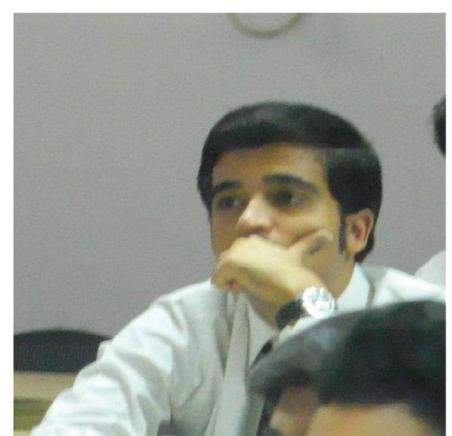
important is the intent. If the company's sustainability drive is a result of its board decision to endear consumers, win over shareholders, or beat competition, the measures tend to be shoddy, inadequate, and ineffective. To be able to make a worthwhile contribution is to understand first, that the company has a role in saving the planet and its resources for the future generations.

Then there is this emerging new business space for entrepreneurs – businesses that reduce the pressure on depleting natural resources. California based Better Place LLC, that operates a network of electric car recharging stations in Israel and Denmark is a case in point. The company is just a small step in helping the world automobiles make a smooth transition from petrol and diesel to alternative fuels. As such, the company is helping the human race build a planet of tomorrow that is a better place to live. This space is even more exciting in countries like India that are heavily dependent on foreign exchange reserves for their fuel needs. It gives one more reason to why the governments of such countries must incentivize private players operating in such businesses. However, sustainability in businesses is an open-ended notion. Companies can get inventive in finding ways for sustainable development. Hewlett Packard, the global leader in printing and imaging systems, lets customers calculate how much carbon footprint they are reducing each time they buy HP's special range of environment sensitive products. Institutions today are realizing that switching to alternative fuels can also become a cost-cutter. IKEA, the firm that sells self-assembly furniture worldwide, meets more than half of its energy needs from renewable sources today. The company hopes that the investments that it's making in these equipment and installations today, will have a two way impact, reducing their overall costs, and their carbon-foot print at the same time.

In this way, sustainability efforts are all pervasive. Companies today release annual sustainability reports, outlining their initiatives and achievements to all the stakeholders and the general public at large. Indian Oil Corporation, in its Sustainability report 2010-11, talks about its integrated approach for resource conservation and its community relations as its key efforts. Even companies providing software solutions, can help in their own way. The software giant Infosys, creates energy and power management software for its clients. A good portion of its energy need are met by solar power. Hence, modern day business organizations can contribute to community efforts towards sustainable development for an energy-safe tomorrow in a multitude of ways. There are opportunities galore for those companies willing to do their rightful share of the job. What is more important is that organizations be lead by people who understand and are willing to work towards re-envisioning themselves with a focus on sustainable development.



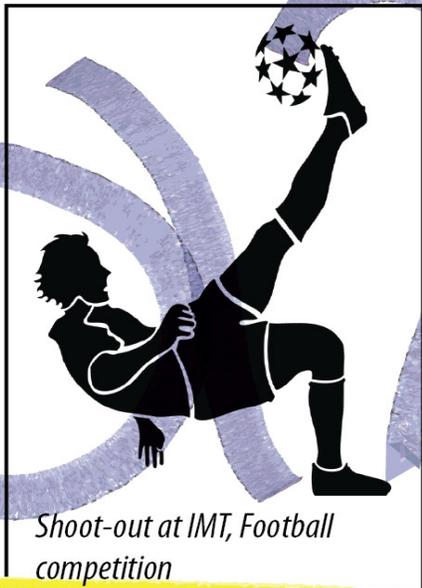
Fast n Furious.. one of the regular events conducted by Culcom



Tension builds up in The Ace of Spades at Passion 2012



Press-Tease conducted by CCMRC , Final round goes on



Shoot-out at IMT, Football competition



Mess Committee come up with its event, Mess-O-Mania



League of Titans conducted by the sports Committee, table-Tennis, Badminton, Cricket, Football, Volleyball and basket ball were played as sectionsbattled each other for supremacy



Mark-Roadies 4.0, carried forward by Club Mark-Up



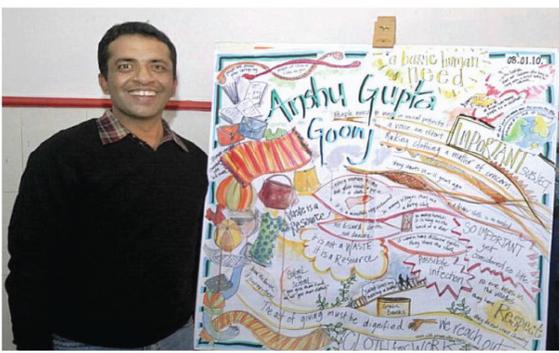
Joy's of Summers Week was conducted by our very own NGO, Make a Difference Foundation (MaDF)



Marketing World Cup 2011



*Rison 2011
IMT-Ghazi*



Start-Up Fair 2011 conducted by the Entrepreneurship Cell of IMT-Ghaziabad (in photo, Mr. Anshu Gupta, Founder of Goonj Foundation)



Battle of Bands created a symphony of excitement at Passion 2011



very own



Hruday presented Aankalan 2011



Tatva 2011 produced some great case studies and reinforced the learnings of summer internships for management students



Opps. Inc.. the operations event of Passion 2011

e Year That s 2011



Ehsaas 2011, carried by MaDF



1, organised by FiNniche the Finance Club of
abad



The Sustainability model through Paradigm Shift in Thinking!!!

Student Opinions



Gopakumar K, PGDM-Ex 2012

The turn of the 21st century has seen the emerging of new economies at a faster pace. We could call it unlocking of value. There was a hidden gem in the BRIC nations waiting to be discovered. And who discovered it?

Did we as a nation believe in our capabilities, did we have enough of faith in ourselves that we could awake from the slumber to be a nation as we are today. The introspection would result in a resounding "NO". So I think we are used to the push from the external forces to show us the way forward. The forces of global integration and financial muscle have nudged its way to the destination India. My reading through the theme left me wondering about, when did we cross the great barrier of version 1.1, 1.2 and so on, and arrived at a stage to leapfrog to version 2 of Business with chest thumping. The higher version always deals with a paradigm change as Web 2.0. It is a new way of looking ahead breaking away from past. Many of us may agree to the fact that with the passage of time we have gone to may be few notches ahead from 1.0 version but not near to 2.0. So the version readiness is debatable. To give statistics the number of poor people living under \$1.25 a day has increased from 421 million in 1981 to half a billion in 2009 as per world bank, "Sustainability and Inequality" report: India's HDI is 0.5 in 2011 nearly same as in 2010, gender inequality 0.6, highest in South Asia. So I think we have immense number of matrices to showcase where we are in terms of the inclusive development. The hue and cry about the corruption never subsides, but voices come and go. Do we talk of Anna Hazare now a days? Looks like the dark cloud "perturbing cry of graft" is cleared and the sun

is shining (read between) as usual. Will we ever be able to rise to the occasion and make a cleansing in the system more than skin deep, is the question. So in my opinion the enduring sustainability would succeed if it is overarching, based on solid foundations of transparency both corporate and parliament, a strong judicial system and self-regulation. The topic under debate enlists three leg of sustainability equation as people, planet and profit. I wish to talk of a three pronged approach to create a sustainable ecosystem of innovation, inclusive growth, and wealth creation. A better place for all of us. The first change has to begin with oneself (people), our myopic way of looking things. This is important and for this to happen we need to start at the school level. The system of small rewards should be institutionalized at the school level. Sustainability should not be large, but outcome of small steps like stopping the running water, not littering public places or plantation of trees etc which works cumulatively towards a larger goal.

Let us look to the planet that is India. There is evidence of the skewed distribution of wealth where our 60% of GDP is based on services, close to 17% on manufacturing and balance on agriculture. Top few corporates sum up to 70% of our GDP. The bypassing of manufacturing has taken a heavy toll on us in terms of the product innovation and employment generation. The agriculture production is lackluster with per capita food production is approx 500 kg/yr (against US 900kg/yr) which is quite alarming from the food security perspective. So the approach is to be of crisis management and we need to assert the policy makers for an effective solution for this. Now, the government's role as the suo motu machinery for building an overall framework is questionable? The corporate and we (people) are equal stakeholders in this. Going forward, the corporates could be measured on dimensions like the CSR initiatives, the resources consumption, donation to build schools etc. As educated consumers we should promote the products of the firms who publicly announce such measures, implying a way of our reinforcing the steps, thus ensuring a virtuous circle of developments. Let us briefly look at the way the infrastructure developments happen. The impending problems are not unfathomable but we care less and voices

against are subdued. So there has to be systematic approach in developing hubs in areas remote with the connectivity. The resources are not challenges but the processes are which need to be looked into. The conducive environment for the business to flourish and right incentives to establish hubs in manufacturing could rebuild the sectoral focus. Finally on the point of agriculture we know enough about the wastage of food that happens in the FCI godowns and ports. So a national policy of cold chain, warehouse for storage etc is imperative and of immediate need. There is a good example which came in a leading daily about the food security being made a priority by the Chhattisgarh govt. ensuring excess of foodgrain production from 13MT to 55MT over the last five years turning into a surplus state. The support mechanism of buying the produce from the farmers and a cash transfer has helped in building a strong rural economy. So where we have a will a way comes naturally. In India we have corporates sitting on huge assets which is not gainfully utilized for building sustainability. The firms build on piecemeal solutions like Carbon footprint or a smart grid here or there, which is small when we talk in context of the overall ecosystem. The solution could be major joint initiatives where the govt. gives tax breaks to the corporate to build the rural areas in a joint venture format which would turn to be win-win for both sides. Lastly let's focus on the profit. I think profit is a natural outcome of sustainable development with the various stakeholders viewing the firms that build sustainability into the fabric, positively. However in order to sustain sustainability and a shift to Business 2.0 we need innovation on a continual basis; which leads us to the major question of the state of affairs of R&D at various levels in the corporate. As a nation we need to put a major portion of our resources to build the scientific community and the jobs around this more rewarding. This should not be seen as an immediate ROI from the stock market angle, however the tangible benefit could accrue on a long term basis. The rural innovation is the buzzword now a days and the approach could be made bigger. The IITs and IIMs need to collaborate to build on a larger community focused on innovation and not merely as a money spinner. A paradigm shift to Business 2.0 is what we aspire for but we haven't build on a strong foundation so far. Not Yet!!!



Mechanical Engineering was a “Nightmare” for me.....
But the love and affection @ Mechanical was like, “The Sweetest Dream Ever”
Gonna miss u guys like nething.....:-(-(...
New phase of life starts from tmrw...Leaving for IMT-Ghaziabad to live my MBA
dream.....:-):-)
- Nidhish Gupta



Nidhish Gupta
PGDM 2011-13

This is the Facebook status with which I left my city Vadodara, Gujarat with a dream of making it big as well as an apprehension of struggling to do the same. Given the limited space allotted to share my experience.... (sic.)

It all started with the orientation week which provided great insights into what to expect and what was expected from us in the upcoming two years of management education. A considerable amount of time was dedicated to the Art of Living sessions and the PDP (IMT’s own euphemism for the “R” word) with the former occupying the late evenings and the latter the

late nights. Initially, it all worked out in my favour with almost all my wishes being granted. A room on the ground floor near the mess (makes sure I have all the four meals of the day), A roommate with a prior work experience (makes sure I get a feel of all his experiences, I repeat, All) and a switch from the allotted specialization (IB) to the desired (Marketing).

But as they rightly say, in a B-school, if everything is going right, you are probably on the wrong track. Contributing to this were the classes of Accounts, Statistics and Economics which the fellow not so bright an engineer failed to understand, the trend setter score of Zero in my very 1st assessment of the Mba learning by Mr. OLT and the operation that I had to undergo in the very 1st month of my stay here. From the 1st week till the date, life at IMT has



Amongst all the things that I heard about life at a B-School, like the deadly academic pressure,



never been in the hibernate mode. From the orientation week to the clubs and committees’ interviews and the timely quizzes and sports events (LOT), from the PIZZA NITES and the Cultural fests to some of the Biggest B-school events like the CHAKRAVYUH, PASSION and the MARKETING WORLD CUP, I have been a witness to them all.

the night outs, the parties, the tension of placements, the events etc. some have been really breath-taking while some have been the soother at the same time.



To sum it up, Life @ IMT has been so far so good with of course the best moment being my summer placement. Signing out from the junior batch in close to 15 days and looking forward to being the Senior Guy next year.

Faculty bytes



We are fortunate at IMT-G to have a vast array of faculty that regularly shares its opinions and experiences with us. Heres some of the questions we asked them and their views about it.

Prominent game changers in 2012 ?

Good governance at macro and micro level is all that matters. Internationally Enron, world com etc. back home in India Satyam are perfect examples as regards - how governance failures ruin companies, capital market confidence and the worst is - all these lead to loss of faith of the nation in the capitalist system which is otherwise so enlightened and robust.

How relevant are these trends to the B School course curricula and what changes need to be made to make the students equipped to handle these changes?

More emphasis should be given on the mechanism of corporate governance, its integral relation with finance, like good governance means lowering of risk, cost of capital and so on

We would like to thank

Prof. Shantanu K. Ganguly (Finance)
Prof. Sadanand Prusty (Economics) &
Prof. S. Batra (IT)
for sharing their views with us

“As financial markets continue to broaden and deepen, the behavior of asset prices will play an important role in the formulation of monetary policy going forward, perhaps a more important role than in the past.”

-Timothy Geithner



Prominent game changers in 2012 ?

The current trends and game changers in the industry is emphasis on performance, efficiency, customer satisfaction and retention, Corporate Social Responsibility and maintaining low price with reasonable quality.

How relevant are these trends to the B School course curricula and what changes need to be made to make the students equipped to handle these changes?

These trends are very much relevant to the B-School curricula. We at IMT Ghaziabad are now in the process of changing our course curricula to meet the changing requirement of companies. Students are having a great potential. Only we have to tap their potentiality after identifying their strengths in a particular area.

How do you see these contributing to the evolution of business models and strategies of the firms in this industry?

Earlier competition was less and options were few. Now availability of similar products from different brands are available after the opening up of the economy since 1990s. Earlier for corporates main goal was to make profit. Now the goal is to earn profit through ethical means. Earlier the companies were following hire and fire policy. Now it is more towards grooming, developing and retaining employees.

How do you see these contributing to the evolution of business models and strategies of the firms in this industry?

Earlier competition was less and options were few. Now availability of similar products from different brands are available after the opening up of the economy since 1990s. Earlier corporates main goal was to make profit. Now the goal is to earn profit through ethical means. Earlier the companies were following hire and fire policy. Now it is more towards grooming, developing and retaining employees.

What are the desired skills that a graduating student should possess?

A graduating student should possess good communication and analytical skill. He/She should be upto date what is happening around him/her, asking questions and have a good listening bent of mind and courage to face challenges. He/She should possess ethical values.

Prominent game changers in 2012 ?

Accelerated Mobility, ubiquitous nature of IT and and virtual merger of personal time with work time have led to a major transition in value creation mechanisms in the enterprises.

How relevant are these trends to the B School course curricula and what changes need to be made to make the students equipped to handle these changes?

The faculty and students of B-schools need to recognize and be responsive to these trends. The curricula in courses related to strategy should incorporate literature and cases highlighting these trends and their impacts.

How do you see these contributing to the evolution of business models and strategies of the firms in this industry?

The above trends are getting translated into “tensions” between horizontal and vertical structures in organizations; between norms and demonstrated behavior of younger generations; and between collaboration and control in enterprises. These manifestations call for newer business models and strategies of the firms.

What are the desired skills that a graduating student should possess?

Cognitive skills to understand situations calling for innovative solutions; learning to learn; action research



Consultancy: A Road Map To Excellence



Jayanth S. Prasad,
PGDM 2011-13

Knowledge, The sole power which can be wielded during any situation or crisis, has been passed down through generations, from parents to children, teachers to students through it. We do it often, with or without invitation. Yes, I am talking of the mighty weapon called 'Advice'. A weapon because it can always hit you back without even a slight ounce of loyalty. Consultancy, a term coined by humans for a whole new profession of giving advice is inherent in everything that happens on this Earth. It is a dimension on its own, like time it too is in motion without our control.

European armies followed Christopher Columbus's advice to effectively colonise most of the world. Today, organisations, corporations, governments, humans, even animals take each others' advice to dominate their own worlds. Are you one who can give expert advice on any subject, pull up your socks, you can make big bucks. There is always a requirement for your service, be it management, economics, law, technology, IT, agriculture, energy, entertainment, marriage, you have consultants telling you how to make bonds, elsewhere the same consultants telling others how to break some other bonds.

Consulting has moulded into a diverse industry. Equipped with just a mere pen, personable men sell to clients ridiculous advice which are prob-

lems to their own solution. That ridiculous advice is becoming astute truly. There are several different types of consulting, the most popular being – Management consulting, Strategy, IT, Real Estate just to name a few. Major corporate houses who have dominated these sectors have been McKinsey & Co., Boston Consulting Group (BCG) and Bain. Some others like Deloitte, IBM, and Hewlett-Packard have their focus on technology and accounting consulting. Consulting has had its own setbacks. At a time when consulting was fast expanding, and just when people thought it was the next big thing, the biggest audit failure happened – the Enron Scandal. The repercussions were horrid. It led to the dissolution of Arthur Anderson, which was at that time one of the largest audit and accountancy partnerships in the world. And all this happened in a recessionary environment and a threat of war. When Enron collapsed, it surely was a point of no return to the Consulting industry as a whole, damage couldn't be restored. Consulting has risen out of the ashes as a phoenix and is on its pursuit, this time only stronger. To any organisation consultants add value in two areas: large-scale change projects which have to be sustainable and in specialised topics where in-house expertise is scarce and where a consultant has in depth knowledge and a range of skills to use.

Enormous challenges still appear every time:

- Executives believe that it is a costly activity, they would prefer in-house resources.
- A Consultant has no real say when it comes to decision making, if everything goes well he hardly gets the credit. If nothing goes right, he is the first to be made a scapegoat as seen in the case of Enron.
- Many see consulting as an evil made necessary by downsizing and depriving them of skills and resources they need.

Despite all these, kids are back in the conference rooms. Companies that shelved plans during the recession are dusting them off and looking for help. Management Consulting, the most famous among the category really started off in 1980 with around 18000 practicing man-

agement consultants worldwide. From a revenue of \$2 b out of which a major chunk was in the US, it is now more than a \$500 b industry growing at an enormous rate of 20% CAGR. North America and Europe are the prominent players still. Strategy houses are vying for the consultants' services. This is bringing the strategy shops into competition with the biggest players: Big Four audit firms. These behemoths are buying the services in a variety of areas like technology, health care and reaching out to more and more people specialising all the way thanks to the Big Four. These along with other smaller consulting groups offer a one-stop-shop solution to any problem that crops up. Estimates suggest that for every executive there are 0.6 consultants who advise, full time. Astonishing figure yes, project managers and clients alike place more trust in them rather than their subordinates. And sometimes more than their wives too. Demand in India is catching up as well. It has resulted in rising opportunities and a growing consulting need positions the growth rate of the industry at 28-30% and estimated it at Rs 17,000 Crores in 2010. Currently there are around 9000 consulting firms in India, as per the growth figures we can safely arrive at a figure of 10000+ in the next year. This will create atleast a lakh jobs every two years. The world is looking upto India in this front. However, there are some changes needed in the industry to make it more remarkably efficient. Excellence is bound to follow. They are:

- Information needs to be disseminated transparently. The market forces can resolve this problem. As always, more competitiveness will reduce any inherent evils.
- Regulation. A code of conduct to correct the distortions which many clients see especially during testing times.
- Accountability. There are usually times when one doesn't exactly know where the buck of responsibility stops between a client and his consultant. Happens more so in big budget projects having a large number of variables. This issue has to be sorted before the deal has been made. A suggestion to all is that if you are upto a job which is done better by others, take their advice and do what you are good at. I too become a consultant now. My fee please?

The Sustainability Question

The Sustainability Question- How to create stable and renewable processes and systems that are built to last through future generations?

Sustainability is the buzzword for businesses and corporate houses today. Every multinational, domestic and even small scale enterprise today tends to associate itself with sustainability driven systems and processes.

The Sustainability Question

The pressure on companies to go for Corporate Social Responsibility (and hence sustainable development) is high and thus companies tend to opt for it rather than avoid it and gain negative light in the eyes of the public (and hence, its consumers). The question before us is to examine how viable these associations are and whether they are figments or are actually driven for sustainability in its true sense.

We can examine various initiatives and ideas for sustainable development that are prevalent in today's scenario -

1• Sustainability initiatives in the supply chain

The supply chain is the central element of a company- rightly called its 'neural network'. It is not surprising therefore, that it offers a multitude of opportunities to managers for the application of sustainability. The focus needs to be on smart improvements in operations, logistics, and sourcing that can be environmentally innovative leading to cost savings as well. A commendable example in this regard is the sustainability practices achieved by Nike. Rebounding from its defamation for controversial labour practices in the 1990s, the company set up ambitious goals for itself which revolved around reduction of waste and 'zero-toxics' manufacturing practices. Today, Nike is a perfect example of closed-loop usage of substances for manufacturing of its products. It uses real-time feedback to gather data on how much waste a product is creating. It also has a 'zero-toxics' practice for which it has laid down guidelines for its suppliers. Nike gains cost advantage from these practices today. Nike's example is definitely one to learn from, more so because it underlines the fact that an organizational attitude towards sustainability is the first step in going for sustainable development.

2• Social sustainability

Social sustainability is a concept that is derived from the role of sustainable practices in bringing about equitable opportunities to the disadvantaged sections of the society. It has its basis in the fact that for the long-term wellbeing of the society, it is necessary for the inequality to be eliminated from the social system. It promotes the concept of 'inclusion'- economic, social and financial. When a bank decides to open branches in rural areas it is essentially making an effort for financial inclusion and hence, social sustainability. When employees of a company volunteer their time for community service they are also engaging in social sustainability practices. It is important to realize the significance of social sustainability practices because these can be achieved at an individual level as well. An organization which promotes an attitude towards this concept is doing long-term benefit to the society even if it does not gain an immediate cost advantage. The positive impact on its brand value and reputation can however be significant.

3• Sustainability as a competitive Advantage

Sustainable business practices, if adopted at the right time- which is right 'now'- can give a remarkable competitive advantage to organizations. The fact of the matter is to realize the growing importance the issue of sustainable development has in today's business and political environment. Government policies, capital providers and stakeholders are all looking up to sustainable business practices today. Thus, for a company to take a stake in innovation for making its processes sustainable is only reasonable in the current context.

Conclusion

Sustainable development is a transformative process which impacts the basic ways in which organizations work, compete and grow. This also implies that sustainability can be made inherent in an organization's policies and its people by promoting an attitude of sustainable leadership among all the employees. Supporting sustainability is similar to supporting ethical business practices. As a matter of fact, it is tantamount to it. Thus, the need of the hour for business houses is to breed innovation in and an attitude for sustainable development so that their legacies do not die out in the long run but get carried forward for the benefit of future generations.



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Managing the 3P's

People, Planet and Profits

People Planet Profits

The concept of sustainable development has received recognition, but it is just another novel idea for many business organizations. For most, the concept remains abstract and theoretical. If sustainable development is to achieve its potential, it must be integrated into the planning and measurement systems of business enterprises. And for that to happen, the concept must be articulated in terms that are familiar to business leaders.

In simple terms sustainability can be defined as “For the business enterprise, sustainable development means adopting business strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining and enhancing the human and natural resources that will be needed in the future.”

This definition underlines business's dependence on human and natural resources. It emphasizes that economic activity must not irreparably degrade or destroy these natural and human resources. Though this development will help business leaders to apply the concept of sustainable business development into their business model, it is important to emphasize that sustainable development cannot be achieved by a single enterprise (or, for that matter, by the entire business community) in isolation. Sustainable development is a philosophy to which every participant in the global economy, including consumers and government, must subscribe, if we are to meet today's needs without compromising the ability of future generations to meet their own. It has become a cliché that economic growth is “The” contributor to continuously growing environmental problems. A standard response to this is stricter environmental regulation, which often inhibits growth. The result can be a trade-off between a healthy environment on the one hand and healthy growth on the other. As a consequence, opportunities for business may be constrained. However, there are some forms of development that are both environmentally and socially sustainable. They lead not to a trade-off but to an improved environment. Together with development it adds significant value to our environmental capital. Thus sustainable development is all about - an evolutionary change in the way we approach these issues and manage our

businesses. The contributing role of business in sustainable development remains indefinite. While all business enterprises can contribute towards its attainment, the ability to make a difference varies by sector and organization size. Some executives consider the principal objective of business is to make money, while others recognize a broader social role. There is no consensus among business leaders as to the best balance between narrow self-interest and actions taken for the good of society. Companies continually face the dilemma of what they would ‘like’ to do and what they ‘must’ do in pursuit of financial survival. Businesses face trade-offs while dealing with the transition to sustainable practices. For example, a chemical company whose plant has excessive effluent discharges might decide to replace it with a more effective treatment facility. But should the company close the existing plant during the two or three- year construction period and risk losing market share? Or should it continue to operate the polluting plant despite the cost of fines and adverse public relations? Which is the better course of action in terms of economy, social wellbeing and the environment? I am confident that businesses and societies can find ways to move towards managing the triple bottom line - social wellbeing (People), environmental protection (Planet), and economic development (Profit) - at the same time. Many executives have demonstrated that pursuing sustainable development practices makes good business sense. For example, Dow's ‘Waste Reduction Always Pays’ programme, which began in 1986, has fostered more than 700 projects, and saved millions of dollars a year. McDonald's move from plastics to paper became cornerstone of a much broader waste reduction strategy. Unlike the famous trite about politics “Good economics is bad politics”, modern cliché is “sustainable development is good business in itself”. It creates opportunities for suppliers and developers of eco friendly products and processes, firms that invest in eco-efficiency and those that engage themselves in social wellbeing. These enterprises will generally have a competitive advantage. They will earn their local community's goodwill and see their efforts reflected in the bottom line.



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