

# CONSULTANTS FORUM

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## WELCOME TO OUR INSTITUTE



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## MISSION

IMCI'S MISSION IS TO PROMOTE EXCELLENCE IN THE PROFESSION OF MANAGEMENT CONSULTING BY PROVIDING LEARNING OPPORTUNITIES; GENERATING AND DISSEMINATING KNOWLEDGE THROUGH RESEARCH; CERTIFYING COMPETENCIES; BUILDING CORPORATE AWARENESS AND EMPHASIZING ETHICAL BEHAVIOR, SO AS TO ENSURE THAT THE PROFESSION IS ACCEPTED, RECOGNISED, AND RESPECTED AS PROVIDING A VALUABLE SERVICE TO ALL CATEGORIES OF ORGANIZATIONS IN THE PRIVATE, PUBLIC OR NGO SECTORS

## PRESIDENT'S MESSAGE

Dear Esteemed Members,

It is with great pleasure and enthusiasm that I extend my warmest greetings to each of you through the pages of our esteemed Consultant Forum.

Your expertise and commitment to excellence are invaluable assets.

Together, let us continue to drive positive change and contribute to the success of IMCI.

As we navigate the dynamic landscape of management consulting profession, let us continue to foster collaboration, innovation, and excellence in our collective pursuit of industry advancement.

Together, we shape the future of consulting, driving positive change and elevating the standards of our profession.

With best wishes  
Anuj Bhargava,  
President IMCI

## EDITOR'S NOTE



Dear Readers,

**Wishing You Merry Christmas and a Happy New Year 2024 !**

We have great pleasure in presenting the December 2023 issue of the Consultants Forum.

The present issue includes interesting and useful articles by Dr U.K. Srivastava and Dr Pramila Srivastava, Prashant Upadhyaya, Sukant Ratnakar, K.R.Chari and Sanjay Pituri. The issue also includes review of the books written by Prashant Upadhyaya and Arthur J. Murray. We thank the authors for their contribution.

‘Farmer Produce Companies: how to make them sustainable ?’ is very relevant and important subject. India is a country with an agrarian economy, An agrarian economy is rural based, centered upon the production, consumption, trade, and sale of agricultural commodities. Over 54% of the country’s land classified as arable and the agriculture industry comprises of half of the labor market. The agriculture sector is one of the most important industries in the Indian economy. Dr. Srivastava mentions that ‘The small and marginal farmers account for 86 percent of the total operational land holdings. These farmers face tremendous challenges like access to production technology ---lack of business plan, scaling of opportunities and focus on results’. Management Consultants can play active role by advising and helping the concerned government agencies and others on these issues for positive results.

Prashant Upadhyaya has expressed his views on induction and grooming of next generation into Family Managed Business in the Indian Context. He has mentioned that ‘while technical skills, education and leadership qualities are critical, the day-to-day activities of the family business require a level of realism, substance and conviction, that goes beyond these attributes. ---behavioural skills, attitude, critical thinking and empathy are as critical as technical and business skills.’

Sukant Ratnakar has written that ‘holistic energy management is a concept encompassing the physical, mental, emotional, spiritual and social well being of employees for enhanced productivity. ---employee well-being has transitioned from a peripheral concern to a central strategy.’

K.R.Chari has shared his interesting experience of introducing energy conservation and renewable energy use which helps in environmental protection and conservation of trees which were used as firewood.

Sanjay Pituri has written about 'passion pathway consultant' for enhancing productivity and enriching life. Consultants may help the educational Institutes to introduce this concept for the benefit of the students.

Review of books titled 'Ternicode-Law of three' by Prashant Upadhyaya and 'Building enterprise of the future' by Dr Arthur J.Murray is included in the Current issue.

We do hope for effective contribution of our members in the forthcoming issues.

With best wishes  
Ramesh Tyagi





## **FARMER PRODUCE COMPANIES: HOW TO MAKE THEM SUSTAINABLE?**

**DR. U.K. SRIVASTAVA & DR. PRAMILA SRIVASTAVA**

**P.S. MANAGEMENT CONSULTANTS, AHMEDABAD**

In India, there is predominance of small and marginal farmers. The Small and marginal farmers account for 86 percent of the total operational land holdings and 47 percent of the total operating area. These farmers face tremendous challenges both in production and post-production scenarios like access to production technology, quality inputs at reasonable prices, seed production, custom hiring, value addition, processing, credit, investments and most importantly markets. The need is to create integrated value chains from farm to fork. What we have are fragmented value chains.

The agriculture marketing system in India has been ‘trader centric’ rather than being ‘farmer centric’. As agriculture is a state subject, Government of India formulated a Model Acts in early 60s, 2003, 2017, National Agriculture Market, Model contract farming Act 2018 for the adoption by the State Government. Continuous efforts have been made to liberalize the agriculture sector and unshackle the farmers from the clutches of middle men. But the good intentioned model Acts have been adopted the states either partially or not adopted at all.

Committed to its resolve of increasing farmer’s incomes, Government of India had leveraged its mandate to break new ground in agri and allied sectors through the Farmer’s Produce Trade and Commerce (promotion and Facilitation) Act 2020 and the Farmer’s (Empowerment and Protection) Agreement on Price Assurance and Farm Services and Farm Service Act 2020/ In addition, Essential Commodities (Amendment) Act 2020 has also been passed to relax the controls on procurement, storage, transportation of major agricultural commodities. All these legal provisions were designed to open up strategic opportunity to create integrated value chains linking the farmers (including small and marginal farmers) with the processors and consumers.

These historic farm laws would have opened a strategic opportunity for creating for creating integrated value chains for win-win situation for all stakeholders and accelerating the growth of Agro/food processing industry.

However these laws were challenged and repealed Government of India. Thus, we are back to the problems of small and marginal farmers. The challenge is to find efficient means to aggregate the farmer's produce and provide them technology/ inputs to enhance production. Such aggregation models should bring about transformation of Indian agriculture towards high value commodities and integrate small farmers with agriculture markets (inputs and outputs). Several interventions have been tried. These include agricultural cooperatives, self help groups, commodity interest groups, contract farming, direct marketing and farmer producer companies' organizations.

[1] Largely based on **Dr. U. K. Srivastava & Dr. Pramila Srivastava**, Farmer Producer Companies in India: Roadmap to ensure their Sustainability, Notion Press, 2023.

The farmer producer companies are emerging as the most effective means for creating integrated value chains for small and marginal farmers. The idea of Farmer Producer Company was introduced in 2002 by including a new part IXA in the Companies Act 1956. The main objective of farmer producer company are procurement of inputs, production, harvesting, grading, pooling, handling, storage, marketing, sell of exporting the primary produce of members. The main aim of Producer Company is to ensure better income for the producers through the organization of their own.

Some 7000 such companies were registered from the inception to the year 2019. But unfortunately, could not deliver the expected results to small and marginal farmers. The resource institutions which were expected to guide these companies could not sustain and eventually closed down. However learning from this experience, the Government took further initiative toward promoting 10,000 FPOs, and slew of incentives in 2018-19 budget. The incentives included 1) Matching equity support, 2) Credit Guarantee support, 3) Meeting the management expenses for 3 years and 4) Payment of Rs. 25 lacs spread over 5 years for handholding the FPO supporting the FPO from membership, registration, guiding them to meet statutory compliances, procurement of licences for input procurement and creating marketing linkages. These support measures are expected to create robust and sustainable FPOs and increases the farm incomes. This can happen only when the farmer producer companies are well run (Good Intentions, Capacity/skill to run and Capital to support the operations). The sustainability has to be in terms of organizational and business. Organizational sustainability requires dynamic and motivated board of directors, financial literacy and training in financial and business management. The business sustainability has two aspects. One is running the company profitably. The other one is the substantial gains to members through cheaper inputs, technical guidance on input use and crop diversification and realization of higher prices for their produce.

We have prepared case studies, undertaken field visits, interacted with the CEOs and other functionaries. Based on these discussions, several constraints have been observed in the functioning of these companies on the ground. These are highlighted below:

- Lack of Preparatory work with the farmers In the area before formal registration of the FPCs:
- No restriction on the number of shares to be acquired by the members.This enables political control of few large farmers.
- Lack of Business Plan and Scaling Opportunities
- Weak Financials
- Inadequate Access to Credit
- Lack of incentive to contribute more equity by the members:
- Lack of/Inadequate Professional management:
- Difficulties in starting the input supply Activity for members
- Lack of agro processing facilities for value addition with FPCs
- Lack of Market Linkages for output
- Lack of effective monitoring and Evaluation
- Lack of required data base for remedial action
- Lack of coordination in the Critical Ecosystem for FPCs
- Uniform scheme of FPO not relevant for all the states

Theoretically, the aggregation model of FPC has been elaborated and commended by 100s of studies. Problem is with implementation such that it can deliver the expected results to the target group. The above constraints and challenges create problem for sustainability of the FPCs in the long run. Therefore, our study suggests a roadmap to ensure sustainability of these companies and maximise the benefits to farmers. Some highlights as follows:

**I. Focus on Results Rather than only on process variable**

Focus of all implementing agencies has to be on achievement of results, While monitoring of process variables (all legal compliance) is a necessary condition but the sufficiency condition is the benefits to members from the farmer centric organization like FPCs,

**II. Dashboard for all registered FPOs to assess each FPO and take remedial action**

To ensure the delivery of results, implementing agencies need robust data base from each FPO. This needs a dashboard for all the registered FPOs. Apart from the process variable, the following variables need to be monitored and included in the dashboard:

- Increase in the cumulative number of shareholders
- Increase in paid up capital.
- Preparation of business plans for next 3 to 5 years.
- Increase in the amount of input sales
- Increase in annual turnover of the FPO
- Increase in average gross profit of the FPO
- Increase in the direct linkages and related transactions
- Dividend dispersed as direct benefit to farmer members.

All the required data on FPOs need to be centralized. At the moment each implementing agency has its data base (that too only partial), data on the results achieved would only enable the implementing agencies to design and operationalised the remedial actions.

### **III. Accountability of CBBOs**

The CBBOs need to be made responsible for the results and quantifiable benefits to members. At present CBBOs are getting Rs. 25 lakhs and FPOs under their charge earn no profit, no inputs distribution and technical advice and no efforts to set up processing facilities for better price realisation. These CBBOs are experts in paper work for getting the scores as per tool kit so that they collect their fee. In fact CBBOs have become another exploitative agent in the value chain. The case studies presented in this study and other case studies available indicate the lack of expected support to their FPCs, with few exceptions.

### **IV. Accountability of Funding Agencies**

Given the literacy and more importantly financial literacy, we cannot expect the Board of Directors to prepare the Projects for funding the agro industries/processing activities. This should be made the primary task of the CBBOs in consultation with the bankers and they should be handholding the operations on viable basis.

The funding agencies should be made to answer as to why only 1.5 % of FPOs have received matching equity grant and only 1% FPOs have received credit guarantee for their project loans. This is the biggest weakness in the ecosystem for FPOs. FPOs should be encouraged / assisted to use the funding schemes of institutions like SIDBY. Even global funding sources need to be looked at. FPCs have genuine problems in input procurement and distribution at concessional rates. The fertilizer and pesticides manufacturing companies may be asked to allocate depots to FPCs and play a facilitating role as a part of Ecosystem.

## **V. Innovative Market Linkages**

Lack of strong market linkages is major weakness of the programme. This is what is exploited by the large companies as CBBOs and also other CBBOs. Now other agencies are available for this purpose. These are APEDA, e-Nam and ONDC. ONDC is now networking to bring the fringe to the centre -a small beginning has been made by onboarding as many as 597 FPCs with 601 products. The FPCs that have onboarded to a digital platform like ONDC and are selling their production on Mysore's buyers' platform. The ability to sell directly to a market digitally is in contrast to middlemen and local markets that they traditionally sell to. Those who have joined the ONDC have gained directly from online market. The availability of logistics providers on the platform is a boon for FPCs . But there are challenges involved in getting the FPCs registered because they don't have seed capital, and registration involves charges. Implementing agencies should be asked to make the serious efforts in assisting the FPOs in building market linkages through these institutions.

## **VI. Impact Assessment Framework**

Assessment framework suggested by this study should be adopted so that each FPC is assisted to attain sustainability. At the same time the focus should be on the benefits to the members in terms of cost reduction due to cheaper inputs and better realisation of output prices. This is particularly important because all the management support, matching equity grant and credit guarantee schemes have a time frame. After these supports are over, the FPC have to become self sustainable otherwise these newly created FPCs would fade away as the FPCs created before 2019.

Now the FPO scheme is more than half way, perhaps the target of 10000 new FPOs may be achieved but the main object of reducing the production cost of the small and marginal farmers and realizations of better prices of their produce on sustainable basis may not be achieved. CBBOs would earn Rs 25 lacs per FPC. Board of Directors (consisting of a few influential farmers) would benefit from matching equity from the Government and even benefit from credit guarantee scheme. They may make money from cuts from CEOs salary and employ their own kith and kins as CEOs. Large companies acting as CBBOs are using their FPCs as cheap source of raw materials. Only a few successful FPCs and displayed by each implementing agency but bulk of them are not assisted to become mature and sustainable after the Government support is over. Several recent investigations have shown, their viability remains a a major challenge.



### Concluding Observations

To sum up, there are doubtful intentions of the promoters to benefit small and marginal farmers, inadequate access to capital and capability to handle business at the FPC level. The concept of Farmer Producer Organisation is extremely sound but the execution is very casual and mechanical. Nobody is monitoring the expected benefits in terms of cost reduction and higher prices for each of the FPO (including FPCs). CBBOs consider FPCs under their charge as their lucrative source of income. All the other stakeholders look for their benefit, except the small and marginal farmers who were expected to gain on the long term basis. Therefore, there is a need for urgent action to assess each FPC and take remedial action so that scheme achieves its objectives.

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# INDUCTION AND GROOMING OF NEXT GENERATION INTO THE FAMILY MANAGED BUSINESS IN THE INDIAN CONTEXT

**PRASHANT UPADHYAYA**

## Introduction:



Family managed businesses have long been a prominent feature of the Indian economy, contributing significantly to its growth and development. These businesses often pass down from one generation to the next, presenting both opportunities and challenges in terms of sustaining success and growth. The induction and grooming of the next generation into these businesses play a crucial role in ensuring a seamless transition while adapting to changing market dynamics. This essay explores the process of preparing the next generation for leadership roles in family managed businesses within the Indian context, and also provides a comprehensive list of "To Dos" to help them succeed.

Apart from this, a certain level of sophistication and an accurate perception is required to be a successful young leader. This can be achieved only via the right behaviour, attitude and critical skills.

While technical skills, education, and leadership qualities are critical, the day-to-day activities of a family managed business require a level of realism, substance, and conviction that goes beyond these attributes. Successfully integrating these qualities into the operations of the business is essential for sustainable growth, ethical practices, and long-term success.

## Section 1: Must To Do's



### a. Induction Process:

**Understanding the Business Foundation:** The initial step is to ensure that the next generation understands the core values, history, and vision of the family business. This involves immersing them in the business operations, visiting production facilities, and understanding the supply chain and customer base.

**Formal Education:** A solid academic foundation is essential. It's recommended that the next generation pursue relevant degrees in business, management, finance, or other related fields. This formal education equips them with the theoretical knowledge required to complement their practical experiences.

**Upskilling and Training:** Continuous learning is vital. The next generation should attend workshops, seminars, and training programs in areas such as leadership, negotiation, communication, and market trends. This helps them stay updated with industry advancements.

**Cross-Functional Exposure:** The next generation should gain exposure across various departments, roles, and responsibilities. This broadens their understanding of the business ecosystem, fostering empathy and cooperation with employees at all levels.

**Mentorship:** Experienced family members and outside professionals can provide valuable guidance. Mentorship programs facilitate the transfer of knowledge, provide insights into decision-making, and prepare them for leadership roles.

## **b. Grooming for Leadership:**

**Ethics and Values:** Instilling a strong sense of ethics and values is essential. The next generation should understand the importance of transparency, honesty, and fairness in business dealings.

**Decision-Making Skills:** Encourage them to participate in strategic discussions and decision-making processes. This develops their critical thinking and analytical skills, preparing them for leadership roles where tough decisions are a regular occurrence.

**Risk Management:** Exposing the next generation to risk assessment and management strategies helps them make informed choices and navigate uncertainties in the business landscape.

**Innovation and Adaptability:** Family businesses must evolve with the times. Fostering an innovative mindset and an openness to change equips the next generation to adapt to new technologies and market trends.

**Networking:** Encourage participation in industry events, seminars, and conferences. Networking with peers and professionals helps them gain diverse perspectives and insights.

## **c. "To Dos" before Joining the Family Business:**

**Upskilling:** Pursue relevant academic degrees, certifications, and courses to enhance business acumen and industry-specific knowledge.

**Volunteering:** Engage in volunteering activities to develop empathy, leadership skills, and a sense of social responsibility.

**Gain Exposure Elsewhere:** Work or intern in other organizations to gain diverse experiences, learn different management styles, and gather new ideas.

**Develop Interpersonal Skills:** Hone communication, negotiation, and conflict resolution skills to effectively interact with employees, clients, and stakeholders.

**Learn Financial Literacy:** Understand financial management, investment strategies, and risk assessment to contribute effectively to business growth.

**Stay Technologically Current:** Familiarize yourself with emerging technologies that can drive business innovation and efficiency.

**Cultivate Leadership Abilities:** Take on leadership roles in extracurricular activities, clubs, or community organizations to refine leadership skills.

**Networking:** Build a strong professional network by attending industry events, workshops, and conferences.

## Section 2: Behavioural Skills, Attitude, Critical Thinking, and Empathy for Nextgen Leaders



**Behavioral Skills:** Behavioral skills are essential for the successful integration of the next generation into family managed businesses. These skills encompass a range of interpersonal abilities that contribute to effective communication, collaboration and leadership.

**Communication:** Strong communication skills are vital for conveying ideas, expectations, and instructions clearly. The next generation should learn to communicate with various stakeholders, including employees, clients, suppliers and investors.

**Conflict Resolution:** Family businesses often face internal conflicts. Teaching conflict resolution techniques helps the next generation address disagreements constructively, preserving family relationships and business harmony.

**Teamwork:** Collaborative teamwork fosters innovation and efficiency. Developing the ability to work cohesively with diverse teams and leverage individual strengths contributes to a harmonious work environment.

**Adaptability:** The business landscape is subject to rapid changes. The next generation should be adaptable, open to new ideas, and willing to adjust strategies based on evolving market conditions.

**Attitude:** Attitude plays a pivotal role in the success of next generation leaders. A positive and growth-oriented attitude sets the foundation for continuous learning, resilience, and effective leadership.

**Positive Mindset:** Encourage a positive outlook towards challenges and opportunities. A positive attitude encourages creativity, problem-solving, and an optimistic approach to business endeavors.

**Ownership:** Instill a sense of ownership in the next generation. Taking responsibility for decisions and outcomes promotes accountability and commitment to the business's long-term success.

**Resilience:** The business journey is filled with ups and downs. Developing resilience helps the next generation bounce back from setbacks, learn from failures, and maintain perseverance.

**Critical Thinking:** Critical thinking is a cornerstone of effective decision-making and problem-solving. It involves analyzing situations objectively, considering various perspectives, and making informed choices.

**Analytical Skills:** Develop the ability to analyze data, trends, and market dynamics. This skill empowers the next generation to make strategic decisions based on factual insights.

**Problem-Solving:** Encourage a proactive approach to problem-solving. Equipping the next generation with critical thinking skills helps them identify challenges, assess alternatives, and implement effective solutions.

**Empathy:** Empathy is crucial for building strong relationships, both within the family and with external stakeholders. It involves understanding others' perspectives, emotions, and needs.

**Employee Relations:** Developing empathy towards employees fosters a positive work environment, boosts employee morale, and encourages loyalty and dedication.

**Customer-Centric Approach:** Empathy towards customers helps the next generation understand their preferences and needs, leading to improved customer satisfaction and loyalty.

### Section 3: Being Realistic, Having Substance, and Conviction in Day-to-Day Activities of the Business

**Being Realistic:** Realism involves understanding the business's strengths, weaknesses, opportunities, and threats without bias. The next generation should embrace a practical approach to decision-making and goal-setting.

**Strategic Planning:** Set achievable goals and objectives based on a realistic assessment of the business's current state and market conditions. Avoid overambitious targets that could lead to disappointment or misallocation of resources.

**Risk Assessment:** Acknowledge potential risks and uncertainties. Being realistic about potential challenges enables proactive risk management, ensuring the business is prepared to navigate unexpected hurdles.

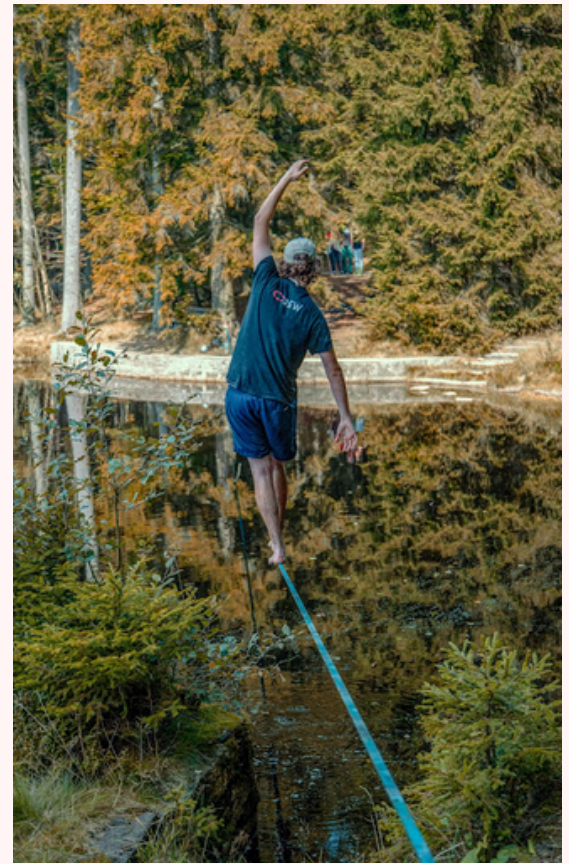
**Resource Management:** Allocate resources – financial, human, and technological – according to the business's actual needs and capabilities. Avoid overspending on unnecessary ventures or underinvesting in critical areas.

**Having Substance:** Substance implies depth, quality, and authenticity in the business's offerings, communication, and relationships. It's about delivering real value to stakeholders and maintaining a genuine presence.

**Product/Service Quality:** Emphasize the quality of products or services over superficial features. Building a reputation for substance ensures customer loyalty and trust, essential for long-term success.

**Transparency:** Maintain open and honest communication with all stakeholders. Transparency creates a foundation of trust, fostering strong relationships internally and externally.

**Ethical Practices:** Uphold ethical business practices that reflect the values of the business. Substance in ethical behavior establishes credibility and respect within the industry.



**Conviction:** Conviction refers to unwavering belief in the business's mission, values, and strategies. Leaders must have the confidence to stand by their decisions and lead with integrity.

**Decisiveness:** Make decisions with clarity and conviction. Indecisiveness can lead to confusion and missed opportunities. Trust in the decisions made and their alignment with the business's objectives.

**Consistency:** Demonstrate consistency in actions and decisions. A consistent approach instills confidence in stakeholders and maintains the business's reputation.

**Long-Term Vision:** Develop a long-term vision and stick to it, even in the face of short-term challenges. Conviction in the vision motivates employees and stakeholders to work towards a common goal.

### **Conclusion:**

The induction and grooming of the next generation into family managed businesses in India are vital for ensuring continuity and success. This process involves a combination of formal education, practical experience, mentorship, and exposure to various facets of the business world. Equipping the next generation with a strong foundation in ethics, leadership, innovation, and adaptability prepares them to lead the family business into a dynamic and ever-evolving future. In the context of preparing the next generation for leadership roles in family managed businesses within the Indian landscape, behavioral skills, attitude, critical thinking, and empathy are as crucial as technical and business skills. These attributes enhance communication, collaboration, adaptability, and decision-making, resulting in effective leadership and sustainable growth. Integrating these qualities into the grooming process ensures that the next generation not only possesses the necessary business acumen but also embodies the values and ethics that drive successful family businesses in India. By nurturing these qualities, family businesses can build a legacy that thrives for generations to come. Incorporating realism, substance, and conviction into the day-to-day activities of a family managed business is pivotal for achieving sustainable growth and success. These qualities guide decision-making, shape relationships, and reinforce the business's credibility. While technical skills and formal education are important, it's the integration of these qualities that ensures the business's resilience, adaptability, and positive impact on its stakeholders. By embracing these principles, the next generation of family business leaders can uphold the legacy of their predecessors while navigating the complexities of the modern business landscape in India.





**About the Author:**

**Prashant A U** is a Certified Management Consultant with two decades of experience across four continents having served over 200 clients. He is also a Certified Life Coach and has authored two books viz. Ternicode: Law of Three (Genre: Leadership / Business Management) and SwarbhanuRahasya: Role of Nodes in Destiny (Genre: Astrology / Indology).

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## INTEGRATING INDUSTRIAL ENGINEERING PRINCIPLES WITH ENERGY MANAGEMENT

**SUKANT RATNAKAR**

SUKANT RATNAKAR  
FOUNDER & CEO, QUANTRAZ INC

"Efficiency is intelligent laziness."– David Dunham

In a time where rapid adaptability and groundbreaking innovation are crucial, corporations are increasingly recognizing the importance of holistic energy management – a concept encompassing the physical, mental, emotional, spiritual, and social well-being of employees. This article aims to explore how the integration of industrial engineering principles with an all-encompassing energy model can act as a catalyst for enhanced productivity and well-being in the corporate sector. We will examine the multifaceted nature of this energy model, how industrial engineering principles can amplify its effectiveness, the tangible benefits for corporations, and the challenges that need to be navigated.

### **Importance of the Energy Model in the Corporate World:**

In the bustling landscape of corporate operations, employee well-being has transitioned from a peripheral concern to a central strategy for organizational success. This shift acknowledges that employees are not just cogs in a machine but the driving force behind innovation and growth. The energy model in this context is not merely about physical stamina but encompasses:

- **Physical Energy:** Essential for sustained productivity and resilience against workplace fatigue.
- **Mental Energy:** Critical for cognitive functions like problem-solving, innovation, and strategic thinking.
- **Emotional Energy:** Impacts workplace relationships, employee morale, and overall job satisfaction.
- **Spiritual Energy:** Often overlooked, this pertains to employees finding meaning and purpose in their work, aligning with the company's values and goals.
- **Social Energy:** Focuses on building a collaborative and supportive work environment that fosters strong team dynamics.

A well-rounded approach to managing these energy dimensions can lead to a workforce that is not only more productive but also more engaged and aligned with the company's vision.

## Enhancing Energy through Industrial Engineering Principles:

The principles of industrial engineering provide a robust framework for optimizing organizational processes. When these principles are applied to energy management, they can significantly boost the overall vitality of the workplace:

- **Efficiency and Lean Manufacturing:** By applying lean principles, corporations can eliminate processes that drain employee energy, creating a more streamlined and focused work environment. This not only conserves resources but also minimizes mental clutter, allowing employees to channel their energies more constructively.
- **Ergonomics:** A focus on ergonomics goes beyond physical comfort. It's about creating an environment that enhances both physical ease and mental focus, thereby boosting overall productivity and reducing the risk of burnout.
- **Theory of Constraints:** This principle is particularly potent in addressing mental and emotional drains in the workplace. By identifying and managing bottlenecks, corporations can prevent the frustration and stress that often accompany such constraints, leading to a more balanced and productive workforce.
- **Pareto Principle (80/20 Rule):** Applying this principle helps corporations focus on the most impactful tasks and processes, enhancing efficiency and effectiveness. It allows employees to concentrate their energies on areas that yield the most significant results, thereby enhancing job satisfaction and effectiveness.

## Benefits of Merging Industrial Engineering Principles with Energy Management:

The integration of these principles into energy management yields multiple benefits for corporations:

- **Increased Productivity and Efficiency:** A workforce that is physically, mentally, emotionally, spiritually, and socially energized is inherently more productive. This holistic energy management leads to a more dynamic, innovative, and efficient workforce.
- **Enhanced Employee Well-being and Satisfaction:** By prioritizing the comprehensive well-being of employees, corporations can foster a workplace environment characterized by high morale and job satisfaction. This not only attracts top talent but also encourages loyalty and reduces turnover.
- **Fostering Innovation and Creativity:** A mentally and emotionally energized workforce is a bedrock for creativity. In an environment where employees are supported across all energy dimensions, there is a higher propensity for innovative thinking and problem-solving.

- **Cultivating a Positive Organizational Culture:** The integration of industrial engineering principles with a focus on holistic energy fosters a positive and dynamic organizational culture. This culture is marked by efficiency, collaboration, and a shared sense of purpose, contributing to the overall health and success of the organization.

### Key Challenges:

While the integration of industrial engineering principles with energy management offers numerous benefits, it is not without its challenges:

- **Cultural Resistance:** One of the primary challenges is overcoming resistance to change. Employees accustomed to traditional ways of working may find it difficult to adapt to new processes and systems. Addressing this requires careful change management strategies, including transparent communication, employee involvement in decision-making, and comprehensive training programs.
- **Resource Allocation:** Another significant challenge is the allocation of resources. Investing in energy management initiatives may require upfront costs and a shift from short-term profitability to long-term sustainability. This requires visionary leadership that recognizes the value of investing in employee well-being for long-term organizational benefits.
- **Training and Development:** Ensuring that employees are adequately trained in new processes and systems is crucial. This involves not just technical training but also educating employees on the importance of these changes and how they contribute to the overall energy model.
- **Measuring Impact:** Quantifying the impact of such initiatives can be complex. It requires a sophisticated approach to tracking and analyzing the effects on various aspects of employee energy and the resulting impact on productivity and organizational performance.

### Conclusion:

In conclusion, the integration of industrial engineering principles with holistic energy management offers a pathway to transforming the corporate landscape. This approach goes beyond mere productivity and efficiency; it's about creating an environment where employees thrive across all dimensions of their well-being. By addressing the physical, mental, emotional, spiritual, and social energy needs of the workforce, corporations can unlock new levels of potential and drive sustainable growth and success. However, the success of this integration depends on overcoming challenges related to cultural resistance, resource allocation, training, and impact measurement.

Organizations willing to navigate these challenges and invest in comprehensive energy management stand to reap significant rewards, including enhanced productivity, employee satisfaction, innovation, and a robust organizational culture. As the corporate world continues to evolve, the integration of industrial engineering principles with energy management emerges as a key strategy for building resilient, dynamic, and thriving organizations.

### Relevant Equations:

- **Efficiency Ratio (ER):**  $ER = \text{Output} * \text{Efficiency} / \text{Input}$ . This modified equation demonstrates that efficiency in energy management multiplies the output derived from any given input, emphasizing maximizing employee output and well-being with optimal resource utilization.
- **Ergonomic Impact Factor (EIF):**  $EIF = \text{Ergonomic Investment} * \text{Employee Well-being}$ . This equation suggests that investments in ergonomic improvements directly multiply the benefits in employee well-being, reflecting the strong correlation between the physical work environment and employee health.
- **Diversity Innovation Index (DII):**  $DII = \text{Diverse Perspectives} * \text{Innovative Solutions}$ . This formula underscores that a diverse array of perspectives in a team leads to a multiplied effect in generating innovative solutions, enhancing the problem-solving capacity of an organization.
- **Constraint Optimization Ratio (COR):**  $COR = \text{Identified Constraints} / \text{Optimized Workflow}$ . This equation inversely relates the identification and management of constraints to the optimization of workflow, indicating that reducing constraints leads to more streamlined processes.
- **Employee Engagement Multiplier (EEM):**  $EEM = (\text{Recognition} + \text{Empowerment}) * \text{Job Satisfaction}$ . This equation demonstrates that combining recognition and empowerment has a multiplying effect on job satisfaction, underlining the importance of acknowledging and valuing employees' contributions.

### Key Insights:

- **Holistic Employee Well-being:** Integrating industrial engineering principles with energy management results in a comprehensive approach to employee well-being, addressing physical, mental, emotional, spiritual, and social aspects.
- **Efficiency Beyond Cost-Savings:** In this context, efficiency encompasses creating an environment where employees thrive without undue stress or burnout, beyond just saving costs.

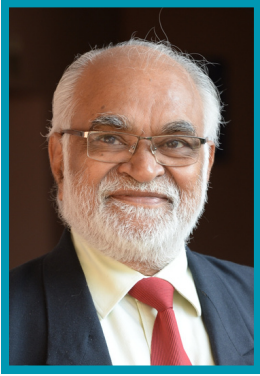
- **Impact of Ergonomic Workspaces:** Ergonomically designed workspaces significantly contribute to overall energy and health, leading to increased productivity.
- **Diversity as a Creative Catalyst:** A diverse workforce brings varied perspectives, enhancing creativity and problem-solving within an organization.
- **Employee Engagement and Success:** Fostering employee engagement through recognition and empowerment is crucial for maintaining high job satisfaction and productivity.

### Reflections:

- Reflect on how your organization currently measures and manages employee efficiency. Are you considering all aspects of their well-being?
- Think about your workplace environment. How ergonomically designed is it, and what changes could be made to enhance employee well-being?
- Consider the diversity within your team. How are you leveraging this diversity to foster innovation and problem-solving?
- Assess your organization's approach to employee engagement. How are recognition and empowerment incorporated into your management practices?
- Contemplate your personal role in promoting a holistic approach to energy management within your organization. What steps can you take to contribute to this paradigm shift?



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## ENERGY CONSERVATION AND RENEWABLE ENERGY USE AT DWARKA TIRUMALA TEMPLE TOWN

**K. R. CHARI**

### **My Personal Social Responsibility (PSR) consultancy project:**

This was sometime during the year 2003 when I happened to visit the famous temple town of Dwarka Tirumala, in West Godavari District of AP state. As I was to attend a marriage function, I was lodged in one of the dharmshalas in the town.

In the early morning, when I got up and wanted to get ready for the marriage function. I could hear many voices outside my room, when every one was asking where and how to get hot water for taking bath. The host was finding it difficult to supply water to every one at the same time, as there was only one watchman in the dharmashala who used to help people with hot water. I was wondering as to why every one can't take bath with normal water like I have been doing for the past about 15 years.

Out of curiosity, I wanted to see how this man was heating water. There it was. The most conventional Indian way. Put water in a vessel on the chulha and feed wooden logs and fire them.

This immediately caught my attention and I started wondering as to how much fire wood might be burnt every year just for this one purpose. I started calculating the estimated consumption of fire wood per year and some back calculation as to how many trees might be used for the purpose. Further back calculation took me to the hectares of forests required to supply this wood and so on right up to the level of environmental impact, deforestation, carbon emission etc. etc.

It was a mind boggling figure that emerged. I started thinking about why not to do something about this subject. I asked myself as to what I can do about it and how I can do my own bit.

Incidentally, I was also a member of the Energy Conservation Mission (ECM) formed under the umbrella of the Institution of Engineers (India). I of course still continue to be the member. As a part of this institute, many of us like minded members had decided to devote some of our time for a good cause.

It was Captain Jalagam Rama Rao, honorary chairman of the ECM who initiated the process. He had a direct contact with the Chairman of the Temple trust, Mr. S. V. Sudhakar Rao, whose family is the patron of the temple too. Capt. Rao spoke to the chairman and fixed a meeting for me. This was one occasion when I happened to meet an open minded and forward-looking person in the chairman of the temple trust.

In the first meeting, I shared my experience and observations during the previous trip. He immediately realised the larger impact of the situation. He himself was an environmentalist. I shared with him the idea as to why the temple town should not use the solar energy for this purpose. he readily agreed to implement it. My part of the job was very simple now. I identified one of the manufacturers of the solar water heating systems in hyderabad and asked him to the temple town and meet the authorities.

In the first instant, the temple got one of the 500 Litres per day capacity. Having seen the impact and the overall effect and advantage, the temple town has subsequently added more capacity in other dharmshalas and as of date, the temple town has a total of about 5,500 litres per day capacity.

I still remember the day I revisited the temple town and spoke to the authorities. While expressing their happiness about the systems, they however expressed that the capacity in the dharmshala was not enough. I started wondering as to why a dharmshala with just about 20 rooms can consume 500 litres per day of hot water. I decided to take a quick observational study and there it was. The management had given connections of hot water in all of the rooms individually. This is where the social responsibility of individual comes to surface. It was observed that generally, no one bothers whether the neighbour was getting enough water. There was an observed carelessness in usage of water, and also avoidable wastage.

As there was no possibility of educating the lodgers (every day a new set of people are staying in the rooms), I wanted to find an answer to the problem.

After considering all the possible ways, the simplest solution was implemented. All the connections to the bathrooms were disconnected and the connection was given in the open yard out side the rooms, and only one bucket was provided in each room. If any one wanted hot water, he or she has to come out of the room and fill the bucket in the open. This arrangement immediately solved the problem, as normally no one wants to come out half the way in the bath.





After this exercise, the management desired that I take up a full fledged study of the total energy system at the temple complex. The study was undertaken and many of the recommendations were promptly implemented by the management.

In one of my recent visits, I was informed that the management has approached the Ministry of New and Renewable Energy (MNRE) GOI and received a sanction to install a 700 watts solar photovoltaic lighting systems. There are plans to undertake some similar projects in the Goshala of the temple.

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## THE ROLE OF EDUCATIONAL PATHWAY CONSULTANT IN ENHANCING PRODUCTIVITY AND ENRICHING LIFE THE CONSULTING PERSPECTIVES- A SIMPLE PRACTICAL ASPECT (A QUALITATIVE ANALYSIS)

**SANJAY PITURI**

**The Role of Pathway Consultant in enhancing productivity and enriching life.**

**The Consulting Perspectives- A simple practical aspect (A qualitative analysis)**

Let us define the productive outcome related to the organisational Behaviour of an Educational Institute in a better way, as it plays a vital role from the early childhood of a child's entry into the playgroup sector of a School till the last day of his existence as a human being. The consulting perspectives start from the early childhood days of the children for developing, monitoring and regulating the systems to have a good scope of applications resulting in a well-defined outcome as a part of long-term productive outcomes.

Multi-functional learning activities, training of teachers and staff, psychological behavioural perspective, methodology regulations, time management, food and nutrition management, health and first aid services, cleanliness, dress code, entertainment, plays, pictures etc are some of the very essentials which required strong policy formalisations and drafting of strategies, following of proper protocols for its effective implementations.

**The writer/blogger's note will emphasise some of the processes as the role of a consultant in establishing a proper Passion Pathway for the students of an educational organisation opting for academic/professional education at primary stages.**

- Evaluating the student's current situation, goals, strengths, challenges, and opportunities
- Identifying the student's passions, interests, values, and purpose
- Extending help for the students to explore various options and possibilities related to their passions
- Facilitating the students with the applicable tools, resources, strategies, and action plans to achieve their desired outcomes
- Supporting the students throughout the process of change/transformation and growth orientation.
- Monitoring and evaluating the student's progress and results for progressive outcomes
- Acknowledging the students' value as successes acquired fulfilling learning objectives from their failures and doing the needful recommendation of their needful recognition

- Establish proper correlations between the student community, and the management of an educational institute for optimum utilisation of resources and gaining winning strategies reflecting future growth

**A consultant who helps the students enhance their Passion Pathway would need to have certain skills and qualities, such as: -**

- Passion for helping students and making a positive difference in achieving productive outcomes
- Knowledge and expertise to motivate them in the relevant field and capability of sharing knowledge effectively to help institutional Management for a better outcome
- Do have the ability to listen, communicate, and empathize with the student community.
- Does possess the ability to question and challenge assumptions
- Analyse, synthesise and promote better communication strategies
- Promote creative and strategic thinking skills for promoting long-term enterprise for economic growth
- Ability to adapt, learn, and grow with the upgradations of his knowledge
- Equipped with the qualities to motivate, inspire, and empower the student community

**The scope of becoming an Educational consultant who helps students enhance their Passion Pathway needs to consider the following steps: -**

- Identify your passions and how they relate to your career and life goal
- Research the different types of consulting and the requirements and qualifications for each assignment
- Choose a niche or area of specialisation that matches your passions and skill
- Gain relevant education, training, certification, and experience in your chosen field or sub-domain.
- Build your network, portfolio, and reputation as an Educational Pathway consultant
- Work to market your services and attract your ideal clients as Educational Institutes
- Deliver high-quality and value-added consulting to the Educational Institutes
- Seek feedback, testimonials, and referrals from your clients
- Continuously improve your skills and knowledge as a pathway consultant

**Outcomes delivered by Passion Pathway Consultants**

The productive outcomes of a Passion pathway consultant. Consultants are professionals who help students and their families, develop a passion for navigating the educational system and making informed decisions about their academic and career paths.

They guide various topics, including college admissions, financial aid, scholarships, and career planning and help them to excel in their respective area of operations.

Teachers: Learning and Behaviour (RTL) are specialized teachers who work in some educational Institutes to help facilitate the presence, participation, and learning of students who experience difficulties with learning and behaviour. A Pathway consultant may also focus on the RTL principle of a good collaborative and seamless model of service.

In general, pathway consultants can help students achieve their academic and career goals by providing personalized guidance and support. They can help students identify their strengths and interests, explore different career options, and develop a plan to achieve their goals. By working with a pathway consultant, students can make informed decisions about their future and take steps to achieve their full potential.

**To find a good super-specialised pathway consultant, you need to do these applications.**

- **Do Research:** Start by researching such pathway consultants in your area or a Google/ Social Media search You can also ask for recommendations from friends, family, or colleagues who haveworked with such pathway consultants before.
- **Verify credentials:** Once you have a list of potential consultants, check their credentials. Look for consultants who have experience in the field and have a good track record of helping students achieve their goals. Get the status from the respective Consultant forum.
- **Go for Interview:** Schedule an interview with the consultant to discuss your needs and goals. This will allow you to get to know the consultant and determine if they are a good fit for you. Get details about their professional efficiencies
- **Check Valid references:** Ask the consultant for references from the previous workplace and check the details of the credentials.
- **Consultation fees:** Finally, analyse the fees of different consultants and choose one that fits your budget. The fees of such a Pathway Consultant may differ based on their respective productive outcomes, experiences nature of service, period, issue solved etc
- **Professional associations:** Any professional association or affiliations will enable you to understand his professional efficiencies in a better way.

## **Period of Consulting Services: -**

The period of working with such a micro-specialised pathway consultant can normally depend on the needs and goals of the organisation and the services they require for hiring such Consultants. In an organisation, some students may only need a few sessions to get guidance while others may require more long-term support.

In general, the duration of working with a pathway consultant is flexible and can be tailored to the needs of both the student and teachers. They should be better known as transformers serving the survival of humanity in a better way.

Such specialised pathway consultants may work with students, teachers, schools, and various management organisations with their educational, and motivational planning strategies and their effective implementations.

Along with the drafting of the new curriculum and making innovative educational programs leading to transformation all play an active role in crafting new procedures, rules and regulations, working as a mentor to teachers and recommending management motivation and philosophical books.

Similarly, suppose the student is seeking career planning guidance. In that case, the consultant may work with the student over a longer period to help them identify their strengths and interests and develop a plan to achieve their goals.

The demand for Passion Pathway Consultants may vary based on factors like the state of the economy, job market trends, and the specific industries they serve.

Similarly, there are some other avenues and scope of operation that exists for such other area of Pathway Consultants as micro experts such as Career Pathways, Skill development Pathways, Earning and learning Pathway, Academic Pathway, Professional Pathways, Innovative Pathways, and Winning strategies Pathways. All such consultants play a vital role in enriching productivity enriching life.

## Conclusions: -

Although the term “Passion Pathway Consultant” is not a commonly recognized job even though its productive outcomes are growing in Japan, Australia and some parts of the European continent with growing demand mainly as a subdomain of Educational/Career Pathway Consultant. However, if you’re referring to a consultant role that helps individuals discover their passions and align them with their career paths, this could fall under the broader category of motivating and transforming academic, career consulting coaching or skill enhancement, innovations, working the extra mile, learning and development.

Better qualitative thought processes, good communication skills, in-depth knowledge, deep observation and behavioural outcomes knowledge enhancements, analytical and technical skills following an ethical code of conduct, following sound protocol systems etc with some good practical experiences, and knowledge of consulting procedures etc are essentially required which can take your micro-specialised Consulting Career to new heights touching the epitome of success for a win-win situation for all.

The writer and blogger feel that the scope of super Consulting and advisory processes is enhancing day by day with more specialists and micro specialists essentially required hence experienced and qualified professionals from the respective field may come out to enhance the scope of learning, implementing and sharing knowledge for better professional outcomes enhancing productivity enriching life.

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## Book Review

**Book Title: Ternicode: Law of Three**

**Author: Prashant A U, CMC**

### Review:

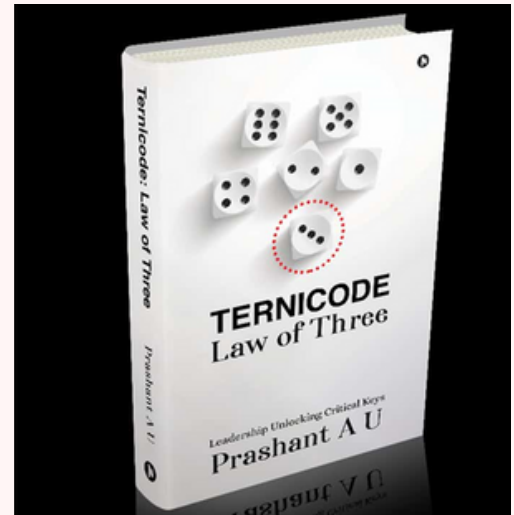
In "Ternicode: Law of Three," Prashant A U masterfully invites readers into a groundbreaking thought experiment that transcends the conventional boundaries of leadership literature. The book's core strength lies in its ability to unravel facets of human interest through the lens of the symbolic omniology system, introducing a captivating exploration of the "Law of Three."

The novel thought experiment, central to the book, serves as a refreshing departure from traditional leadership paradigms. Prashant A U ingeniously weaves together examples and case studies from diverse realms—war heroes, sports figures, movies, and scientists. This broad spectrum of illustrations not only enriches the narrative but also provides readers with a holistic understanding of the "Law of Three" in action across various contexts.

One of the commendable aspects of the book is its inclusivity. By drawing on examples from different fields, the author ensures that readers, regardless of their background or interests, can find relevant and relatable insights. The exploration of war heroes and scientists alongside sportsmen and movie figures adds a layer of universality to the leadership principles expounded in the book.

The narrative unfolds with a seamless blend of theoretical exploration and practical application. Each case study is meticulously analyzed, and the "Law of Three" is skillfully extrapolated, offering readers actionable takeaways. The real-world examples serve not merely as anecdotes but as powerful tools for understanding and implementing the principles of effective leadership.

Prashant A U's writing style remains engaging and accessible, demystifying complex concepts for a wide audience. The thought-provoking content encourages readers to question established norms and adopt a new perspective on leadership. The book doesn't merely dictate leadership principles; it invites readers on an intellectual journey, challenging them to rethink their approach to leading teams and organizations.



In conclusion, "Ternicode: Law of Three" transcends the boundaries of traditional leadership literature. Prashant A U's thought experiment, coupled with a diverse array of case studies, opens up a new frontier in understanding leadership dynamics. This book is not just a guide; it's a transformative exploration that empowers readers to redefine their leadership philosophy through the illuminating prism of the "Law of Three."

### Excerpts & Quotes from the book:

“The conceptual framework presented in this book is a first of its kind in the sense that it provides a robust yet simple way of determining the underlying aspect of various matters which have always daunted the human psyche. The novel narrative is captivating and invokes the inquisitiveness of the reader seeking to acquire a formidable understanding of the overall environment.” – Dr. Satasuryaa, Chairman, National School of Leadership, Pune

“Everyone indulges in the exploitation of gullibility of others for personal benefits and only the nature of transaction determines what is right and what is not!”

“Ternicode means a trigeminal distributive system of words, letters, figures, symbols, or concepts to represent something for the purposes of classification or identification.”

“Perception is 99% of wisdom and conscience is the remaining 1%. Wisdom is in being able to see the big picture rather than a miniscule view of what is prevalent, provided that our inner self is free from all sorts of defects that mar the human spirit.”

“This is not a regular book that you will find off the shelf in the non-fiction / self-help section. Rather than telling you ‘what to think?’ it is designed to MAKE YOU THINK!”

Available On:

[https://www.amazon.in/Ternicode-Law-Three-Prashant-U/dp/B0B6RGGNWH/ref=sr\\_1\\_1?keywords=ternicode&sr=8-1](https://www.amazon.in/Ternicode-Law-Three-Prashant-U/dp/B0B6RGGNWH/ref=sr_1_1?keywords=ternicode&sr=8-1)

<https://notionpress.com/read/ternicode-law-of-three-1373337-1373337>

About Author:



PrashantUpadhyaya is a Post-Doctoral Research Fellow of the National School of Leadership, Pune, India; an executive alumnus of IIM Indore and IIT Kanpur, a Fellow of the American Academy of Project Management, Colorado, USA. He is a Certified Management Consultant and a Digital Transformation Advisor by profession. He is also a Certified Life Coach, Certified NLP Master Practitioner and Cryptocurrency Trader. He has over 20 years of experience across several domains and has managed projects across Europe, Middle East, Africa, South Asia and South East Asia.



## BOOK REVIEW

### Book Review 2nd Chapter "Building Enterprise of the Future" by Dr. Arthur J Murray

The above Chapter is concluded with " Innovation, Learning and Clock Speed " ! According to late Dr Edward De Bono, the simplest definition of Innovation is " Shaping a New Idea into Products / Services which is acceptable to the market ( End User / Consumer) at a reasonable Price !.

But in the above Chapter Innovation is focused on as a " Learning Process " by Dr Arthur J Murray " . Further it can be "Continuous Learning Process" until the Products / Services are innovated ?. Here the Scenario of Failures and Success of Competitive Products / Services also can be taken into consideration . Here the first step can be a change in " Mind Set Up " of the Team involved in Product / Services Planning and Development !.

Learning with Consciousness should be Continuous for Change and Innovation . Here probably we have to evaluate the present classification of Education :-

Abstract ( Theoretical) Learning, Concrete ( on the job) Learning, Learning from Failurs, Research & Development Learning, and Machine ( Artificial Intelligence) Learning !.In anut shell all these contributes for " Organisational Learning " , and the efectiveness the same is fullfilled by " Putting into Practise" !.

Lastly understanding " Clock Speed" is the key to designing and implementing the " Right Innovation", and futher dveloping " Learning Systems" for the Organisation !. The notion of " clock Speed was introduced in 1990s by the M I T Sloan School Professor Charles Fine. Further he had developed the same to " Product Clock Speed, Process Clock Speed and to Organisational Clock Speed " ! More explanation on the same is highlighted very well by Dr. Arthur J Murray in the conclusion of this 2nd Chapter.

With Best Wishes .

( K J Johnson), Business & Management Consultant, Cochin

## BOOK REVIEW

### Book Review of Building Enterprise of the Future by Dr Arthur J Murray - 3rd Chapter - K J Johnson

The above Chapter highlights a "**Brief Economic History of the World**" !.

The beginning of the same starts with historically how Economic activity originated by exchange of Tangible Goods, which are Perishable and Non Perishable natures.

A clear cut example of Perishable Goods Goods are explained as the activity of " Avocado Farmers in U S A " . The moves to Non Perishable item such as Oil , where the same nature of product decide the Demand and Supply situation. here when demand for oil arises, it can be drilled from underneath of the earth, and sales price can be decided based on the the demand situation , unlike the perishable nature of Avacado Fruits. But of late Technology has developed, and as an outcome of the same down stream products with non perishable nature and better shelflife products can be turned out even from perishable nature of " Avacado Fruits " !.

The Chapter further goes into " Information Revolution', as it happened in India also. Here the Author Dr.Arthur J Murray starts from " Invention of Printing Press" . That improved the quality of Information !.

But the method of "Transfer of Communication " , especially by the Media ( According to late Dr. Edward De Bono as " Communication by Confusion" ) , even changes the meaning of Information viz Facts and Figures . The reason is for the Media the objective of imparting Information, is to give something exciting for the Audience !. Then the importance of "Facts and Figures (Truth) " , become secondary or not at all important.

The Chapter further goes to invention of " Transistors and Integrated Circuits" ( Technological Change) greatly accelerated the Production and Dissemination of Information. At the same time the "Speed of delivery of Information" through the above Technological Change, diminishes the Value of Information as time passes , similar to that of Perishability of Avacado Fruits !. A geographical Simulation also highlighted in this Chapter .

Next :-

- The evolution of Information as an Economic Goods
- The need to enter Knowledge Economy
- Business as the Speed of Thought
- The perishable nature of Information leads to "Continuous Learning and Innovation " !
- The 8 Billion World Economy.

With Best Wishes .

( K J Johnson), Business & Management Consultant, Cochin

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## 2023-2024

SR NO	CHAPTER	DATE	THEME	SPEAKER
1	HYDERABAD	07-Apr-23	BUSINESS EXCELLENCE MODELS : AN INSIGHT	Dr. Ajaya Shankar Gupta Ainapur Director, Ainapur Consultants and Engineers (P) Ltd.
2	HYDERABAD	06-May-23	LEADERSHIP SKILLS FOR COLLABORATIVE CONSULTING	Dr. Anil Kumar Saxena, Former Dean, National Police Academy, Hyderabad
3	HYDERABAD	10-Jun-23	BEST PRACTICES IN MANAGEMENT CONSULTING	Mr. Uppuluri Srinivasa Venu, Director -Power Gear Limited , JMD - Power Gear Sustainability Pvt Ltd
4	AHMEDABAD	29-Jun-23	INNOVATION AND IP MANAGEMENT FOR SMEs	Mr. Padmin Buch, Senior Advisor- Corporate strategy, Projects and IPR
5	HO	28-Jul-23	OPTIMISING SUPPLY CHAINS USING DATA ANALYTICS	Mr. Mandar Shirsavakar, BE Electronics (VJTI, Mumbai) Master of Manufacturing Management (McGill University, Canada)
6	PUNE	04-Aug-23	FIRE SIDE CHAT WITH MR. HARISH MEHTA   MAVERICK EFFECT	Mr. Harish Mehta is the Founder and Executive Chairman of Onward Technologies Ltd. He is the founding member and the first elected Chairman (then President) of NASSCOM.
7	HYDERABAD	18-Aug-23	THE IMPACT OF ARTIFICIALINTELLIGENCE (AI) IN CONSULTING	MR. JAVED IQBAL BHAT, SPECIALIST (CUSTOMER RELATIONSHIP AND MANAGEMENT), ADGM (UAE) EX-KPMG, MEMBER, IMCI, HYDERABAD CHAPTER

SR NO	CHAPTER	DATE	THEME	SPEAKER
8	HYDERABAD	15-09-23	CONSULTANTS AS STRATEGIC PARTNERS: THE NEW PARADIGM IN THE VUCA WORLD	Mr. Abhirama Krishna, Director General, Badruka Group Of Institutions
9	PUNE	06-10-23	DATA & ANALYTICS OPPORTUNITIES FOR MANAGEMENT CONSULTANTS	Sai Krishnan Mohan (VP, Data and Analytics - Bajaj Auto Ltd.)
10	HYDERABAD	13-10-23	UNLOCKING THE POTENTIAL OF CONVERSATIONAL INTELLIGENCE	Dr. B Krishnamurthy (BKM). Ph.D., PMP, PfMP
11	MUMBAI - IN-PERSON EVENT	27-10-23	CREATING EFFICIENCIES IN LOGISTICS	Vivek Arya, Regional CEO India & Global CEO Warehousing Solutions Intercontinental, Rhenus Logistics
12	HYDERABAD	17-11-23	OUTBOUND LEARNING PROCESSES FOR LEADERSHIP DEVELOPMENT	Mr. Amar Chegu, Director, Cosmic Management Services Private Limited
13	DELHI	01-12-23	CROSS BORDER BUSINESS STRATEGY BY MANAGEMENT CONSULTANT'S FOR INDIAN CLIENTS	Mr. ABHILASH PULJAL, CMC, BSc (DePaul, Chicago), MIB (Sydney), MSc (LSE, London)
14	HYDERABAD	08-12-23	DYNAMICS OF MANAGEMENT CONSULTING	DR. B. KARUNAKAR, DIRECTOR CDC-GITAM BUSINESS SCHOOL HYDERABAD, GITAM UNIVERSITY
15	PUNE	11-12-23	INSIGHTS TO RURAL ECONOMY	Vamsi Udayagiri, CEO of Hesa




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