

president's Message

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Dear Members,

I am pleased to connect with you again.

We will have our Audit by ICMCI in the coming months I have reiterated the need for everyone's updated CV for that and for creating a repository for consulting. **Please note to retain your CMC you need to update your CV every year.** Those who have issues can reach out to the office or me – will be glad to help out.

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

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

The new different categories are:

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

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

I hope we can get more user industries to join IMCI. We have begun well on this front.

Looking forward to a more fruitful year.

With best wishes

Anuj Bhargava - President IMCI



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EDITOR'S NOTE



Dear Members

We have great pleasure in presenting March 2019 issue of '**Consultants Forum**'. The issue includes highlights of fifty third AGM of IMCI held on March 29, 2019 and the events organized by IMCI Chennai chapter and Pune Chapter.

Mr. Sharu Rangnekar has written on 'entrepreneurship'. He has mentioned about traditional entrepreneurship spirit in some communities in India and what is expected in future when new generation takes over particularly in IT sector in the globalized connected world.

'**Entrepreneurship Development**' has always been a subject of great significance particularly in developing countries. Job creation for young population in India is a herculean task. The problem has multiplied manifold due to technological advances particularly in manufacturing sector. Artificial intelligence and robotic process automation will improve productivity and add jobs in highly skilled areas but will take away more jobs of traditional manufacturing skills. As per UNIDO, agriculture based industrial products account for half of all exports from developing countries. Yet only 30 percent of those exports involve processed goods. Solution lies in encouraging entrepreneurship for agro- processing facilities in rural areas.

There is vast literature available on the subject. Tarun Khanna, a professor at Harvard Business School had written an interesting book titled 'Billions Entrepreneurs -how India and China are reshaping their future---.Economist Schumpeter in his work "Theory of Economic Development treatise" published in the year 1911 argued that the firms with the entrepreneurial spirit lead to a higher degree of economic growth.

Similarly, development of socially and economically weak areas can be achieved by encouraging entrepreneurship spirit. It is wrong to assume that these areas can be developed merely by injecting more external funding.

Highly skilled young people in India are keen to start their own business. We find that MBA graduates after working for some time for someone else opt out for becoming self-employed. They become risk takers and ambitious. They aspire to be seen as agile and innovative.

Consulting community may like to formulate strategies and action plans for '**skill development**' and '**entrepreneurship development**' to help the young people to be prepared to meet the challenges of the present economic environment.

We thank Mr. Sharu Rangnekar, Mr G.K. Ayitam, Mr Samir Banavali, Mr Sukant Ratnakar and Mr T. Ramaswamy for their contribution and sharing their views.

We would welcome feedback from the members to make any improvements in the future issues of 'Consulting Forum'.

Regards,

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Entrepreneurship Yesterday-today-tomorrow



Sharu S. Rangnekar

Entrepreneurship Yesterday:

For a long time, starting of Industry was essentially an entrepreneurial function. There were “Entrepreneurial Families” which came from “Entrepreneurial Communities”. These communities were supposed to have special characteristics. They were essentially frugal and had the entrepreneurial requirement of risk taking. They were invariably ready to put in hard work and go through difficult environment largely because of their background. For example the Marwaris coming from Marwar which was considered a barren land were accustomed to survive in a hostile terrain. They were also ready to compromise to survive.

In these communities’ people were ready to help each other to spread the entrepreneurship. At the beginning of the century Parsis and Marwaris were typical examples. They had dynastic succession. The next generation through their upbringing absorbed the entrepreneurial qualities by osmosis.

One important characteristic of all entrepreneurs is “fire in the belly”. In the ultimate analysis, entrepreneurs are not in the business merely to make money. They have a strong internal impulse to do business and enjoy the “game”.

The situation started changing in the post independence era. Most of the entrepreneurial communities were able to take advantage of the opportunities provided by the new environment of License-Permit Raj and created organizations to meet these new requirements. They prospered considerably. e.g. Marwaris which are less than 1% of India’s population controlled nearly 25% of the private sector assets.

Entrepreneurship Today:

Today entrepreneurship is in a melting part. The so called entrepreneurial spirit is diminishing in the entrepreneurial communities. The dynastic rule is becoming dysfunctional and the traditional family-controlled organizations are generally on the decline. New organizations are coming up which belong neither to the entrepreneurial communities nor to entrepreneurial families. The glory of the entrepreneurial family is fading fast.

One of the reasons is the increasing standard of living and the desire “to live well”. Frugality is no longer a virtue and “showing off” wealth is widely prevalent. The females of the family also helped to create rebellious mood. In typical entrepreneurial family, mother tells the son, “Don’t get into the business like your father constantly talking about orders, supplies, receivable etc. Have a comfortable life as a professional preferably on 10 to 5 job since the entrepreneurial job is 24

hours a day- 7 days a week.

With changing culture, the affinity within the family is reduced and many of the family members are at loggerheads with each other. The community help and support is not forthcoming and the tradition business based is on the decline.

Nature does not allow a vacuum and the entrepreneurship void was filled in. Firstly, it was public sector. Government interested in economic development ventured into areas, where private sector entrepreneurship was not readily forthcoming. The size of the enterprise became very large – often beyond the resources of a family. Consequently, for some time the public sector provided the entrepreneurship.

However, public sector entrepreneurship had its own problems due to lack of continuous leadership. Where there was long term leadership available (e.g. HMT under Dr.SM Patil) the enterprise grew very well. In other cases, each change of chief executive meant a shock to the organization. The general performance compared to the investment gave a sad image to the public sector.

The public sector which prospered under the troika of Strategies: Central Control-Public Sector - Self Reliance. This troika was n 1992 with LPG troika indicating a U- turn: Liberalization, Privatisation and Globalization.

Entrepreneurship Tomorrow:

The new generation of entrepreneurs does not belong to entrepreneurial community. Particularly in the new technologies like IT (Information Technology), number of enterprises have come up where the main investment is “Knowledge” and not “Capital”. These enterprises prospered because of their excellence in computer technology. Knowledge created its own capital. Because of the nature of these organizations, they could not be dynastic because the next generation did not have the knowledge and expertise of the previous generation. So professionals - as in the case of multinational subsidiaries - inherited the enterprise.

So the entrepreneurship tomorrow will be very much wide-spread and will change the chief executives periodically. Each generation of Chief Executive will not be bound by the dictum of past and will be completely free to start in the new areas.

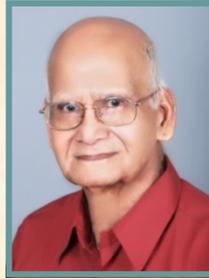
With increasing globalization these will tend to be multinationals originating in India and spread over the world. In the true sense India will have organizations comparable with global organizations originating in western countries. They may be headed by global managers in due course and this will break down of traditional concept of entrepreneurial community and entrepreneurial family.

It will be a difficult situation since the battle for survival will be continuous and hard.

Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power. If you realize that you have enough, you are truly rich.”

– Lao Tzu, Tao Te Chingf

Power of Self-Discipline



T. Ramaswamy CMC

Self-discipline gives the mind greater energy and power. Even physical things acquire greater power after these are disciplined. Air, for example, is considered to be a very substantial thing. But when it is under pressure, it will acquire high penetrative power; compressed air can cut into rocks. If air can be disciplined into such a powerful instrument why not the mind of man? The mind may be very flimsy, weak and unstable. It may have no penetrating power. The slightest obstacle coming its way may make it recoil and lose its momentum. But it can be strengthened by training. A single thread is so weak that it can be broken by a slight pull. But combine that thread with many threads, twist them together to make a rope, and it can control an elephant. This is the classical example given in the scriptures to remind that the mind can be trained strength and resilience, and given the capacity to penetrate into the heart of truth. The most important requirement then in the search for truth is this training and disciplining of the mind. Part of this training lies in the secular field, the field of social and educational endeavor.

It is the greatest misfortune of any nation today that many people have not realized the importance of self-discipline as an essential aspect of the educational and social process. They think that they can achieve greatness by leaving the mind to follow its own whims or the dictates of the sense organs. The word 'discipline' is a bugbear to many. It only shows that we have not fully grasped the meaning of freedom. It is the slave that resents all discipline. The freeman welcomes all opportunities for self-discipline. Indiscipline is the way to make the mind weaker and weaker and make it unfit either for life in the world or for life in God.

Greatness in any field is never achieved without tremendous inner discipline. Energy disciplined is energy increased. In the spiritual field such increase is both in quantity and quality. That is the nature of all energy, physical or nonphysical. The psychic energy in the human system can be raised to the highest level in quality and quantity only through inner development. There is no other way, say the Upanishads again and again. The sooner our people realize this truth, the sooner our youth grasp the meaning of this vital idea, the better for them and better for the nation. Self-discipline is the way to achieve strength of will, breadth of sympathy, loftiness of character, and consequent all-round social and spiritual efficiency. It is like raising bumper harvests through intensive farming with the help of scientific agriculture. If the power of discipline is harnessed a superb work culture will evolve and the nation will rapidly progress.

Condensed by T. Ramaswamy
 (Courtesy: The Message of the Upanishads)

Training and Education in a world without border



Sharu S. Rangnekar

From anthropological viewpoint, land animals seem to be the only species that divides the world. The birds obviously have open sky and the sea creatures have open sea. The land animals have been drawing borders to protect themselves from predators and to ensure food supply. Most of the predatory animals have a system of claiming territories and fighting encroachment. A tiger demarcates his territory by urinating on the periphery. Since the sense of smell is very strong amongst animals, any tiger approaching the territory recognizes that it is already claimed.

The human beings, lacking that sense of smell, have created visual barricades. Some of the barricades are natural. But wherever natural barricades are not available, they build barricades – the Great Wall of China being the most famous.

Apart from these borders and barricades put up physically, there was an important barricade built through the mindset. The preamble of UNESCO states: “Wars start not on the battlefields, but in the minds of men. And it is in the minds of men that bastions of peace have to be erected.” These borders and barricades create conflicts and wars.

When survival was at stake due to food scarcity, this was a necessary. However, the world has changed a lot since the days of limited food availability. Technology has made it possible for human beings to have adequate food. In fact, in most developed countries, over-eating is the problem – rather than malnutrition. Nations are ready to help by sending food in case of any famine, cyclone or other disasters adversely affecting the food availability in any area. With modern communication and transportation system, such food is made available within a short time. It is the bad distribution system which is the culprit for deaths due to starvation.

In this kind of bountiful world, what is the real purpose of borders and barricades? Just because a person is born in a particular place, is he supposed to “belong” to the place and the place is supposed to belong to him? There have been ideas like “Sab bhoomi Gopalaki” (all the land belongs to the Lord). However, there has been ownership of the land and for centuries conquering territories was a very important requirement for economic growth. Till the last century, colonization by acquiring territories was an important part of government strategy.

It is interesting to note that in the last 50 years, nations have been giving up territories. Starting with the dissolution of the British Empire, all colonial powers have left their territories after the Second World War. Perhaps it was realized that wealth acquired by acquiring territories and looting them was not the best strategy for economic prosperity. Analyzing history, it is clear that all the nations depending on extortion and exploitation ultimately had an economic collapse. The only country with a continuous growth has been the United States of America which has not been keen to acquire territories. It is now clear that prosperity is more out of trade than out of acquiring and ruling territories.

When this was realized, there were attempts to “protect” trade. Countries tried to increase exports and reduce imports in order to acquire economic prosperity. However, it is obvious that imbalance of trade cannot continue for ever. Ultimately, it results in differential value of currency and this ultimately leads to outsourcing. It becomes economic to get goods and services produced in other countries. The resultant loss of jobs is becoming a political issue.

The solution to this rigmarole is progressively de-emphasizing the borders and ultimately creating a world without borders. This world will allow free movement of goods, services and people. Already under GATT, a globalisation process has started to lower the customs barriers and increase competition for the goods with productivity (price), quality, & innovation. Outsourcing has given a similar advantage for the services. The free movement of people is, however, still denied. The question is how long can this be prevented? Every relatively developed country gets an immigration problem from the underdeveloped countries around it. It is not only Mexicans sneaking into USA or Turks getting into Germany, but also Bangladeshis moving into India. The movement takes place for a very simple reason: economic opportunity to live a little better on the other side of the border. It is clear that even with the full use of technology, this immigration cannot be stopped although miseries can be imposed on people. It is an ethical question whether anybody has a right to prevent anybody else from utilizing his talents to better his livelihood as long as his activities are legal. A Bihari taxi driver working in Bombay, a Bangladeshi building a bridge on Konkan Railway or a Mexican picking fruit in California, are essentially helping a legitimate economic activity. After all, nations like United States were built by people who had these types of objectives. However, as in the case of a crowded train, the people who are inside the train try to prevent people from getting in and those who are able to get in, again prevent outsiders getting in at the next station.

To think beyond the barriers requires a mindset which will be revolutionarily different from the present. The affinities that we have created for caste, community, language, state, religion, will have to be re-examined as to how far these affinities are functional in the 21st century. These affinities developed in the last two centuries have now become illogical and dysfunctional.

Looking at human being as a part of the physical world, two forces seem to be operating in the grouping of human beings. There is a centrifugal force which throws bodies away from the center and the centripetal force which draws bodies towards the center. People have the tendency to form sub-groups and create smaller and smaller identities. On the other hand, smaller identities come together to make big groups. In Europe, nations like USSR, Yugoslavia, Czechoslovakia, etc. have broken up into smaller states and yet Europe is building a community with the characteristics of a nation. The forces that encourage centrifugal tendencies are essentially economic. Nations try to restrict entry of “other” nationals to preserve their economic advantages. On the other hand, people find that getting together can create greater economic opportunities for all.

Looking into the foreseeable future, the economic opportunities coming up through progress of technology seem to be distinctively greater than the possibility of advantages of protected economies. However, at any given point of time, different parts of the society are affected in different ways. This is why the GATT movement, which will ultimately create a borderless economic world, is resisted in almost all nations and yet supported by most governments. In spite of this resistance from certain groups, the GATT movement is continuing and the next generation may see the establishment of a borderless economic world. This will bring up two important points: One: how to make the political structures match the economic development; two: how to make individual human beings ready to take advantage of the borderless world. It is now clear that English is becoming the link language and more and more people are becoming conversant with English. Again, there is a distinct tendency towards secularism and democracy. If these become the basic factors in creating a society, states can function without borders.

Effective Consultants to be Future Ready



Gopala Krishna Ayitam

“Failing to Prepare is Preparing for Failure” – My learning at IIMA

Consulting as a profession to one who is into practice can be as challenging as business is to any entrepreneur. Once it is agreed that a consulting practitioner is also an entrepreneur and engaged in the business of rendering consulting services, the delineation disappears and sums up that the consulting practitioner is into business. This implies that the business management principles and practices are as much applicable to consulting profession as to any other business. Then if consultants render consulting and advisory services to other businesses, the consultants may also be in need of consulting/advisory services, or ‘consulting for consulting’.

Every profession has specific and associated characteristics that differentiate the profession from other professions. Consulting relies on the strengths of domain expertise and/or functional experience of the respective human resources. The peculiarity of consulting can be that at times consultant offers services on areas in which the client specializes and/or client’s business is focused on. This poses challenges to the consulting services provider in terms of preparatory work, capability of resources being deployed and ensuring infrastructure, technical, systems, tools and other support meet the requirement. These are in addition to routine requirements for any business like being focused on client needs, market demands and rendering quality service.

Businesses have been focused on improving techno-managerial competence, augmenting technical facilities and enhanced support systems that help in meeting the ever dynamic market demands. The added feature of the present day markets is need for innovation. This is better conveyed through the words of Dr. N R Narayana Murthy, Co-founder, Infosys ... *“the problems that entrepreneurs face today are related to innovation and talent ... how do I bring innovation and compete with the best people in the marketplace?”*

Businesses bring in such focus through the regular review processes or by undertaking specific exercises that help in taking stock of the past, assessing the present and articulating the future in terms of set vision, mission, goals and objectives. These highlight two of the significant consulting services viz., Monitoring, Evaluation and Learning (MLE) and Strategic Planning. The planning exercise shall ideally precede business audit or structured and holistic assessment to bring out the status without any bias or favour.

Businesses work on product or service innovation, transformation of processes and competence of the human resources, among others, as factored into the plans for the future. The product or service innovation through technological upgrades; improvement to processes through innovation in systems; and capacity building of human resources on the strengths of structured training needs assessment (TNA). If consulting is also a business, the significant question is ‘how consulting services providers work on these essentials for the sustainability and growth of consulting services business over the future years?’

The big consulting firms instituted organizational structures and systems to be focused on research, innovation, knowledge management, talent acquisition/management and such others that make them ‘future ready’; however the general practice of some of the consulting firms and freelance consultants is mostly reactive approach as compared to proactive approach i.e. need based initiatives that are triggered by specific situations or developments or requirements. Such practices are expected to impair the sustainability and can also impact the reputation in the market.

It is desirable that the consulting practitioners also opt for specialist assistance with services that help them understand their individual or institutional capabilities vis-à-vis market dynamics and technological and managerial developments. As has been the case with any business, such assistance may on taking stock of past, assessment of the present and articulating the future.

In other words the outcomes out of such support can be in preparing the individuals and institutions to answer three critical questions: i. What is that you intended to be? What is that you think you are? and iii. What is that you actually are? The output out of such support can be clearly articulated individual/institutional capabilities and plans for the future including goals, strategies and approaches.

It is essential to remember the words of Dr. J B S Haldane “*Now my own suspicion is that the Universe is not only queerer than we suppose, but queerer than we can suppose*”. In the light of access to information at the click of a button and in the globalised markets, sustainability largely depends on one’s focus to be “*always future ready*” and this can be better achieved with need-based expert assistance and hence even consultants may be in need of consulting services support, particularly on planning and capacity building.

Brief about myself: Mr. Gopala Krishna (GK) Ayitam is a B.Sc., FCMA and CMC and has consulting services experience of more than two decades within overall 35 years of experience. He was a Visiting Faculty at TISS - Hyderabad, Guest Faculty at KSRM – Bhubaneswar and Adjunct Faculty at MANAGE – Hyderabad. He has been a Mentor at the Agri Incubator – ICRI-SAT Hyderabad. He visited ten countries outside India and 23 out of 29 States in India on professional engagements. He offers consulting services with the conduct of Business Audits, Assessments, Evaluations, Development of Plans and specific or need based capacity building programmes; his specialization is in the areas of agribusiness, inclusive finance and MSME.

"What is written without efforts is generally read without pleasure." Samuel Johnson

“Vigorous writing is concise. A sentence should contain no unnecessary words, a paragraph no unnecessary sentences, for the same reason that a drawing should have no unnecessary lines and a machine no unnecessary parts.—Who knows why certain notes in music are capable of stirring the listener deeply, though the same notes slightly rearranged are impotent.” **William Strunk Jr and E.B.White (1979) *The elements of style*—.**

“Writing has four pillars-structure, style, readability and grammar-and each pillar is like the single leg of a sturdy chair. Structure is about organization and deciding in which order to present your ideas. Style describes how one writes, including how to use specific examples to support what is written. Readability is about presentation, or how to make a document visually pleasing and easy to read. Grammar, including diction, is about expressing language in a correct and acceptable form.” **(Royal, Brandon, 2004)**

Why Some companies die so young?



Sukant Ratnakar

How did Apple rise from the brink of bankruptcy in 1997 to become the first U.S. company with a market value of US\$1 trillion? Was it because of their iPods, iPhones, and iPads are innovative products? Management guru Professor W. Chan Kim answered this puzzle at Value Innovation Forum 2018 in Tokyo, “It’s value innovation, not technological innovation, that counts.”

The fundamental aspect of Apple’s success was embracing technologies developed by others. The world’s first portable MP3 player was launched in 1997 by a Korean company Saehan Information Systems. Not Apple! Apple has always worked on the products which were already invented, but not so successful commercially. Apple strategy has been on value innovation, not product innovation. Apple didn’t have the technology to break into the digital music market. So they partnered with technology companies which were already existing in the market and added value to the existing innovation.

They did the same with the iPhone—partnering with companies that made touch screens, as they knew that the touch screen was the future of phones. So even though Apple didn’t invent new technologies, they still managed to make big profits.

Technology innovation is not synonymous with growth. “Business is about making money by using technology; not only about inventing new technologies.” This is why growth relies on value innovation.

Value innovation is a process in which a company upgrades the existing technologies to create product differentiation or reduce production costs. Apple created product differentiation by making a high-quality product with a simplified design.

During the Value Innovation process, the Cost savings are achieved by eliminating/reducing the factors companies compete in the market, for example, labor in case of the construction industry. At the same time, buyer/client value is lifted by creating elements the industry has never offered before, say for example offering faster project delivery by adopting modern construction methods.

Now, take a deeper look at the construction industry. The industry is highly competitive, because the same resources, equipment, and methodologies are available to every construction company. When many companies can do the same job at the same price in the market, it becomes a red ocean. Companies fight to grab the business and in the process kill each other. This is precisely what has happened in the Middle East after the oil price crash in 2014.

The route to Value Innovation in the Construction industry is through executing projects, cheaper, faster, better and safer with the lesser but better resources.

To create value innovation in the construction industry, every component of the construction process needs to be reviewed to deliver faster, cheaper, better and safer results. The Net Value innovation is the sum total of all the components of the construction project which will make the final process more efficient.

Just by cutting down the benefits of workers, reducing quality or compromising on safety, winning tenders with such alterations can not be a long term business strategy for the construction industry.

The time has come, when the construction industry will witness a massive shakeout. Any individual, company or the country as a whole can delay the adoption of technology, but entirely avoiding it will not be a possibility.

The answer to the secret of success/survival is by adoption to the changes happening in the business ecosystem. The changes are happening all the time, we can ignore the change, but we can't stop them from happening. No one can! Whether we accept the changes and react to them or ignore them, but changes will keep happening.

The truth remains the same as Darwin said—"Survival of the fittest." The secret of this truth is hidden in Jeff Immelt words—"You have to be willing to learn and ask questions." Continuously learning and the ability to adapt to changes are the only two secrets of the companies who have managed to survive for a longer time.

In the last few decades, many new technologies have successfully emerged at a commercial scale. How much willing are the construction companies to redefine their construction process and to collaborate with technology companies will define their success/survival in the next decade.

The value innovation with the existing technologies being used in the construction industry has reached the saturation level a long time back. Any further value innovation in the construction industry is only possible after the adoption of new technologies. However, why are the construction companies not adopting new technologies?

The reality is that every construction company is waiting for its competitors to adopt the technology first. In this game of wait and watch there is a high possibility of technology companies expanding into the arena of the construction business. Moreover, if that happens, which is a very likely scenario, once again, Darwin's theory for survival for the fittest will prove it's relevance. Adapt to change or perish.

Who knew that an 1883 born Mercedes-Benz and largest automobile manufacturer Toyota would be threatened for their survival by 2003 born Tesla. Within the next decade, the IC engine will get irrelevant. How many of the present day automobile giants will survive this technology shakeout? Time will give answer to this question.



“Trust people and they will be true to you; treat them greatly and they will show themselves great “ Ralf Waldo Emerson

Latest Trends in Consulting Profession



Samir Pradeep Banavali

The Consultancy business is experiencing a **transitory** area. In spite of the fact that it's seen empowering development figures as of late, counseling organizations would need to explore some nearby within reach difficulties to proceed with the upward flight. Change in the administration industry has lost none of its radiance, regardless of investigation that keeps on pointing out the heft of alteration endeavors neglect to satisfy their key goals. Truth be told, interest for change counseling has expanded altogether.

During the past numerous years, the Consultants exchange has not exclusively grown-up in size, stature and worldwide reach, anyway it's conjointly learned numerous cycles of professionalization, making it one among the chief created fields inside the gifted administration's exchange. Experts are very giving exhortation; it's such an amazing top to bottom, a multi-sourcing developing field with authorities having wide information of a particular subject, which assumes an essential job in serving to associations to fire up the trail of achievement.

Experts render administrations spreading over from suggestions for unfeasible learning and inadequately upheld forms inside the Finance division to social insurance practice to convey more expensive rate for patients, fuel advancement and cut back the cost and nature of operational frameworks.

A firm can't continue charging high rates for what's as of now observed as "product" counseling. The extension of organizations and their capacity to amass new business will pivot upon anyway they'll offer substantial value expansion inside the twin shot territories of **robotization** and new standards. We should decide Key patterns overflowing inside the counseling scene.

Computerization: Technological change is bringing about new plans of action, disturbing organization structures. Advancement and separation offered by counseling organizations are crucial to confining new operational models for his or her customers. Ability sets like Agile, AI (computerized reasoning), and examination are essential in giving an advanced and redid customer mastery.

Enactment: regulative changes, affecting the businesses counseling organizations to take into account, would constrain the organizations to stay significant and supply high-esteem suggestion. This may be best accomplished by overhauling their aptitudes and fix conveyance components to suit the new request. Existing commoditized pursue territories can, in any case, hold the lion's offer inside the part, anyway can direction lower rates generally.

Multi-sourcing: Left away the occasions once an outsized multipronged undertaking would be granted to one counselor and consultancies would have every one of the capacities in-house to convey answers for customers. Against this present, it's transforming into logically intense for one firm to supply all administrations, given the change in differed pursue regions. Firms are, along these lines, joining forces with authorities to supply a whole range of administrations. in the meantime, corporates are logically requesting that various organizations work together so they get involved in every specialty space of one monster venture.

The ability the executives: The execution of a firm is straightforwardly correlative to the abundance of ability it has and may convey in an exceedingly express commitment. Customers are picking colleagues **WHO** can deal with their commitment. while exploratory review for the best ability, organizations are attempting on the far side the limits of colleges and that spend significant time in explicit ability sets to bring on board various competitors with offbeat and masterful aptitudes.

Execution-based charging: customers are taking an interest with experts to separate "esteem for money," inside the kind of operational improvement or system definition. Accordingly, experts would move on the off chance that they "characterize" related "convey" results of a commitment and offer the customer's dangers and prizes. This may involve premium/higher assessment than the standard time and materials model of evaluating.

In the measure of change that lies ahead, counseling organizations ought to recognize the need to grasp alteration, progressing from time-regarded plans of action to the individuals who tackle the office of computerized innovation. Moreover, they should accomplice and team up with pertinent partners. This can change them to not exclusively convey higher results to their customers, anyway conjointly become an accomplice **WHO** their customers will trust to fashion a semi-permanent relationship through thick and thin. So, Overall one can say that trend will come again and again with respect to today's economy and technology it is in our hands how to accept it.

India has an advantage of demographic dividend and young population which can be put to productive work by providing higher education and skills. Around 119 million additional skilled workforce will be required by 24 sectors such as construction, retail, transportation logistics, automobiles and handloom by 2022 says government report commissioned by Skill Development Corporation. There is dire need to create employability and skilled manpower for sunrise industries such as healthcare sector, hospitality, real estate, retail, media and entertainment, banking, e-commerce, manufacturing.

Members Making News



Mr. Navin Choudhary has written an interesting and useful book titled "janmajaat vijeta".

The purpose of this book is to have the best practices of the increasing the human productivity to be available to those who knows Hindi and those who are non fluent in english but want to raise the turnover and productivity of their enterprise and to raise the quality of life for themselves and their people. this book also contains the outline for the Developed India and Developed mentality campaign along with the role of 12 pillars for Developed India.

2) A software cum website (www.hrscor.in) has been developed by Navin Kumar choudhary such that everyhuman beings can get their effectiveness score in terms of (integrity score, Team Building score and leadership score). this is for the first time in the world that a simple measurement tool can help in performance appraisal plus training needs assessment plus performance enhancement tool all in one online.

BOOKS AVAILABLE @ IMCI



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IMCI CHENNAI Chapter

ACCA-IMCI Joint panel discussion

The Chennai chapter of Institute of Management Consultants of India (IMCI) and the Association of Certified Chartered Accountants (ACCA) jointly conducted a panel discussion on “Robotics in the evolution of Finance” on 17th March 2019. The programme was hosted by ANSA India Private Limited, India’s first and only platinum approved learning partner for ACCA, at Radisson Blu, Egmore, Chennai.

The proceedings for the day began with a presentation by Dr. R.S. Murali, the Chairman of IMCI Chennai Chapter on the relevance of management consulting in changing times.

Following this, the keynote speaker, Mr. T. S. Rangarajan, member of the National Executive Council of IMCI, addressed the audience on the topic “Disruptive innovation in business”, explaining what the term means, the sectors impacted by disruptive innovation and the role of technology and mechanisation in the same.

This was followed by a presentation on “Robotics in the evolution of finance” by Mr. Kush Ahuja, Head of Business Development, ACCA India, which covered Robotic Process Automation (RPA) in detail, including its current application in finance, challenges faced, and elucidated the results of the research undertaken by ACCA in this area.

The main event for the day – the panel discussion was moderated by Mr. Kush Ahuja and the panel consisted of Dr. R.S. Murali, Mr. K. U. Srinivasan, Treasurer, IMCI Chennai Chapter and Mr. R. Kasthuri Rangan, Vice Chairman of Chennai Chapter of IMCI. The panel discussed on how robotics could help shape the future of education, industry, finance, human resources, etc. The programme was followed by lunch and networking session.



IMCI PUNE Chapter



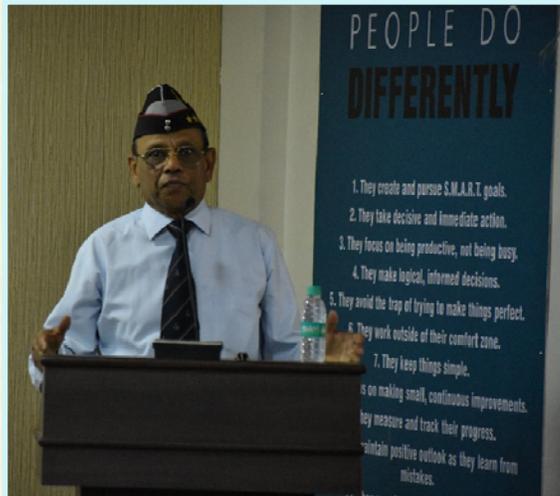
LEADERSHIP CHALLENGES IN ARMED FORCES by Lt. GEN (DR.) D.B. SHEKATKAR PVSM. AVSM. VSM (Retd) (23rd March '19)

IMCI Pune Chapter organised a very special event in association with MIT World Peace University, Pune by the illustrious Retired Lt. Gen (Dr.) D.B. Shekatkar deliberating on “Leadership Challenges in Armed Forces – Lessons from my Life”. A man with multiple hats and a highly decorated officer who in his pursuit of knowledge is undergoing his third PhD at the age of 75 years.



MIT management and students welcomed the guest along with the IMCI members. Chandan Maheswari (Hon. Secretary) introduced the guest and set the context for the event.

The guest shared his fascinating journey since childhood along with sharing his life lessons on various facets covering professional and personal and outlined the modern challenges and insecurity of Gen X. The Q&A session had both funny and serious twists to it!



Mr. Shekhar Agharkar (Treasurer, IMCI Pune) proposed the Vote of Thanks. The program was attended by almost 100+ audience members covering IMCI Pune members, Guests, B School students and faculty. A special thanks to team MIT Institute and Mr. Suresh Gankar for taking the lead in organizing the event.

Special mention of our colleagues from IMCI Pune: Mr. Vijay Laghate.



53rd ANNUAL GENERAL MEETING

29th March, 2019

The institute celebrated its 53rd Annual General meeting on Friday, 29th March 2019 which was followed by annual Networking and Knowledge sharing evening Session.

Dr. Mita Dixit , Equations Market Consultants ,Chief Consultant & Family Business Advisor & Member of IMCI Mumbai welcomed all members, Past Presidents, Special invitees, B 'school faculty and dignitaries present at evening.

The event was followed by a welcome address by Mr. Anuj Bhargava, President – IMCI. Mr. Bhargava highlighted IMCI's purpose and vision and the traction IMCI is achieving.

Cdr Mukesh Bhargava (Retd.) Vice-President, Submarines & Underwater Platforms BU - Larsen & Toubro Limited gave presentation and answered the questions asked on his address.

Mr. Anil P. Goel, Former Executive Director & CFO, The Indian Hotels Company Ltd gave the address and answered the questions asked on his address.

The annual networking and knowledge sharing session was highly appreciated by the invitees, IMCI Members and consultants.

On this occasion, the AGM were brought to close by cocktails and dinner. The event was attended by large number of members of IMCI including Past Presidents like Mr. Sharu Rangnekar, Mr. Mohan Shahani, Mr. S. P. Agarwal and Mr. Kuldip Kawatra.



WELCOME new members

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(01.01.2019 - 31.03.2019)



*Mohammed Mushtaq Ali
Hyderabad Chapter*



*Nitin Vatwani
Delhi Chapter*



*Ankur Mahendirata
Delhi Chapter*



*G V R Nagaraju
Hyderabad Chapter*



*Abhilash Puljal
Delhi Chapter*



*Saraswathi Jois
Mumbai Chapter*



*B. Mahendra Singh
Hyderabad Chapter*



*Arshleen Kaur Kalra
Bangalore Chapter*



*Hari Naga Prasad
Hyderabad Chapter*



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- HR Management & Training
- Marketing & Sales
- Board Governance
- Operations Management – Quality, BPR, ISO, etc.

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OR call us on

Tel: 022-23005375/76