

Pimpri Chinchwad Education Trust's
S.B. Patil Institute of Management

Conference Proceedings on
**Innovation in Management
Practices for the Sustainable
Development Goals**



Editors

- Dr. Kirti Dharwadkar
- Dr. Padmalochana Bisoyi
- Dr. Bhushan Pardeshi

Himalaya Publishing House

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Director's Message

The E-Conference focus on the Management Innovation which is the introduction of management practices new to the firm and intended to enhance firm performance through sustainability. Management innovation is a consequence of a firm's internal context and of the external search for new knowledge.

There is a need to discuss contribution to the ongoing conceptual development of Sustainability-oriented Innovation (SOI) in various management practices and provides initial guidance on how becoming and being sustainable. Sustainability-oriented innovation involves making intentional changes to an organization's philosophy and values more strong, as well as to its products, processes or practices to serve the specific purpose of creating and realizing social and environmental value in addition to economic returns. The increasing complication of products and services, quickly shifting market demands, or growing pressure from various societal groups are trends that necessitate companies to enact new practices to remain competitive.

This Conference tries to contribute in the understanding of how different practices of innovation management are associated to mid- and long-term growth. Nevertheless, find out what impact these practices have on a company's performance over a long period of time. Therefore, the use of a systematic approach for innovation leads to sustainable revenue growth in long term to remain in business.

Dr. Kirti Dharwadkar

Director,
S.B. Patil Institute of Management,
Pune.

Editors' Message

It gives us the immense pleasure to release the Conference proceeding on the title 'Innovation in Management Practices for the Sustainable Development Goals'. The objective of the Conference is to provide a knowledge sharing platform for dissemination of research and experiential findings through empirical study, qualitative modelling, case studies, new concepts and state-of-the-art studies. Innovation is critical for the sustained development and prosperity of the organizations. Organizations have been shifting their focus from internal innovation sources to external ones, such as consumers, corporate research, business partners and universities. The new economic policy of 1991 had both direct and indirect effects upon the country's industrial activity. With public policies and quality programmes as its starting point, industry sought to rationalize its production processes, putting Research and Development (R&D) activities on a backburner, even though these were fundamental for production innovation and differentiation.

The current COVID-19 pandemic has already devastated the economy and many small businesses have been undergoing; many big businesses default on debt; consumption demand could take months to recover, as will supply chains; global merchandise trade suffer; with no way of knowing when normality returns. Now, the entire country needs to act immediately to prepare, respond, and recover by unfolding their resources effectively, which implies in both the firms and their management having entrepreneurial characteristics, such as concern for the organization's quality, the capability to devise and implement complex strategies, learning about the environment on an ongoing basis, suitable development of the strategies, and the effective use of resources.

This E-conference aims to seek to provide a theoretical and practical framework for the development of a process of sustainable technological innovation and to understand how corporate management practices offer input for the development of policies designed to increase the competitiveness and the degree of Indian firms' participation in the international market. The book brings together leading academicians, industrialists, management professionals, researchers and entrepreneurs, in the domain of interest from around the world. We appreciate and thank all the contributors for their valuable contribution.

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Contents

| Sr. No. | Title | Page No. |
|---------|---|----------|
| 1 | Emergence of Dairy Sector in Odisha: An Analysis of OMFED <i>Dr. Prabina Kumar Padhi</i> | 1 - 10 |
| 2 | Anatomy and Mechanism of Appreciative Inquiry <i>Dr. Prabir Chandra Padhy and Ms. Smita Panda</i> | 11 - 23 |
| 3 | A Study on the Opportunities and Challenges Faced by the Organized Retailers during the Shift of Consumers for Purchase of Products from Public Labels to Private Label Brands for Sustainable Development <i>Dr. Kishor Shankar Nikam and Prof. Dashrath Bhiku Bhoite</i> | 24 - 37 |
| 4 | A Study on Supply Chain Management Model of Reliance Fresh Retail Outlet in Solapur <i>Dr. Kajal Maheshwari and Mr. Prashant R. Mhetre</i> | 38 - 46 |
| 5 | Social Innovative Practices That Will Contribute in Self-reliant India <i>Dr. Chandrashekhar Aronkar, Dr. Narendra Kumar Koshti and Dr. LMS Baghel</i> | 47 - 51 |
| 6 | The Current State of Innovative Investment Avenues in Indian Economy <i>Dr. Dipti V. Sharma and Dr. Swapnali Kulkarni</i> | 52 - 57 |
| 7 | Using Industrial Ecology and Strategic Management Concepts to Pursue the Sustainable Development Goals <i>Mr. Sagar P. Dhamone</i> | 58 - 67 |
| 8 | Innovations in Operations Management Practices <i>Dr. Satish Chinchorkar</i> | 68 - 74 |
| 9 | Evolution of the Risk Management in Banking Sector <i>Dr. Manish Sharma and Ms. Akriti Srivastava</i> | 75 - 82 |
| 10 | Green Marketing – A Way to Sustainable Development: A Study on Consumer Perception Towards Green Products <i>Dr. Kajal Maheshwari, Dr. Swapnali Kulkarni and Dr. Anuradha Phadnis</i> | 83 - 91 |

| | | |
|----|--|-----------|
| 11 | An Overview of an Innovation in Education and Teaching <i>Ms. Archana Mhaske</i> | 92 - 96 |
| 12 | M&A – Driving Force for Sustainable Growth in COVID Pandemic <i>Ms. Komal Mishra and Dr. Manish Sharma</i> | 97 - 102 |
| 13 | To Measure the Effectiveness of e-Learning in India with Reference to Management Student <i>Hitanshi Thakkar, Naitik Ghiya and Prof. Devrshi Upadhyay</i> | 103 - 114 |
| 14 | Pandemic Outbreak: Environmental Education as a Key Factor for Sustainable Development <i>Urna Bhattacharjee and Dr. Nandita Deb</i> | 115 - 122 |
| 15 | Impact of COVID-19 on Indian Businesses and Remedies <i>Dr. Abhinay Nirmal</i> | 123 - 125 |
| 16 | Work-Life Balance: A Theoretical Perspective on Imperative Strategies for Business <i>Dr. Iram Ansari, Dr. Aishwarya Gopalakrishnan and Dr. Lakshmi Jasti</i> | 126 - 135 |
| 17 | MSMEs: Redefined for Sustainability <i>Dr. Amarish Padma</i> | 136 - 144 |

EMERGENCE OF DAIRY SECTOR IN ODISHA: AN ANALYSIS OF OMFED

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ABSTRACT

Agriculture is no longer experienced just meant for subsistence but to a large extent used for markets, profits as well as incomes. In the era of globalization, the emergence of agribusiness sector can assist towards stabilizing agriculture practices further profitable as well as generate employment opportunities. Dairy is a major sub-sector allied to agriculture which gives a supplementary income and immense relief to the majority of the people belonging to weaker sections of the society. The dairy cooperative societies have been built with an intention to provide assistance to the member unions in the areas of finance, administration along with technology. With the liberalization of the economy, the dairy industry is undergoing major developments. India is witnessing winds of transform as of better milk availability, a changeover to market economy, the performance dairy sector in the country shows encouraging trends, in terms of milk production, per capita availability of milk, sources of milk production, as also accessibility of Milk. The growth of dairy activities in the State plays as dominant role for upgradation of socio-economic status of the rural poor. In particular, the state like Odisha signifies the remarkable growth in dairy sector with the help of Odisha State Cooperative Milk Producers Federation Ltd. (OMFED).

In this regards, the present paper is an attempt to put a lime light on the growth and development of dairy sectors in Odisha with a special reference to the OMFED. Here, an attempt has been made to evaluate the performance of OMFED with its basic indicators like physical and financial achievement all the way through the respective time period, i.e., 2005-06 to 2015 -16.

Keywords: Dairy Industry, Performance Evaluation, OMFED, Odisha.

INTRODUCTION

Agriculture is undergoing a massive renovation which involves the survival activity of farmers involving crop and livestock production. At the moment, it is the combination of technology as well as market-oriented business which extends from agricultural production, in the direction of agribusiness. The availability of highly sensitive agribusiness system in a country enables millions of farmers along with agripreneurs on the way to exploit the promising opportunities of the agriculture as well as allied sector. In this case, the expansion of agribusiness sector helps to augmentation of rural employment, food security in addition to with it will improve the livelihood of peoples in the country.

The dairy industry plays as decisive part in concern to the agro-based economy. It occupies an important place in providing generous capability to the rural people on the way to bring in additional money in their leisure time. The industry is extended from the milk producers in the rural areas to the consumers in the urban areas all the way through performing a variety of intervening processes alike to collection, chilling, transportation, pasteurization, distribution, etc. The milk produced by small as well as marginal farmers in diminutive quantities which cannot be transported to the market. Moreover, sufficient transportation facility is not available in most of the rural areas of the nation. In addition to that the system of processing, preserving and marketing the milk produced in Indian villages is an immense dilemma. Odisha is one of the least developed states in India by means of mixed crop livestock farming is the majority leading farming system for over 80 per cent of all rural households in the state. The state also have the existence of small as well as marginal operational holdings accounting used for nearly 80 per cent of the 3.94 million farms, ever-increasing milk production possibly will be an resourceful approach en route for improving the rural livelihoods. Furthermore, the roles of cooperative milk supplies societies along with unions have been structured to solve the problem of the producers. In this perspective the present analysis is an effort en route for find out the trend along with growth of dairy industry in Odisha with particular reference into the OMFED. This study moreover tries in the direction of explaining the overall growth of OMFED with its basic indicators, i.e., physical achievement and financial achievement.

OBJECTIVE OF THE STUDY

The dairy sector impacts around 60 million rural households every day all the way through the value chain, milk procurement is well thought-out to be the key feature to facilitate creates as life index of the Indian economy. In this background, the present analysis is made towards providing appropriate assessment into the growth of the dairy industry of Odisha. For this purpose, followings are brief objectives of the current study.

- To study the trend as well as growth of dairy industry scenario of Odisha.
- To study the physical along with financial achievement of OMFED in Odisha by means of the changes that have taken place over a given period of time.

RESEARCH METHODOLOGY

To make an analysis over the given objectives, a pragmatic study has been prepared for the period of 10 years from 2005-06 to 2015-16. The present paper also uses secondary data, which were collected from different websites, journals. In order to make effective analysis, various data collected are tabulated as well as analyzed by the method of trend analysis. On behalf of the analysis, data and literatures are collected from the various issues of Economic Surveys, annual reports and financial statements of OMFED for different years collected of analysis.

HYPOTHESIS OF THE STUDY

H0: There is a noteworthy development in the dairy sector of Odisha.

H1: There is not so great deal noteworthy development in the dairy sector of Odisha.

LITERATURE REVIEW

Dairying has turned out to be a significant resultant source of income for millions of rural families. In order to endow with important information of dairy industry and milk production, following are the pertinent literature which provides a limelight in this scenario of dairy sector in India as well as Odisha.

Sundar (2016), in his paper, elaborates the need of agribusiness, range as well as limitation in India. It examines the assorted probable ways of functioning agribusiness in India along with several significant policy suggestions. Gandhi Vasant P. (2014), in his paper, tries to explain the various agribusiness model such as Amul, eChoupal, which are exclusively engaged in agribusiness activities. Furthermore, he founds that agribusiness sector at a standstill in contributing considerably en route for employment in agriculture along with industry. Prusty R. Suvashree and Tripathy Sudhakar (2016), in their analysis, made a comparative study towards estimating the marketed surplus as well as constraints of milk marketing in organized along with unorganized sector in Cuttack district of Odisha. They also given importance upon to the low price and irregular payments were foremost milk marketing problems as well as suggested protective measures for getting marketing benefit; remunerative price with regular payment to the farmers is needed. T. Hima Bindu and S.E.V. Subrahmanyam (2012), in their study, have made an endeavour to analyze the operational effectiveness, economic competence as well as growth of dairy industry in Andhra Pradesh using Z-score analysis. Parameswara Reddy (2010), in his paper, tries to illuminate the development along with propensity of the milk production in India in addition to the consequence of cooperative dairying in order to bring about sustainable development of Indian dairy sector.

STATEMENT OF THE PROBLEM

Agribusiness involves the cooperative business activities so as to perform from farm on the road to fork. It covers the supply of agricultural inputs, the production furthermore renovation of agricultural products as well as their allocation to final consumers. As a part of agribusiness dairy sector in India, all the way through the last three decades has been incredible. It is assumed to be the resources in the way of accomplishing the impressive growth. For this rationale, this study by and large determined on the trend and growth of dairy industry in Odisha with a particular imminent into the OMFED Cooperative of Odisha.

AGRIBUSINESS SECTOR: A CONCEPTUAL OUTLINE

Agriculture has changed substantially from a subsistence activity to become a huge technology and market driven business. Agribusiness denotes the collective business activities that are performed from farm to fork. It covers the supply of agricultural inputs, the production and transformation of agricultural products. Agribusiness includes each and every one action within the agricultural food as well as natural resource industry involved in the production of food and fiber. Agricultural businesses otherwise engaged in the marketing, transportation, processing, along with distribution of agricultural products. Its development in countries such as India is driven mostly by major changes, which involves numerous activities like advancing efficiency, commercialization of agriculture, revolutionize in scale along with reorganization of production and marketing. Moreover, the agribusiness activity helps towards dropping government involvement in agriculture, varying food consumption patterns, infrastructure, rural-urban

migration, and information technology revolution. These changes have led to gigantic expansion in agribusinesses, predominantly, the input agribusinesses including seeds, fertilizers, agro-chemicals, irrigation equipment and farm machinery. In addition to this, growth in these input agribusinesses will require addressing the various opportunities and constraints within a framework including agro-economic prospective, generating ample supply along with managing distribution. Agribusinesses have been given generous key concern in India en route for their noteworthy impending in the direction of contributing towards economic development. In the context of India regarding the investment as well as opportunities in support of investors exist in the field of agribusiness which includes the following broad areas such as:

- Production of high-yielding seeds
- Production of high-quality planting material, including utilization of tissue culture approach of micro-propagation
- Existence of highly rated organic farming
- Processing of millets for a variety of purposes, which includes malt from finger millets as well as ready-to-eat products
- Processing of dairy products poultry products, as well as processing of livestock products

PROSPECT OF DAIRY INDUSTRY: INDIAN SCENARIO

Dairying is an imperative resource of supplementary income to small as well as marginal rural farmers and agricultural labourers. Dairy as well as agriculture sector share a connection for the reason that both of them mutually related towards inputs along with outputs, Dairy is a major sub-sector allied to agriculture. This sector gives an additional income which is a great relief to most of the people belonging to weaker sections of the society. Agriculture sector provides crop residues, natural resources in addition to open grazing as sources of feeds as well as fodder in the direction of supporting towards augmenting the dairy production. For this reason, it is significant to encourage these twins in tandem towards achieving sustainable growth. In post-independence, Indian Dairy Cooperatives have been one of the major success stories, having a profound impact on socio-economic development in rural areas. India has one of the largest stocks of cattle and buffaloes: it is about more than 50 per cent of the world's buffaloes and 20 per cent of its cattle. When the world milk production registered a negative growth of 2 per cent, India performed much better with 4 per cent growth. The successful India Dairy Development Programme "Operation Flood" which was launched in 1970, has shown how food aid can be used as an instrument in building the institutional infrastructure that can bring about national dairy development. It has led to the rejuvenation of India's dairy sector and has created a strong network for procurement, processing, and distribution of milk by the cooperative sector. In 1989, the Government of India launched the Technology Mission on Dairy Development (TMDD) program. The aim of TMDD is to support the efforts of Operation Flood and to improve employment opportunities and income generation in the rural sector of India through dairying.

Dairy development in India has been acclaimed world over as one of the modern India's most accomplish development programme. The growth of dairy sector during the last three decades has been impressive. A set of government policies which created a suitable price environment for domestic milk production help the dairy sector. In the history of dairy development, the decade of 90s has been most important because in it India emerged as the

largest producer of milk. The encouraging trends in milk production were apparent in the 70s due to the emergence and replication of AMUL Cooperatives in the country in order to promote these and ensure the all-round development of the Indian dairy industry.

POTENTIAL AND THREAT OF INDIAN DAIRY SECTOR

One of the promising trends in Indian dairying is the mounting number of the commercial dairy farms in the urban along with peri-urban areas. These dairies primarily provide milk on the way to satisfy the needs of the urban consumers. In this connection, it is highly decisive towards possessing a well-planned as well as modernized dairy. Therefore, the commercialization of dairy farming may provide an impetus in achieving the desired goal of self-sufficiency in the context of Indian dairy sector.

Potentials

- Better return to investment and profits
- Opportunity for export of milk and milk
- Emphasizing on the technologies for the production of animals which will help for the development of the sector
- Improved milk production as a result of enlarged accessibility of milk processing
- Superior transportation conveniences for movement of milk and milk products

Threats

- Lack of advertising opportunities for the promotion of dairy products
- Prologue of foreign products that acts as substitute of dairy products in Indian market
- Low milk productivity animals
- Weak organized retailing and established cold chain
- Large unorganized market sector and good dairy practices
- Weak financial and policy support for industry
- Inappropriate milk collection system

AGRIBUSINESS MODELS AND INDIAN DAIRY SECTOR

A good agribusiness model should include reaching large numbers of small farmers and efficiently procuring quantity, delivering a strong marketing effort, and organizing ownership, management and control so as to benefits to all stakeholders. In this regard, following are the examples of a few notable agribusiness models which are associated with the development of dairy sector in the Indian economy.

AMUL Cooperative Model

A model which has been very successful in the dairying agribusiness is the AMUL Cooperative Model. This evolved out of a successful dairy cooperative initiative in the Kaira district of Gujarat state. The model was given limelight under the great architect Dr. Varghese Kurien who was known as father of white revolution. In this model, ownership rests in the midst of the farmers on a supportive basis. It has a three-tier managerial structure, with primary cooperatives at the village level, cooperative union next headed for the district level, as well as a

cooperative federation at the state level. The state federation, the Gujarat Cooperative Milk Marketing Federation (GCMMF) markets the milk along with milk products underneath the popular brand names 'AMUL' has developed a considerable network covering over 3,500 dealers and 500,000 outlets. AMUL represents a model of an agribusiness enterprise with the intention of ensuring a high level of control as well as business efficacy. It also broadly engages in the midst of small farmers by and large causative appreciably in the direction of rural incomes and employment. Furthermore, besides the milk business, this model significantly engaged in providing expansion inputs like veterinary, reproduction along with nourish services which ultimately made a pathway towards long-standing growth as well as development.

Nestlé Model

Nestlé is considered as one of the most important private foods along with beverages companies in the world. In the context of India regarding agribusiness activity Nestle has its milk processing factory in the Moga district of Punjab which involves the production of milk powder, infant products along with condensed milk. A milk district arrangement involves negotiating agreements through farmers in support of twice-daily collection of milk, establishing collection centres in addition to this infrastructure, transportation as well as implementing a programme to improve milk quality. Nestlé staff members on a regular basis supervise milk quality and performance with reference to contractual obligations. Along with this, farmers acquire opinion on milk quality by the side of the collection points.

Heritage Foods Model

The Heritage Group based in Andhra Pradesh was set up in 1992 is a mounting private enterprise with three business divisions, dairy, retail as well as agribusiness, under its flagship company Heritage Foods India Limited (HFIL). Heritage's milk products encompass a marketplace occurrence in the states of Andhra Pradesh, Karnataka, Kerala, Tamil Nadu and Maharashtra. The company covers about 200,000 farmers furthermore has the ability to practice 1.5 million liters of milk per day. Heritage has reputable supply chain procedure which involves the procurement of milk from farmers in rural areas, mostly in Andhra Pradesh and some parts of Karnataka, Maharashtra and Tamil Nadu. This model involves improving the existing milk collection centres along with rural retail points in the direction of make a way into the rural market.

TREND AND GROWTH OF DAIRY SECTOR IN ODISHA

Dairy farming in Odisha employed more than 60 per cent of total workforce in agriculture and allied activity. It is unlikely that anyone would quibble over the fact that overall economic growth and well-being of masses in Odisha is contingent upon the performance of this primary sector. In Odisha, around 80 per cent of rural households depend on livestock and draw about 30 per cent of their annual income is from livestock. About 85 per cent of livestock are owned by the landless, marginal and small landholding families. Though India ranks first in the world in milk Production, Odisha contributes less than 2 per cent of the total production of milk. The Operation Flood - I programme was started in Phulnakhara, Cuttack in 1970. This was a small scheme of collection and of 6000 lit/day from nearby societies of Puri and Cuttack and sold them after processing. The Operation Flood-II programme was started in 1981 which had covered four districts, i.e., Cuttack, Puri, Dhenkanal and Bhubaneswar.

The Orissa State Cooperative Milk Producers Federation Ltd. (OMFED) came into being on 01.10.1980 with the objectives of promoting production, procurement, processing and marketing of milk and milk products for the economic development of the rural farming community. The federation had received funds from the Indian Dairy Corporation/National Dairy Development Board (NDDB) for implementation of different activities like milk processing, technical input programme, support to dairy cooperatives, etc. under “Operation Flood” Programme in undivided districts of Cuttack, Dhenkannal, Keonjhar Puri and Sambalpur.

It covers all the districts of the State. There are 5,281 Milk Producers Cooperative Societies (MPCS) with 2.68 lakh members under OMFED. Besides 12 milk unions covering all the districts have been affiliated to OMFED. OMFED has 13 dairy plants with 6.55 lakh litres capacity per day, 9 milk chilling centres with 1.95 lakh litres capacity per day, 345 bulk coolers with 5.41 lakh litres capacity, 1 milk powder plant with 5 MT capacity per day at C.S. Pur, Bhubaneswar and one cattle feed plant with 200MT capacity per day at Khuntuni, Cuttack. During 2015-16, the Federation has procured 5.26 lakh and marketed 3.92 lakh liters per day. In addition, it has also marketed milk products, viz., ghee, paneer, butter, curd and milk powder and agriculture/organic products, viz., turmeric powder and mustard seeds produced by tribes in Kandhamal district. Besides, OMFED has started producing fruit juice, pickles, jam, sauces and pineapple sip.

From Table 1, it is found out that the number of dairy cooperative societies in Odisha is showing an increasing trend throughout the respective time period. It increases from 3377 in 2005-06 to 5503 in 2015-16. Similarly, the farmer membership number also depicts a positive move as it has 20413 in 2005-06 which rises to 267802 in 2015-16. During the given time period, milk procurement has been more than doubled along with its potential, i.e., 249369 in 2005-06 to 526257 in 2015-16. This achievement of OMFED in terms of its physical activities indicates a rising trend for fulfilling the self-sufficiency in the milk production of Odisha.

Table 1: Physical Achievement of OMFED

| Year | Organized D.C.S. | Farmer Membership (No) | Milk Procurement (KPD) |
|---------|------------------|------------------------|------------------------|
| 2005-06 | 3377 | 204013 | 249369 |
| 2006-07 | 3822 | 224002 | 266548 |
| 2007-08 | 4387 | 236199 | 288270 |
| 2008-09 | 4625 | 246410 | 294383 |
| 2009-10 | 4684 | 244925 | 298823 |
| 2010-11 | 4835 | 253343 | 342663 |
| 2011-12 | 5022 | 260611 | 370179 |
| 2012-13 | 5155 | 267306 | 378936 |
| 2013-14 | 5281 | 272257 | 390257 |
| 2014-15 | 5409 | 277117 | 444473 |
| 2015-16 | 5503 | 267802 | 526257 |

Table 2: Financial Achievement of OMFED

| Year | Gross Profit | Net Profit after Tax |
|---------|--------------|----------------------|
| 2005-06 | 1152.23 | 103.70 |
| 2006-07 | 1152.24 | 27.81 |
| 2007-08 | 1489.82 | (229.42) |
| 2008-09 | 2472.38 | 280.44 |
| 2009-10 | 2446.52 | 345.35 |
| 2010-11 | 3018.19 | 226.26 |
| 2012-13 | 3543.41 | 489.74 |
| 2013-14 | 3498.14 | 27.74 |
| 2014-15 | 4144.16 | 226.42 |
| 2015-16 | 1488.58 | (2403.58) |
| Average | 2440.56 | -90.55 |
| SD | 1090.43 | 836.68 |

Source: www.omfed.com

Table 2 makes an analysis about the financial achievement of dairy cooperative societies in Odisha from 2005-2016. In 2007-08, the net profit after tax is found to be negative whereas the gross profit shows an increase in this year. Till 2012-13, both gross profit and net profit after tax shows an increasing trend. In year 2015-16, the net profit after tax is again negative.

FINDINGS AND SUGGESTIONS

Findings

The major outcomes of the present study are as follows:

- It is derived that the milk production in Odisha is mounting throughout the time period. In 2005-06, it was 1342.30 MT which gradually enhanced to 1938.00 in 2015-16. Accordingly the per capita availability of milk also increases to 118 grams/day in 2005-06 from 98 grams/day in 2005-06.
- During 2007-08, the net profit after tax is found to be negative whereas the gross profit shows an increase in this year.
- Throughout the period, i.e., 2005-06 to 2012-13, both gross profit and net profit after tax shows a rising trend. Again, in the year 2015-16, the net profit after tax is again negative.
- The number of dairy cooperative societies in Odisha is showing a growing tendency all the way through the particular time period. In the same way, the farmer membership number also depicts a positive move as it has 20413 in 2005-06 which rises to 267802 in 2015-16.

Suggestions

Although dairy sector generate self-sufficiency in milk production, the Indian dairy segment requires safeguard for its survival and sustainability if the respective methods have to be taken in favour of improving the dairy sector in India such as:

- To enhance the linkage among rural production areas as well as urban markets

- To focus on intensification of indigenous breed on the way to assist drastically in advancing milk productivity
- To strengthen dairy farmer cooperatives to enable farmers to get a higher price for milk
- To generate balanced export policy en route for farmers to acquire advantage of privileged prices
- To adopt international standards intended for production as well as processing of milk for augmenting the market share
- To promote private sector on the way towards increasing outlay in dairying

CONCLUDING REMARKS

Dairy sector in Odisha offers an enormous prospect en route for enhancing employment, opportunities moreover livelihoods in rural areas. Therefore, it requires modern dairying approaches as well as livestock management practices for maintaining self-sufficiency in milk production. By and large, the dairy sector makes away in accomplishing the desired objective but still a long path to progress for achieving the sustainable development in the dairy activities in this connection it necessitates the cooperative efforts of stakeholders, milk producers, supporting institutions, furthermore dairy professionals towards accomplishing this sector socially, economically moreover environmentally sustainable.

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ANATOMY AND MECHANISM OF APPRECIATIVE INQUIRY

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ABSTRACT

When Naren met with Ramakrishna Paramhans for the first time, Ramakrishna asked him, “Who are you?” Naren replied, “I am here to know the answer to this question.” And the rest is history. Everyone knows how Naren became the great Swami Vivekananda later. He was an Indian Hindu monk and became one of the greatest philosophers of his time. He introduced Indian philosophies of Vedanta and Yoga to the Western world and had brought Hinduism to the status of a major world religion during the late 19th century. Ramakrishna had helped young Naren to discover his inner strengths which ultimately lead to the biggest transformation of his life. He always believed that Naren can know the world, only if he can know himself. In today’s scenario, we can say Appreciative Inquiry (AI) is Ramakrishna Paramhans, the organization is the young Naren which can be transformed into a much better brand, i.e., Swami Vivekananda. In the business scenario of 21st century, paradigm shift is occurring in all aspects of an organization, like in, internal structure, functions, etc. These changes happen owing to the change in the style of leadership. According to Peter Drucker, “The ageless essence of leadership is to create an alignment of strengths in ways that make a system’s weaknesses irrelevant.” Better ways of leading change are spreading throughout the world. Certainly, we know that strength performs, and strength transforms. AI is an important tool to deal with this change. Every organization has something that works right. The process of Appreciative Inquiry tries to determine what gives life to an organization when it is most successful and connected to its members and community. It is different from problem-solving techniques. Because it focuses more on what is positive in the organization rather than what is wrong. It incorporates an approach for engaging people at any or all levels to produce positive change. Appreciative inquiry helps the organization to identify its core strength and capitalize on it to accelerate the momentum of success. AI creates an aura in the internal environment of the organization which gives rise to strength revolution. The employees and managers are motivated to focus more on organization’s strength rather than weaknesses. In appreciative inquiry managers do not motivate the employees to “think out of box” rather to “think from within a different box.” Appreciative inquiry sees organizations more as ‘organisms’ and focuses on its life-giving forces. It trusts in the power of imagination to produce change. The AI model is based on the assumptions that organizations are socially constructed phenomena. It seeks to create processes of inquiry that will result in better,

more effective, friendly, sustainable and vital social systems. It assumes that this requires widespread engagement by those who will ultimately implement change. This chapter aims to throw light on the structure and function of appreciative inquiry from institutional transformation context. It will elaborately explain how appreciative inquiry contributes to the development of the organization as well as how it focuses more on collective intelligence rather than individual competence and smoother implementation of institutional change. Here, we will discuss the process, approaches, and assumptions of AI. Also, this chapter will help to understand the fundamental approaches and applications of AI. This chapter provides a glimpse of different aspects of AI which will be helpful for the managers to inculcated design thinking characteristics in their employees.

Keywords: *Engaging People, Design Thinking, Leadership, Institutional Change, Institutional Transformation, Paradigm Shift, Problem-solving Techniques, Strength Revolution.*

INTRODUCTION

Imagine that you received a call one day telling you that you will be moving from your current home in the next 60 days. Moreover, the caller offers vague details as to the nature of the new house that you will be occupying and no clear idea of what assistance you will be receiving in the transfer. You are told that additional information may come at some future time. How will you react? Possibly you think it as an adventure or you might think, “nobody else has said anything about moving. I think that I’ll just wait and see if this is really serious.” Or your response might be, “I love my home. Everything is fine the way it is. I’m not moving!”

Now, imagine another situation. You are approached with an invitation to move to another house that you will have a part in designing and building. The invitation carries with it a guarantee that the things you appreciate most about your current home will be considered in building the new home. Also, you are asked to consider what you would like to see in a “dream” house, and those ideas will be included for consideration in the new home. Finally, because you have been involved in the specifications and the architecture of the new house, you have faith that it is built on solid ground and will withstand all environmental challenges. Now, what are your reactions?

All of us have a dream house within a place that we can imagine. We believe this is also true for organizations that people have a dream organization a place where they and others can do their best work. This chapter is about releasing the energy that already exists in people and organizations towards reaching that dream. AI has been acquired from the field of organizational development and has been getting increasing attention for its successful application in facilitating organization change. (Coghlan, Preskill and Catsambas, 2003).

Ap-pre’ci-ate, v., 1. valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems. 2. to increase in value, e.g., the economy has appreciated in value. Synonyms: VALUING, PRIZING, ESTEEMING, and HONORING.

In-quire’ (kwir), v., 1. the act of exploration and discovery. 2. To ask questions; to be open to seeing new potentials and possibilities. Synonyms: DISCOVERY, SEARCH, and SYSTEMATIC EXPLORATION, STUDY.

(Adapted from Cooperrider and Whitney 1999, p. 2, A Positive Revolution in Change: Appreciative Inquiry (draft), <http://appreciativeinquiry.case.edu/uploads/whatisai.pdf>)

The pioneer of Appreciative Inquiry is David Cooperrider. Appreciative Inquiry (AI) encourages groups to query about and build on what is working when they are at their best, rather than focusing on what’s gone wrong. By using AI, organizations bring about and sustain positive change by understanding their capabilities and resources. The simple principle that works behind AI is that in every group something works. If nothing at all were working, the group would not exist.

One of the best ways to describe AI is through a brief example:

A hospital in Arizona operated by Lovelace Health Systems was concerned about high turnover in their nursing staff—a rate of about 20-30 per cent per year. The hospital administration did not use a conventional problem-solving approach in which they would have collected data about why nurses leave. This data would have been analyzed to figure out the source of the problem. Then attempts would have been made to alter those conditions in expectations of solving the problem.

In contrast, the AI approach that was actually used at this hospital that did not ask why 20-30 per cent of nurses leave each year, rather it asked why 70-80 per cent of nurses stay. A total of 300 nurses in the hospital collected data from one another, sharing their best experiences on the job. From these stories, they identified key factors in their working conditions that let them function at their best. The nursing staff then worked with one another and with the hospital administration to support and reinforce those optimal conditions.

The result was a 30 per cent reduction in nursing staff turnover in the first year, as well as a significant rise in patient satisfaction with nursing care. According to Susan Wood, a consultant who worked on the Lovelace AI project, “The process unleashed nurses’ capability and energy to realize their value within the system. It gave nurses a heightened responsibility for their own satisfaction.” (Whitney and Trosten-Bloom 2003).

PROBLEM-SOLVING APPROACH VS. APPRECIATIVE INQUIRY APPROACH

Table 1: Problem-solving Approach vs. Appreciative Inquiry Approach

| Problem-solving Approach | Appreciative Inquiry Approach |
|---|---|
| ● Felt need and identification of problem | ● Appreciate and value the best of What is |
| ● Analysis of possible solutions | ● Envision: What might be |
| ● Analysis of causes | ● Dialogue: What should be |
| ● Action planning | ● Innovate: What will be |
| ● Assumes: Organization is a problem to be solved | ● Assumes: Organization is mystery to be discovered |
| ● Back Door – what is in the way of what we want? | ● Front Door – what is it we ultimately want |
| ● Deficit Thinking | ● Possibility Thinking |

Source: Adapted from Cooperrider and Srivastava (1987).

Other kinds of planning and change strategies often proceed by defining needs, problems, opportunities, and obstacles. These approaches typically encourage local participation, emphasize local knowledge, and address real problems. However, such approaches often fail to sustain participation and commitment. Deficit-based approaches leave people with the impression that their community is full of problems and needs, many of which require the help of outside experts to overcome. The focus on needs entrenches a sense of dependence, and reduces people's motivation to initiate their own activities, projects, and enterprises.

BACKGROUND

In 1980, David Cooperrider was a doctoral student at Case Western Reserve University in the US. He was involved in a conventional diagnosis and organizational analysis for a local organization, the Cleveland Clinic, asking usual questions about "What is wrong with the human size of the organization?" What he found instead was a highly effective organization with a positive outlook and high innovation. With the encouragement of his supervisor, Suresh Srivastva, he concentrated his research on the analysis of the factors contributing to the highly effective functioning of the clinic.

This was the basis for the development of Appreciative Inquiry (AI) as a process to develop positive change in organizations. Cooperrider and Srivastva (1987) describe, "appreciative inquiry is a form of action research that attempts to create new theories/ideas/images that aid in the developmental change of a system. It is more than an Organization Development tool, rather it is a 'philosophy and orientation to change' that is intended to take a positive and hopeful view of what is happening among the personnel in an organization and turn that into a pattern for organizational learning, design, and development."

PROCESS

David Cooperrider and Diana Whitney describe four steps in the appreciative inquiry cycle the four Ds are Discovery, Dream, Design and Destiny. It is also called 4-D Model of AI (Annis Hammond, S., 1998).

Discovery (appreciating – the best of what is): The purpose of Discovery is to identify and appreciate the best of what is about a community or organization. This is done by gathering as many positive stories as possible from all key stakeholders. These positive stories reveal what gives life to the organization or community when it is at its best.

Dream (envisioning – what might be?): The purpose of Dream is to identify what could be and envision new possibilities for the future. Using information from Discovery, participants create a set of aspiration statements which help drive the design of future actions.

Design (co-constructing – how can it be?): The purpose of Design is to identify actions that will support the new possibilities identified in the Dream phase. Participants create and commit to actions that will help make the aspiration statements a reality.

Destiny (sustaining and creating – what will be?): The purpose of Delivery is to identify ways to support and sustain the actions planned in the Design phase. Participants identify the supports needed to implement and uphold the positive changes and work together to make changes.

WHY AI?

Compared to other methods of organizing and planning, Appreciative Inquiry provides the following advantages to groups and communities (Judy and Hammond, 2006):

- **AI promotes ownership of the process and the result.** An ideal AI process brings all stakeholders together to work actively with one another. The process is assisted by an implementor, but the plans for change grows from the collective experience and wisdom of the stakeholder.
- **AI honors diversity and opens the way for a group to benefit from its diversity.** An AI process, by definition, gives a role and a voice to everyone. Respect for diversity leads to better solutions, better-informed group members, and a willingness to work toward mutually beneficial goals.
- **AI leads to immediate change, even in complex situations.** The Appreciative Inquiry process begins by asking careful questions. When people are asked to tell stories about how their group succeeds sets in productive energy. But when they are asked, “What’s wrong here?” the very same energy that is suppressed.
- **AI is sustainable.** The appreciative process generates the positive energy that is needed to carry out changes. Because the changes proposed are based on the group’s own experience, and are developed by the stakeholders themselves, the group members have a significant investment in the outcome. The AI process is also repeated. It is not a linear process that is carried out and completed. At its best, an AI process yields an “appreciative organization” or an “appreciative community,” where many members are skilled at designing a future that carries forward the best of the past.
- **AI generates solutions that are grounded in reality.** Plans that are put forward by outside experts may not fit a community appropriately. The AI process is designed to build a future that honors and carries forward the best of the community’s past, and that makes optimal use of its present resources. The solutions that a community designs through an AI process are not based on abstract principles, but rather are “grown” from their collective experience.

PRINCIPLES

The Five Original Principles of AI (Kelm, Jackie “Appreciative Living: The Principles of AI in Personal Life”, Venet Publishers, 2005):

The Constructionist Principle (Words create worlds)

The constructionist principle proposes that what we believe to be true determines what we do and thought, and action emerge out of relationships. Through the language and discourse of day to day interactions, people co-construct the organizations they inhabit. The purpose of inquiry is to stimulate new ideas, stories and images that generate new possibilities for action. Overall, this principle says that:

- Reality and identity are co-created
- Truth is local. There is no absolute truth
- We see things as we are

- We are deeply interconnected
- Words create worlds. Reality is constructed through language

Question to be asked under this principle: How can your team constructively collaborate and compromise?

The Poetic Principle (We can choose what we study)

The poetic principle proposes that organizational life is expressed in the stories people tell each other every day, and the story of the organization is constantly being co-authored. The words and topics chosen for inquiry have an impact far beyond just the words themselves. They invoke sentiments, understandings, and worlds of meaning. In all phases of the inquiry effort is put into using words that point to, enliven and inspire the best in people.

- Life experience is rich
- We have habits of seeing
- Whatever we focus on, grows
- Find what we want more of, not less of
- Develop an appreciate eye

Question to be asked under this principle: How can your organization learn positively from the past and motivate change in the present?

The Simultaneity Principle (Inquiry creates change)

The principle of simultaneity proposes that as we inquire into human systems, we change them and the seeds of change, the things people think and talk about, what they discover and learn, are implicit in the very first questions asked. Questions are never neutral, they are fateful, and social systems move in the direction of the questions they most persistently and passionately discuss.

- We live in the world our questions create
- Change begins the moment we question
- The unconditional positive question is transformational
- Develop your sense of wonder

Question to be asked under this principle: What is an example of a positive question?

The Anticipatory Principle (Image inspires action)

The anticipatory principle posits that what we do today is guided by our image of the future. Human systems are forever projecting ahead of themselves a horizon of expectation that brings the future powerfully into the present as a mobilizing agent. Appreciative Inquiry uses artful creation of positive imagery on a collective basis to refashion anticipatory reality.

- Positive images create positive futures
- Vision is fateful
- Create vision before decisions
- What we believe, we conceive
- Big change begins small

Question to be asked under this principle: What is the one way you envision propelling organizational growth?

The Positive Principle (Positive questions lead to positive change)

The positive principle proposes that momentum and sustainable change requires positive affect and social bonding. Sentiments like hope, excitement, inspiration, friendship and joy increase creativity, openness to new ideas and people, and intellectual flexibility. They also promote the strong connections and relationships between people, particularly between groups in conflict, required for collective inquiry and change.

- Positive emotions broaden thinking.
- The positive core expands as it is affirmed and appreciated
- Identify and leverage strengths.

Question to be asked under this principle: How can the people in the organization can better support and encourage organizational change?

APPLICATIONS

Appreciative Inquiry has been used in a wide variety of contexts to initiate, revitalize and accelerate change. In organizations, some of the many applications include:

- Large system process changes such as restructuring and mergers.
- Relational processes such as union/management relationships.
- Shifting from hierarchical to horizontal team-based processes.
- Engaging the organization in strategic assessment and planning.
- Designing inspiring and productive conferences and workshops.
- Transforming training courses into powerful learning experiences.
- Creating high performance teams.
- Coaching for development, goal achievement or motivation.

ASSUMPTIONS

Given by Hammond, Sue “The Thin Book of Appreciative Inquiry”, 2nd Edition, Thin Book Publishing Company, 1998:

- In every society, organization or group, something works.
- What we focus on becomes our reality.
- Reality is created in the moment, and there are multiple realities.
- The act of asking questions of an organization or a group influences the group in some way.
- People have more confidence and comfort to journey to the future when they carry forward parts of the past.
- If we carry parts of the past forward, they should be what is best about the past.
- It is important to value differences.
- The language we use creates our reality.

BENEFITS OF AI

The possible, affirming nature of AI, where people discover and then build on the root causes of success rather than dissect problems, can be a powerful stimulus to change. It is non-threatening and empowering.

- Accelerates change of all kinds.
- Increases the rate of improvement and the speed of attainment of goals and results.
- Creates motivation and energy amongst the people who are changing.
- Improves communication, trust, understanding and relationships.
- Contributes to team building, and discovers, expands and sustains the best of what an organization can offer.
- Changes the basic orientation from problem-focused to possibility-focused.
- Increases curiosity and sense of vitality.
- Empowering and gives people the confidence to take risks.

APPRECIATIVE LEADERSHIP (AL)

What is Appreciative Leadership?

Appreciative Leadership contributes the opinion that working together is more important than authority which can lead to boosting people's energy, confidence, enthusiasm and good performance.

The success of each organization depends on combining the strengths of everyone involved. This form of leadership inspires confidence, and it boosts people's energy, enthusiasm and good performance.

The theory is also based on the view that every individual has potential. The core of Appreciative Leadership is therefore the recognizing of that potential and to transform it into positive strengths. Together, these ideals represent a shift in leadership. From a traditional and individualistic approach to leading, to a new standard that helps the leader to achieve the desired results.

Principles of Appreciative Leadership

- **Inquiry:** Inquiry enables people to know that their contributions are appreciated. It's important that the leader asks their team what their thoughts and feelings are. Next, the leader has to listen to them sincerely and say that they appreciate the people and their input.
- **Illumination:** Illumination helps individuals to understand the best ways to contribute. By practicing this, the leader gets to learn more about the people in their team and their strengths, as well as the strengths of others. That way, individuals are challenged to express themselves, take risks and support others in working from their strengths.
- **Inclusion:** Inclusion gives people the feeling of being connected to others. When inclusion is practiced in a group, it opens the door to collaboration and co-creation. This stimulates an environment in which people feel like they are a part of something. The result is a strong sense of connection and inclusion, which is good for productivity.

- **Inspiration:** Inspiration gives people a sense of direction. By sharing a vision and plotting a course, a team becomes hopeful and energetic. This is the basis for transformation, innovation and long-term performance.
- **Integrity:** In the theory of Appreciative Leadership, integrity is about the fact that people know what is expected of them, that they do their best for the greater good and that they trust others to do the same. A person with integrity setting an example serves as a standard for the others to live up to.

Organizational Culture and Change

Diverse spectrum of employees within any organization often structure the organizational culture that is shaped by the language, customs and interpersonal relationships. The quality of those determines how harmonious, creative, productive, energetic that culture is. With the use of Appreciative Inquiry (AI) and Appreciative Leadership, leaders attempt to elevate people to greater heights and get the most out of their performance.

Characteristics of an Appreciative Leader

Appreciative Leaders work towards a flatter hierarchical structure such that all staff participate in answering the central positive questions at hand and are empowered to innovate and create what is needed to move the organization forward. Appreciative Leaders trust the people they work with enough to step back and allow their staff, co-constructors of the organizational future vision, to get to work.

Reasons Why Appreciative Leadership Works

- It lets team members get to know each other in relationships rather than roles.
- It allows team members to be heard.
- It encourages team members to dream, and to share those dreams.
- It lets team members choose how they contribute.
- It gives team members autonomy and support.
- It encourages positive change.

ORGANIZATIONAL TRANSFORMATION THROUGH AI

AI is based on a principle that organizations grow in the direction of what they repeatedly ask questions about and focus their attention on. Researches have shown that when people study problems and conflicts, the number and harshness of the problems they identify increase. But when they study human ideals and achievements, peak experiences, and best practices, these things tend to flourish. Like we can say, beginner bicyclists tend to steer towards whatever they are looking at most – like a rock on the roadside, a tree or a sometimes a passerby.

AI also believes that organizational members are competent adults capable of learning from their own experiences and from those of others. In a company which believes in this perception, makes everyone feel energized by new knowledge and change. As AI becomes a regular way of working, employees at all levels and all functions identify best practices that the organization can build on in order to respond to new challenges.

SOAR (Strengths, Opportunities, Aspirations, Results) ANALYSIS

SOAR is a framework meant to formulate strategy for Industries. The core concept of these principles are derived from AI principles. This technique is used for strategic planning which helps Industries to concentrate on their present strengths and opportunities and prepare a vision for future aspiration and the result they will get.

Strengths

It identifies the various aspects which are going right for the Industry. This also points out how this industry is better than others. For example, if we take the case of Pepsi, then brand value is the core strength for it. Other strengths may be market channel, image, etc.

Questions:

- What are the competitive advantages?
- What are the unique selling propositions?
- What are the positive aspects?

Opportunities

After identifying the strengths, the organization has to focus on the opportunities. In this step organization tries to explore the opportunities from business environment. Opportunities are always dynamic. Opportunities for an organization differs at different stages of growth. Opportunities may be in the terms of segmentation, targeting, positioning, etc.

Questions:

- What are the needs of the marketplace?
- Where can we grow?
- What is the scope for new product development?

Aspirations

Once the organization explore the opportunities that exist in the marketplace, then organization sets the goal and destination for the future. In this step, the organization sets its vision, provide motivation and challenge the present situation for further progress.

Question:

- How can we bring a difference?
- What is the target?
- What are the core values?

Results

This step sketches a method to achieve the results. Results should be specific, measurable, achievable, realistic and time bound.

Questions:

- What are the factors to measure success?
- How do we rectify our aspirations?

IMPORTANCE OF SOAR

- This technique is helpful in identifying the current positions of the company at the same time deciding the future pathway.
- It is useful for organization to approach market in a new way.
- It is useful to explore the areas for further improvement within the organizations.
- It is useful to set the goal of organization.
- It is useful to formulate the mission and vision of organization.
- It is useful to formulate the strategy for STPs.

STEPS TO APPLY SOAR

With reference to the book “Thin Book of Soar” by Stavros and Hinrichs (2009), there are nine major steps to implement appreciative leadership

- **Identify stakeholders:** It is important to identify who will be taking part in the implementation of SOAR. The participants of the process should preferably belong to different areas of the company in order to achieve the holistic aim of AI.
- **Design your AI interview:** The questions for the interview must be planned out in advance. The questions must intend to understand the strengths, successes, aspiration and other positive core of the organization.
- **Engage stakeholders:** Both the internal stakeholders like employers, employees, etc. and external stakeholders such as partners, customers, or suppliers should be engaged to reveal positive potential futures and possibilities.
- **Reframe problems:** In every organization, there exists some problems for discussion. SOAR inquiry intends to focus on positives rather than justifying threats. Therefore, the conversations must be reshaped and look for positive solutions.
- **Summarize:** This is about confirming the organization’s strengths or its positive core.
- **Establish aspirations and identify results:** This is a key part of defining or redefining the organization’s future vision, which will ideally influence the strengths which are collectively identified. How will these look? What will they be like?
- **Assess opportunities:** Explore the opportunities that are the most desirable, new, innovative, and full of potential.
- **Craft goals:** Goals should be derived from the opportunities identified in the previous phase. These can be linked with results so progress can be monitored and evaluated. Goal statements give more clarity.
- **Create action plans:** Action plans should enable implementation of these goals and it is ideal to have a specific plan for each of these goals.

CONCLUSION

Inquiry means a process of exploring information to gain knowledge. It leads to change because it is an ongoing process of identifying the best experiences, imagining a better future and then creating it through challenging competence, continuous learning. This chapter set out to explore the potential of Appreciative Inquiry as a method, as a tool for organizational

transformation. Appreciative Inquiry focuses mostly on organizational strengths, with experts working collaboratively with organizations to discover the present and desired future and to plan for change. Appreciative Inquiry is also used to strengthen relationships. Positive stories about the organization are used as a platform for transformational change.

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A STUDY ON THE OPPORTUNITIES AND CHALLENGES FACED BY THE ORGANIZED RETAILERS DURING THE SHIFT OF CONSUMERS FOR PURCHASE OF PRODUCTS FROM PUBLIC LABELS TO PRIVATE LABEL BRANDS FOR SUSTAINABLE DEVELOPMENT

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ABSTRACT

Organized retailers are on the threshold of an increase in India. However, as corporations line up to grab a bigger and larger slice of the retail pie, the competition will be based on the manufacturers and the retail chains' private label brands. Worldwide research shows that as outlets become a greater power, they have more and more centered on their personal brands at the expense of manufacturer brands. Personal labels are also called as keep brands and are made by way of the retailer or by third party supplier party supplier to the retailer's specifications. Private label goods and offerings are in an extensive variety of industries which include grocery, meals, apparels, cosmetics, etc. Historically, personal labels have been seen as cheap, low-satisfactory products. In recent years, many retail businesses have shifted from public labels to private label brands for sale of their products for sustainable development. Private label brands of good quality products and are placed at lower price having attractive packaging and are advertised by the retailer itself. As consumers have plenty of trust, great personal labels will boom their presence in the marketplace. There was an extensive increase in non-public label manufacturers in the current years internationally also. In Europe, personal label items now account for about 45 per cent of merchandise offered in supermarkets and hypermarkets. Wal-Mart as an instance has a 40 per cent non-public label representation in their stores. The survey suggests that 50 per cent of Indian retail will be occupied by means of private label brands in the next 10 to 15 years. In this paper, the authors are going to bring out the challenges and opportunities for private label brands in Pune region.

Keywords: Organised Retailers, Consumers, Private Label Brands, Challenges and Opportunities.

INTRODUCTION

Private brand products are commonly supplied by using one employer for offer underneath every other corporation's brand. Personal label goods and services are available in a huge variety of industries from food to cosmetics to internet web hosting. They are often positioned as decrease value alternatives to regional, country wide or international manufacturers even though currently a few non-public label manufacturers were located as "premium" manufacturers to compete with current "name" brands (Baltas and Doyle, 1998).

In Personal labeling, retailer purchases products from numerous manufacturers and then market those products under personal brand. Private label items are regularly called "shop manufacturers", in preference to the "name manufacturers" which can be bought beneath the brand name of the producer. As an example, the consumer merchandise large Procter and Gamble manufactures peanut butter and sells it under the brand name Jif, whilst the grocery store chain Kroger purchases peanut butter from smaller producers and sells it as Kroger brand peanut butter. Private label products have a tendency to be much less expensive than competing name manufacturers, largely due to reduced advertising and marketing fees (Batra and Sinha, 2000).

Personal labeling received prominence all through the recession of the late nineteen eighties whilst many customers chose to give up costly name emblem merchandise in order to keep money, and plenty of stores commenced to market keep manufacturers in a try to growth income. But while customer self belief in the economic system rebounded within the Nineties, client loyalty call brands did no longer.

Today, non-public labeling is a significant commercial enterprise exercise amongst supermarkets, drugstore chains, and mass merchandisers. Those retailers sell masses of various gadgets beneath their personal logo names, from basic family gadgets and meals to area of expertise gadgets and even apparel. A survey by the Private Label producers' affiliation indicated that income of personal label merchandise topped \$43 billion in 1998. Similarly, the market percentage held by means of personal manufacturers became predicted to boom to 23 per cent at huge meals outlets by way of 2004.

Within the early days, personal label goods were essentially cheap imitations of the leading manufacturers, even copying the colours and designs of the foremost competitors' packaging. Even though court docket rulings have supported proper of personal labelers to mimic the packaging of leading manufacturers (until there may be documented confusion amongst clients), personal label stores have now moved far from imitation and in the direction of appealing and packaging in their very own layout. A few stores trust that they need desirable packaging due to the fact they do no longer do tons marketing and instead depend on consumers taking observe in their offerings as they walk through save aisles. Over the years, many purchasers started out to do not forget save brands at the equal degree as countrywide brands have long way fineness, performance, and pleasure.

Every other emerging fashion worries the kind of products which might be sold as save brands. Whereas most of the people of private label merchandise was the maximum simple household items, the areas of boom in latest years had been in top rate and terrific-premium items. "The increase in premium brands shows that whilst state-of-the-art clients are fee-conscious, they may be nevertheless choosy about product best," Jenny McCune wrote in an article for Small commercial enterprise reviews. "Inferior items are not attracting consumers at any price, that's

why income of popular items—the no-call, no-frills sorts—are honestly down” (Jenny McCune, 1994)

The continued boom of private labels has advocated stores to devote considerably greater attention to developing save manufacturers. “keen to satisfy these value-aware purchasers and make higher margins as well, many retailers are promoting their residence brands as by no means earlier than,” McCune noted. “They have centered on improving the excellent of shop manufacturers to higher compete with call brands and different private-label traces. They are also lavishing the manufacturers with advertising rather than certainly tossing the products at the cabinets and leaving them to fend for themselves.”

McCune claimed that the recent increase of private labels has also provided new opportunities for small and medium-sized producers in an entire spectrum of industries. Rather than competing at once with a whole lot large groups and incurring the associated marketing prices, those small producers can grow by using advertising their merchandise to stores. “Despite the opposition, the trends in private labeling present opportunities for small and midsize producers that could meet the demands of this marketplace,” McCune said. In essence, the small businesses who create non-public label goods serve as the manufacturing arm for his or her retail clients.

FACTORS CONTRIBUTING SUCCESS OF PRIVATE LABELS

In McCune’s article, she has outlined three major factors that determine the ability for success of small corporations that desire to fabricate private label items: the right product, a aggressive fee and a strong advertising and marketing application. For merchandise to be considered for personal labels they have to have a large sales potential, due to the fact that shops are not usually inquisitive about branding low-demand objects. Similarly, the manufacturer needs to be capable of guarantee that the product excellent is as proper as or higher than the main brands. As McCune defined, “A retailer puts its personal call on the line while it private labels your product, and it might not want that call to be sullied through inferior or inconsistent best.” Small manufacturers may additionally gain a marketing gain if they are willing to assume duty for product first-rate, in place of leaving the store protecting the bag. This could contain supplying a toll-unfastened range on product packaging for clients to make proceedings or suggestions, or giving the retailer a reduction on destiny orders if the best does now not meet predetermined requirements.

The form of production method concerned is some other important product-associated issue of personal labeling. In widespread, private labels are maximum suitable for products that can be synthetic on a good time table at the same time as keeping outstanding requirements. Personal label manufacturers must be capable of guarantee their retail customers of dependable, on-time shipping. Further, they must be flexible enough to ramp up manufacturing fast to meet increases in call for or to alternate the product's system according to the store’s needs. “Given these needs, personal labeling generally isn't always for enterprise learners,” McCune mentioned. “Stores look for producers, whether or not huge or small, which are well-seemed of their fields. In a notably younger company, but the proprietors' own popularity can atone for the company’s quick tune file.”

Price is another vital issue of successful personal label production. The price must evaluate favorably to competing for name brands while also enabling each the producer and the store to make money. In standard, personal label sales provide excessive quantity but tight margins, so

charge calculations are crucial. McCune claimed that private label goods are commonly priced 20 percentage or extra below the market leader. In addition, the store normally expects to look a earnings margin on personal label goods that is 8 to 10 per cent better than it receives with name manufacturers. Whilst calculating the final income price for non-public label objects, manufacturers have to be sure to bear in mind any prices which can be incurred specially for the non-public label line. Those may also consist of tailoring the product to satisfy retailer specifications or designing unique packaging for each store.

The third aspect in successful non-public label production is sturdy advertising software. The advertising and marketing program for private label items consists of components: contracting with shops to end up their dealer for a positive product, and helping the store in marketing that product to the very last consumer. If a small enterprise lacks knowledge in dealing with retailers, it is possible to rent distributors or consultants who specialize in personal-label selling. For small producers who proceed on their personal, however, McCune advocated getting all of the conditions of the settlement in writing. It is mainly important to decide the quantity of packaging that have to be stored in stock due to the fact greater packaging with a sure retailer's label turns into useless if the deal falls through.

Producers will need to hold the quantity as little as possible and perhaps also consist of a clause that calls for the retailer to reimburse them for unused packaging. It's also important that the agreement specify realistic delivery dates, product design changes, and the amount of notice required to terminate the agreement. Ultimately, it is able to additionally be beneficial for non-public label manufacturers to make contributions their product advertising understanding to their retail money owed. This can involve recommending particular promotions or maybe developing advertisements and writing advert copy.

Normal, McCune mentioned that private label production can present splendid opportunities for small businesses, in addition to extensive challenges. For instance growing private label goods regularly requires growing a partnership with retail clients. "Private label veterans warn newcomers to be organized for some hand-retaining since the courting among store and private-label provider tends to be especially near," McCune wrote. Nonetheless, she encouraged that small groups who manufacture private label goods no longer permit everybody retailer to account for greater than 15 per cent of their income. In the end, most contracts on this region are open-ended, which allows outlets to alternate providers at any time. Some other ability task is that name-emblem manufacturers are increasingly more being attracted by way of the increase of private labeling. It has endorsed many to reduce fees, enhance fee, and in a few instances even installation non-public-label divisions in their own to take gain of their excess production ability.

REVIEW OF LITERATURE

The principle reasons that have been noted within the business and educational press for shops choice too inventory private labels are: (a) better retail margins on non-public labels; (b) negotiating leverage with a countrywide logo producers; and (c) better consumer keep loyalty (Hoch and Banerjee 1993).

The non-public label brand desire is relying on 'revel in' 'price', 'time utility', 'ownership software', 'mechanism' and 'place software'. Hoch and Banerjee (1993) contested the not unusual belief that a non-public label's primary appeal became the enormous price bargain relative to the countrywide brands, at which they have been offered. They emphasized the role of great within the private label purchase selection. They determined proof to guide the belief that perceived fine

changed into a good deal more crucial than the level of fee discount in determining the personal-label category share.

Several studies have tested the role of flavor in the perceptions of private label brands. Sundel (1974) used a 'blind' (brands not recognized) taste check and discovered that there had been no substantial differences in respondent rankings between national, regional and keep brands of bread and canned corn.

However, the national manufacturers have been still perceived by means of clients to be superior to the regional or nearby keep brands. Labeaga *et al.* (2007) contend that personal labels help constructing loyalty through differentiating the store. These brands are to be had at one retailer exclusively whilst manufacturer manufacturers are available at many competing shops. Everyday customers of private label brands are faced with mental fees when switching retailers as their preferred non-public label preference is no longer available.

As a end result, clients who exchange retailers undergo annoying cognitive techniques via comparing different manufacturers, consisting of unusual keep brands, in deciding on a new product. Customers who buy non-public label manufacturers frequently do not best emerge as unswerving to that particular brand but also to the store thru which it is bought (Collins and Burt, 2003).

Amongst clients, one apparent reason for their popularity and increase is their price gain over country wide manufacturers (Batra and Sinha, 2000). Nevertheless, excessive fine appears to be more vital in figuring out PLB achievement than lower fee (Hoch and Banerji, 1993).

Ailawadi and Keller (2004) identify at the least 4 tiers of private label brands. These include low-satisfactory generics; medium exceptional personal labels; rather much less high priced but similar first-rate merchandise; and premium excellent personal labels which might be priced in extra of competitor producer brands. While the character of a shop's personal label emblem(s) ought to be guided, first and major, by its goal marketplace, the authors endorse that successful retailers will adopt multiple tier of private label brand if they are to achieve huge-scale marketplace coverage.

In step with Kumar and Steenkamp (2007), half of the private label brands are copycat manufacturers. These manufacturers basically try to imitate the packaging and content material of first-tier manufacturer brands. Stores analyze the contents of main manufacturers, after which re-create the product, thru a process called reverse engineering (*ibid*). Thus, due to the fact that there are minimal research and development expenses, and the retailers have already diagnosed that there may be a probably beneficial market available, these merchandise are more regularly than no longer a success. The retailers use in-store promotions to aggressively sell the brands, the use of a "me-too at a cheaper fee" strategy (Kumar and Steenkamp, 2007). This kind of approach entails generating nearly same product and presenting it at a discounted fee relative to competition.

Fernie *et al.* (2003) have diagnosed various benefits to outlets for the improvement of a non-public label logo: (1) expanded profitability through cost saving and extended margins; (2) extended shop loyalty and advent of a awesome company identity; (3) possibilities to capture new marketplace ventures; and (4) elevated bargaining leverage with providers.

RESEARCH METHODOLOGY

Descriptive research technique had been adopted for the study. Convenient sampling has been adopted to collect the data from 400 respondents in Pune city. Survey method was employed in collecting data from the consumers. A well structured questionnaire was used for this purpose. The study was restricted to certain areas of Pune due to time and cost constraints and hence the findings cannot be used for other cities or regions. The study is focused on private label brands only.

DATA ANALYSIS AND INTERPRETATION

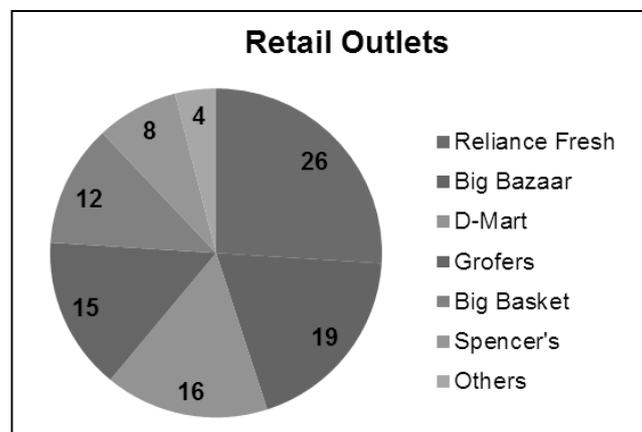
1. Visit to Various Retail Outlets

19 per cent of the respondents purchase their necessary items in big Bazaar. 30 per cent of them purchase from Reliance fresh. They notably have extra customers compared to different stores taken for the analysis. D-Mart has 16 per cent of the respondents as customers. 15 per cent of the respondents buy from Grofers. Big Basket has 12 per cent of the respondents as customers. 8 per cent of the respondents purchase their products from Spencer's. Remaining respondents, i.e., 4 per cent purchase from different shops.

Table 1: Visit to Various Retail Outlets

| Retail Outlets | No. of Respondents | Percentage |
|----------------|--------------------|------------|
| Reliance Fresh | 104 | 26 |
| Big Bazaar | 76 | 19 |
| D-Mart | 65 | 16 |
| Grofers | 60 | 15 |
| Big Basket | 47 | 12 |
| Spencer's | 32 | 8 |
| Others | 16 | 4 |
| Total | 400 | 100 |

Graph 1: Visit to Various Retail Outlets



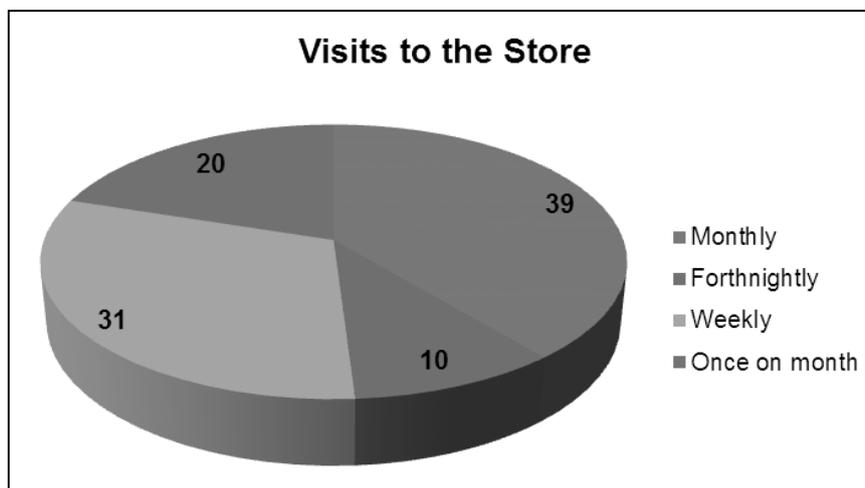
2. Frequency Visit to Retail Outlets

A major portion of the respondents go to the store monthly, i.e., 39 per cent. 31 per cent of the respondents go to the store weekly. 10 per cent of the respondents go fortnightly to the stores. 20 per cent of the respondents go to the store once in a month.

Table 2: Visits to the Store

| Visits to the Store | No. of Respondents | Percentage |
|---------------------|--------------------|------------|
| Monthly | 156 | 39 |
| Fortnightly | 41 | 10 |
| Weekly | 124 | 31 |
| Once in a month | 79 | 20 |
| Total | 400 | 100 |

Graph 2: Visits to the Store



3. Awareness on Ready-to-eat Items in Private Labels

The respondents are thoroughly aware of the private label brands in equipped to eat objects. 84 per cent of the respondents said they are aware of the ready to eat items in private label brands who have spoken back to us. 15 per cent of the respondents said are unaware of ready to eat items in Private Label Brands.

Table 3: Awareness of Ready-to-eat items in Private Label Brands

| Awareness of Ready-to-eat Items | No. of Respondents | Percentage |
|---------------------------------|--------------------|------------|
| Yes | 336 | 84 |
| No | 64 | 16 |
| Total | 400 | 100 |

Graph 3: Awareness of Ready-to-tat Items in Private Label Brands



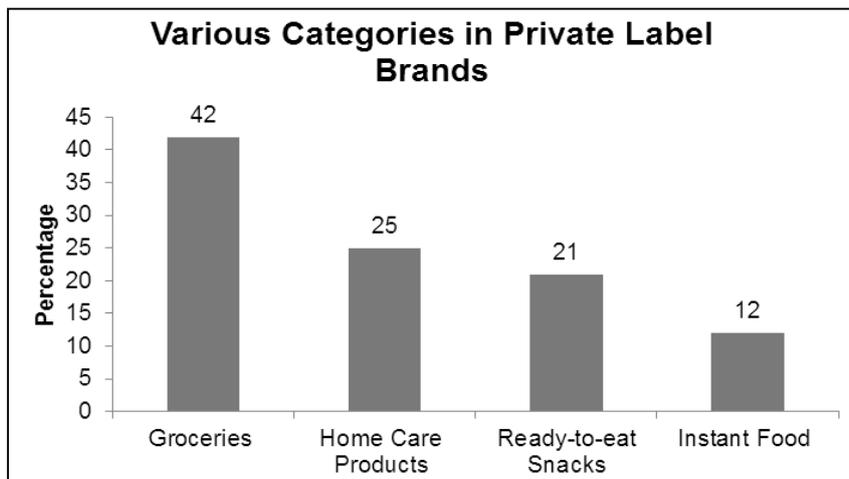
4. Awareness on Various Products under Private Labels

The respondents were also privy to the numerous classes of private labels brands. Groceries pinnacle the list in various categories as almost 42 per cent of the respondents knew non-public label manufacturers exist in groceries. Subsequent are Home Care products with 25 per cent and Ready-to-eat snacks with 21 per cent. In the end, it is immediately the meals Instant Food with 12 per cent of the respondents opting for it.

Table 4: Various Categories in Private Label Brands

| Categories | No. of Respondents | Percentage |
|---------------------|--------------------|------------|
| Groceries | 167 | 42 |
| Home Care Products | 99 | 25 |
| Ready-to-eat Snacks | 85 | 21 |
| Instant Food | 49 | 12 |
| Total | 400 | 100 |

Graph 4: Various Categories in Private Label Brands



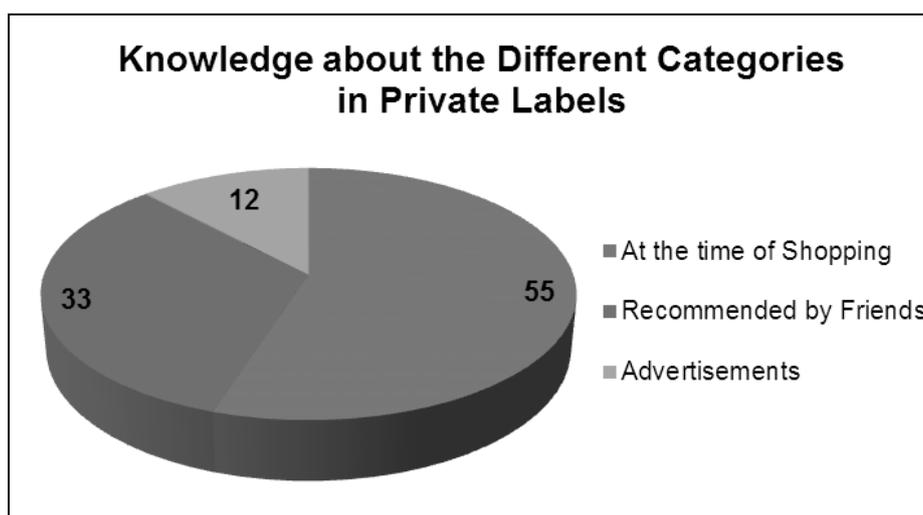
5. Consumer Knowledge on Different Private Labels

The elements which might be answerable for the respondents to recognize approximately the non-public labels are indexed out. Nearly 55 per cent of the respondents have regarded about it for the duration of the time of shopping. A number of them have known due to their friends' advice that is 35 per cent. Classified ads have performed a small function in the case of personal Labels because of which simplest 12 per cent have opted for it.

Table 5: Knowledge about Different Categories in Private Labels

| Knowledge About Categories | No. of Respondents | Percentage |
|----------------------------|--------------------|------------|
| At the time of Shopping | 221 | 55 |
| Recommended by Friends | 132 | 33 |
| Advertisements | 47 | 12 |
| Total | 400 | 100 |

Graph 5: Knowledge about Different Categories in Private Labels



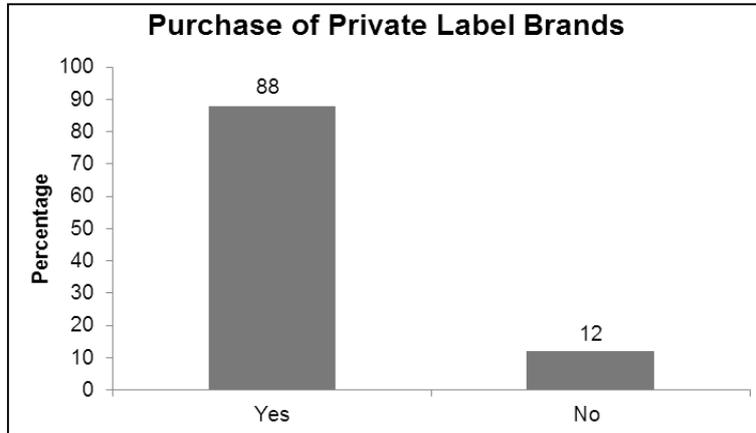
6. Purchase Habit of Consumers towards Private Labels

88 per cent of the respondents have bought the personal label brands from stores. Only 12 per cent have not purchased private label brands from the stores.

Table 6: Purchase Habit of Consumers towards Private Labels

| Purchase of Private Labels | No. of Respondents | Percentage |
|----------------------------|--------------------|------------|
| Yes | 352 | 88 |
| No | 48 | 12 |
| Total | 400 | 100 |

Graph 6: Purchase Habit of Consumers towards Private Labels



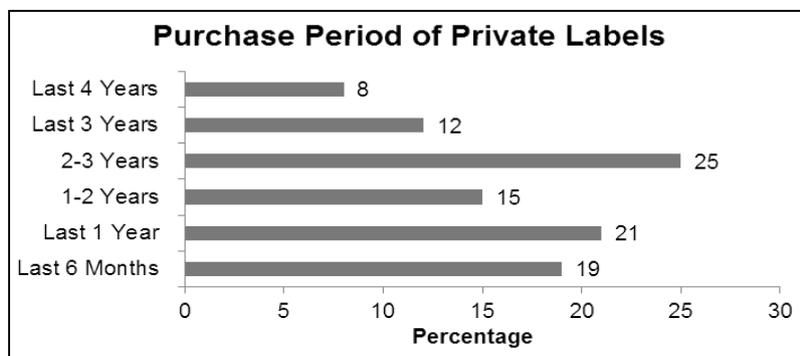
7. Purchase Duration of Private Labels

The respondents who have been purchasing personal labels for two-three years are greater as compared to that of other categories. It is far 25 per cent. Recent purchasers of personal labels also are substantially high. 21 per cent of respondents purchase in last one year and 19 per cent of the respondents purchased the private labels in last 6 months. 15 per cent of the respondents come under the category of 1-2 years class. 12 per cent and 8 per cent of the respondents come beneath the class of users of private labels for the last 3 years and 4 years respectively.

Table 7: Purchase Duration of Private Labels

| Purchase Period of Private Labels | No. of Respondents | Percentage |
|-----------------------------------|--------------------|------------|
| Last 4 Years | 32 | 8 |
| Last 3 Years | 47 | 12 |
| 2-3 Years | 101 | 25 |
| 1-2 Years | 59 | 15 |
| Last 1 Year | 85 | 21 |
| Last 6 Months | 76 | 19 |
| Total | 400 | 100 |

Graph 7: Purchase Duration of Private Labels



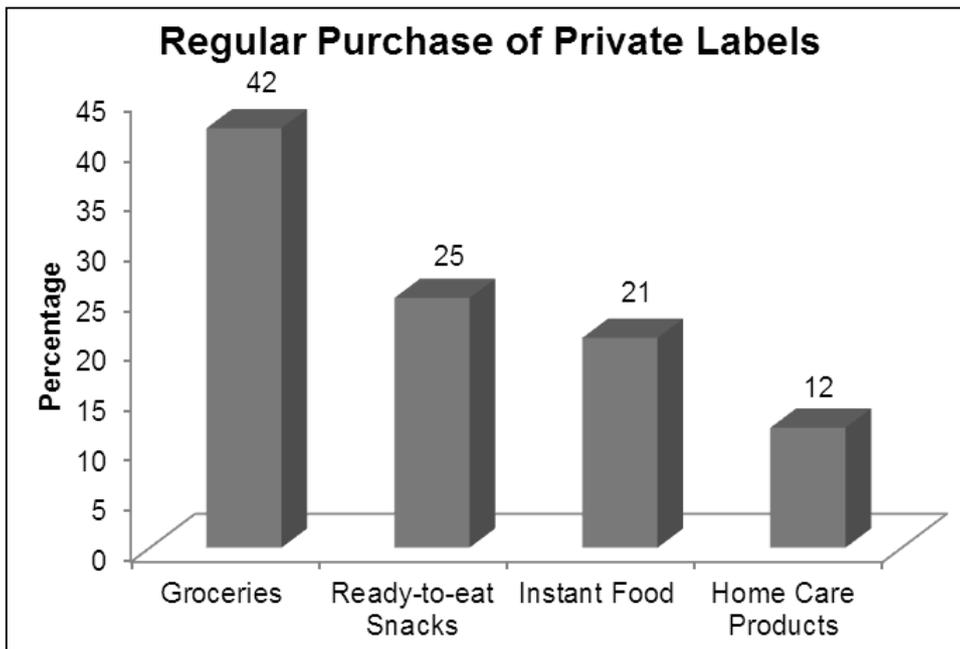
8. Category of Private Label Purchased

42 per cent of the respondents purchase groceries products from Private Label Brands. 25 per cent of the respondents come beneath the class of ready-to-eat snacks and 21 per cent of the respondents come under the category of purchasing Instant food. Out of total purchase from private label brand manufacturers, 12 per cent of the respondents are from home care products category.

Table 8: Category of Private Label Purchased

| Categories | No. of Respondents | Percentage |
|---------------------|--------------------|------------|
| Groceries | 166 | 42 |
| Ready-to-eat Snacks | 101 | 25 |
| Instant Food | 84 | 21 |
| Home Care Products | 49 | 12 |
| Total | 400 | 100 |

Graph 8: Category of Private Label Purchased



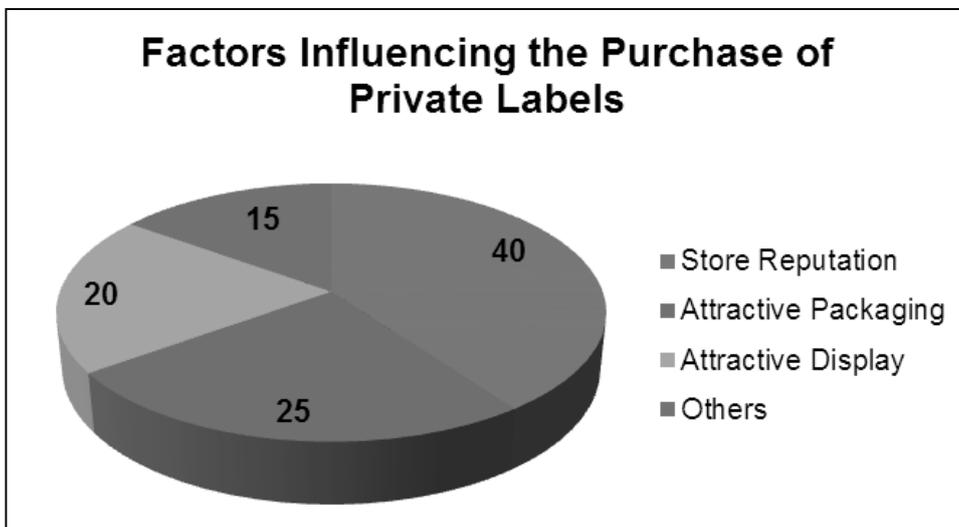
9. Factors Influencing Purchasing of Private Labels

Store reputation is the factor which impacts the respondents to a more diploma compared to different elements, as it constitutes 40 per cent of the full. 25 per cent of the respondents feel that attractive packaging has influenced them to purchase products. The appealing display has motivated 20 per cent of the respondents to purchase personal labels. 15 per cent of the respondents are inspired via different factors which include low rate and prompt customer service.

Table 9: Factors Influencing the Purchase of Private Labels

| Factors Influencing the Purchase of Private Labels | No. of Respondents | Percentage |
|---|---------------------------|-------------------|
| Store Reputation | 160 | 40 |
| Attractive Packaging | 100 | 25 |
| Attractive Display | 80 | 20 |
| Others | 60 | 15 |
| Total | 400 | 100 |

Graph 9: Factors Influencing the Purchase of Private Labels



FINDINGS FROM THE STUDY

1. A national marketed brand is usually a higher desire than a everyday logo. Respondents who have selected strongly agree and agree are motivated via the recognition of the manufacturers. Neither agree nor disagree is selected by means of respondents who determine on the products based on other elements related to the product. Disagree and strongly disagree are selected by using the respondents who are not influenced with the aid of the recognition of the manufacturers.
2. A store’s personal logo is usually a better option than a nationally advertised brand. A store’s own logo is called as a non-public label emblem. Respondents who have selected strongly agree and comply with options, purchase goods primarily based on the shop’s popularity. Disagree and strongly disagree options are opted with the aid of respondents who are encouraged by the classified ads and also are reluctant to take the chance of trying a brand new product.
3. Price plays a completely critical component in deciding on a product. Nearly 50 per cent of the respondents experience that rate is an influencing element but the diploma varies. Some of the respondents experience that there also are other factors which influence

them in shopping a product. The alternative elements can be best of the product, the need of that product and so on.

4. Some of the respondents experience that personal label manufacturers are less expensive by way of the stores so that consumers buy them as opposed to different branded products. However, a most quantity of respondents sense that private label manufacturers are not low priced. It is miles priced in accordance to the product. Considering the fact that some of the respondents sense that it varies in line with the situations, they have got selected the option neither agree nor disagree.
5. Respondents who have been the use of non-public labels sense that they are of correct great and they have no longer had any bad experiences while using the product. A number of the respondents have had some troubles in the use of the non-public label brands. And then they stopped using it.
6. Common users of private labels have selected the choice that is favorable for the non-public label manufacturers. Some respondents sense that properly-marketed brands are having an excellent value for money as compared to the personal label brands. They may be very a good deal influenced by way of the advertisements and their reputation.
7. Nearly all the respondents who are users of personal label emblem groceries have been happy with the products. Neither of the respondents who do now not utilize private label logo groceries have chosen neither agree nor disagree choice as they may be not aware about the products.
8. Attractive display is considered as one of the principal elements to influence the respondents to purchase private label brands. Therefore, most of the respondents have common that personal label brands have an appealing show. Some of the respondents sense that famous and well marketed manufacturers are extra attractive as compared to the personal label brands.
9. Private labels are advertised and offered by the stores. There are no advertisers worried. Consequently the stores fee the customers and supply them the private label brands consistent with the client's requirement. The respondents have responded favorably for the outlets. But a number of them feel that they're not convenient to the clients in comparison to the famous brands.
10. Shops are more in variety recently. They pay attention more at the family regions so that it is at ease for the homemakers. A first-rate portion of the respondents have agreed to this statement.
11. Since personal label brands are to be had at the required quantities and are also significantly low charge, it is far without problems adjustable to the family budgets. A first-rate portion of the respondents feels so. Some respondents are not glad with the personal label brands
12. A product is taken into consideration to meet a customer most effective while it has sure capabilities. The price should be cheap; the fine of the product ought to be proper; the product need to be available at all times; it must be available in the required portions; it must be reliable and many others. A primary part of the respondents is glad with the personal label brands. Some find a problem in identifying. Some are dissatisfied with the private label brands.

SUGGESTIONS

The private label manufacturers must be made visible to the customers. The numerous classes of personal label brands together with groceries, prepared-to-eat snacks, immediately food, home care products and soon have to be certainly proven to the human beings. The factors which impact the purchasers to buy other products should be diagnosed and based totally on that the ones elements should be blanketed in non-public label brands also. It ought to be of true nice. It have to be to be had in unique portions. The expenses have to be considered low. Considering that no advertisement is used for private label brands, phrase of mouth advertising must be finished.

CONCLUSION

From apparel, healthcare products, fixtures to customer items like soaps, private labels are making their presence felt in a variety of retail items. Even though personal labels are overdue entrants, they're catching up rapid growth. Within the remaining couple of years, non-public labels have visible unprecedented growth with the entry of shops which includes future institution, shopper's prevent and Vishal Megamart. At present, in-keep brands constitute pretty much five percentage of the overall prepared retail enterprise, say, professionals. Due to the fact that doing enterprise in private labels is fetching large earnings margins to shops, the interest in those merchandise is developing rapidly. The margins variety from 15-20 percentage in the FMCG area, round 20 percentage in digital goods and 30-70 per cent in apparels in comparison to mounted brands. "For outlets like future institution, it bills for 70-seventy five per cent of its income," says Purnendu Kumar, senior retail consultant, Technopak Advisors, a consulting company specializing in the retail quarter. In-keep labels are as a minimum 5 to 20 per cent less expensive across diverse classes. This is due to the fact they reduce out middlemen and different costs and pass at the advantage to the customer. Personal labels are not any extra taken into consideration 'down marketplace' substitutes for installed manufacturers. That they are less expensive and do not compromise on pleasant appeal to quite a few urban consumers.

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4

A STUDY ON SUPPLY CHAIN MANAGEMENT MODEL OF RELIANCE FRESH RETAIL OUTLET IN SOLAPUR

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ABSTRACT

The present paper intends to focus on sustainability issues associated with the supply chain management of green vegetables and fruits in Reliance Fresh. A detailed analysis will be made on the procurement of green vegetables and fruits from farmers and wholesalers respectively, to dispatch of the same to the consumers considering the hygiene and quality perspectives. The research universe will be confined to the Reliance Fresh Outlets in Solapur, Maharashtra. An exhaustive study will be carried out through value chain analysis, comparative analysis. An integrated sustainable supply chain model will be framed in this regard. The vegetable suppliers and the staff of Reliance Fresh Retail outlet involved will constitute the research population unit of study. This study will be helpful for Reliance Fresh in planning for cold storage, warehousing and transportation, marketing as well as maintaining the conditions of hygiene, quality, freshness and healthy consumption. Sustainability and growth through value creation of Reliance Fresh are studied by value chain analysis in supply chain management.

Keywords: Sustainability, Supply Chain Management, Reliance Fresh, Green Vegetables, Value Chain Analysis, Hygiene, Quality, Strategy.

INTRODUCTION OF SUPPLY CHAIN MANAGEMENT

Supply Chain Management can be defined as the management of flow of products and services, which begins from the origin of products and ends at the product's consumption. It also comprises movement and storage of raw materials that are involved in work in progress, inventory and fully furnished goods.

The main objective of supply chain management is to monitor and relate production, distribution, and shipment of products and services. This can be done by companies with a very good and tight hold over internal inventories, production, distribution, internal productions and sales.

CASE OVERVIEW

Reliance Fresh started the retail journey in November 2006 with the first Reliance Fresh store. Today they operate over 93 cities across India with 700+ stores with a family of over 13

million happy customers. They are not only the largest grocery retailer in the country but also the only retailer who has successfully fulfilled the entire spectrum of Indian consumer's needs as they provide good quality Fresh produce, Dairy and bakery products over and above the staples and FMCG products.

Reliance Industries Limited (RIL) is the biggest private company of India, a conglomerate that has its business spread across retail, gas exploration and production, refining and marketing petrochemicals and telecommunications. The company seeks to capture the entire Indian market with the launch of its Jio Infocomm 4G services and become the largest data service provider. The Brand Trust Report 2013 also reports RIL as the 7th most trusted brand in India.

TO STUDY BUSINESS PRACTICES OF RELIANCE FRESH

Reliance Fresh is a supermarket chain which forms part of the retail business of Reliance Industries of India which is headed by the corporate giant Mukesh Ambani. With a vision to generate inclusive growth and prosperity for farmers, vendor partners, small shopkeepers and consumers, Reliance Retail Limited (RRL), a subsidiary of RIL, was set up to lead Reliance Groups foray into organized retail. Since its inception in 2006, Reliance Retail Limited (RRL) has grown into an organization that caters to millions of customers, thousands of farmers and vendors. Based on its core growth strategy of backward integration, RRL has made rapid progress towards building an entire value chain starting from the farmers to the end consumers. Reliance plans to invest in excess of ₹ 25,000 crores in the next 4 years in their retail division. The company already has in excess of 560 reliance fresh outlets across the country. These stores sell fresh vegetables and fruits, staples, groceries, fresh juice bars and dairy products. A typical Reliance Fresh store is approximately 3000-4000 square feet and caters to a catchment area of 2-3 km. RRL now operates 22 different formats across India. 453 Reliance Fresh stores in over 45 towns and cities are operational across India. Including the Reliance Fresh stores, the company now operates over 900 retail stores across India.

OBJECTIVES

1. To make detailed analysis of the procurement of green vegetables and fruits from farmers and wholesalers.
2. To study dispatch of the green vegetables and fruits to the consumers considering the hygiene and quality perspectives.
3. To study the scope of Reliance Fresh Outlet in Solapur, Maharashtra.

GROWTH AND DEVELOPMENT OF ORGANIZATION

Post launch, in a dramatic shift in its positioning and mainly due to the circumstances prevailing in UP, West Bengal and Odisha, it was mentioned that, Reliance Retail is moving out of stocking vegetables and fruits. Reliance Retail has decided to minimize its exposure in the fruit and vegetable business and position Reliance Fresh as a pure play super market focusing on categories like food, FMCG, home, consumer durables, IT and wellness, with food accounting for the bulk of the business. RRL increased its footprint to more than 900 stores in 80 cities across 14 states in India. The company may not stock fruit and vegetables in some states. Though Reliance Fresh is not exiting the fruit and vegetable business altogether, it has decided not to compete with local vendors partly due to political reasons, and partly due to its inability to create a robust

supply chain. This is quite different from what the firm had originally planned. When Reliance Fresh store opened in Solapur, not only did the company said the store's main focus would be fresh produce like vegetables and fruits at a much lower price, but also spoke at length about its "farm-to-fork" theory. The idea the company spoke about was to source from farmers and sell directly to the consumer removing middlemen out of the way. Reliance Fresh, Reliance Mart, Reliance Digital, Reliance Trends, Reliance Footprint, Reliance Wellness, Reliance Jewels, Reliance Timeout and Reliance Super are various formats that Reliance has rolled out. In addition, Reliance Retail has entered into an alliance with Apple for setting up a chain of Apple Specialty Stores branded as IStore. RRL has a direct engagement with over 5 million customers following a loyalty programme 'Reliance One' which was offered from the first day of its operation.

Reliance Fresh at a Glance

Reliance Fresh is the convenience store format which forms part of the retail business of Reliance Industries of India. Taking another leap ahead, Reliance Fresh Direct makes the grocery shopping even simpler by bringing it to customer's doorstep. A comfortable shopping can be done from home; office or on the move and selection can be made from a wide range of 6000+ products.

Reliance Fresh offers convenience of shopping for everything that the customer needs for his/her home – be it fresh vegetables and fruits, rice, dals, oil, packaged food, bakery and dairy item, frozen and pet food, household cleaning items, specialized beauty and personal care products from a single virtual store. The customer can get started by registering with Reliance Fresh, select the products he/she needs, choose the delivery time convenient to him/her and pay the way he/she wants to-through cash/credit card/net banking and food coupons. Reliance Fresh will handpick the customer's order the way he/she would have done it himself/herself and deliver it to his/her home just when he/she wants it.

Promise

Reliance Fresh gives all that the customers want wide range of brands and products to choose from exclusive ranges like organic, regional delicacies and many more. It offers on-time delivery at customers' convenience and dedicated workforce network and infrastructure to ensure it.

It provides convenient options of delivery slots, customer friendly interface, user friendly and easy to navigate website, well-trained customer service agents to assist customers during order booking and enquiries. It also ensures fresh, hygiene and high quality products stored and transported in high standards of hygiene and temperature control.

SUPPLY CHAIN MANAGEMENT IN RELIANCE FRESH

Reliance Fresh makes its purchase of green vegetables and fruits from the local farmers but never from the mandis. They have established the rural business hubs in many parts of the country. The objective of Reliance Fresh is to make the entire value chain more effective, robust and responsive. By approaching farmers directly, it thereby reduces the procurement wastage that further paves the way for better returns to Indian farmers and wholesalers as well as it renders greater value for the Indian consumers. In the first phase, vegetables and fruits are procured from the suppliers and wholesalers followed by processing, separating rotten ones and finally packaging for sale.

The objective of the Collection Centre is to buy fresh and good quality of vegetables and fruits. The company can save the Mandi charge through these practices. Figure 1 illustrates the farm-to-fork model of Reliance Fresh.

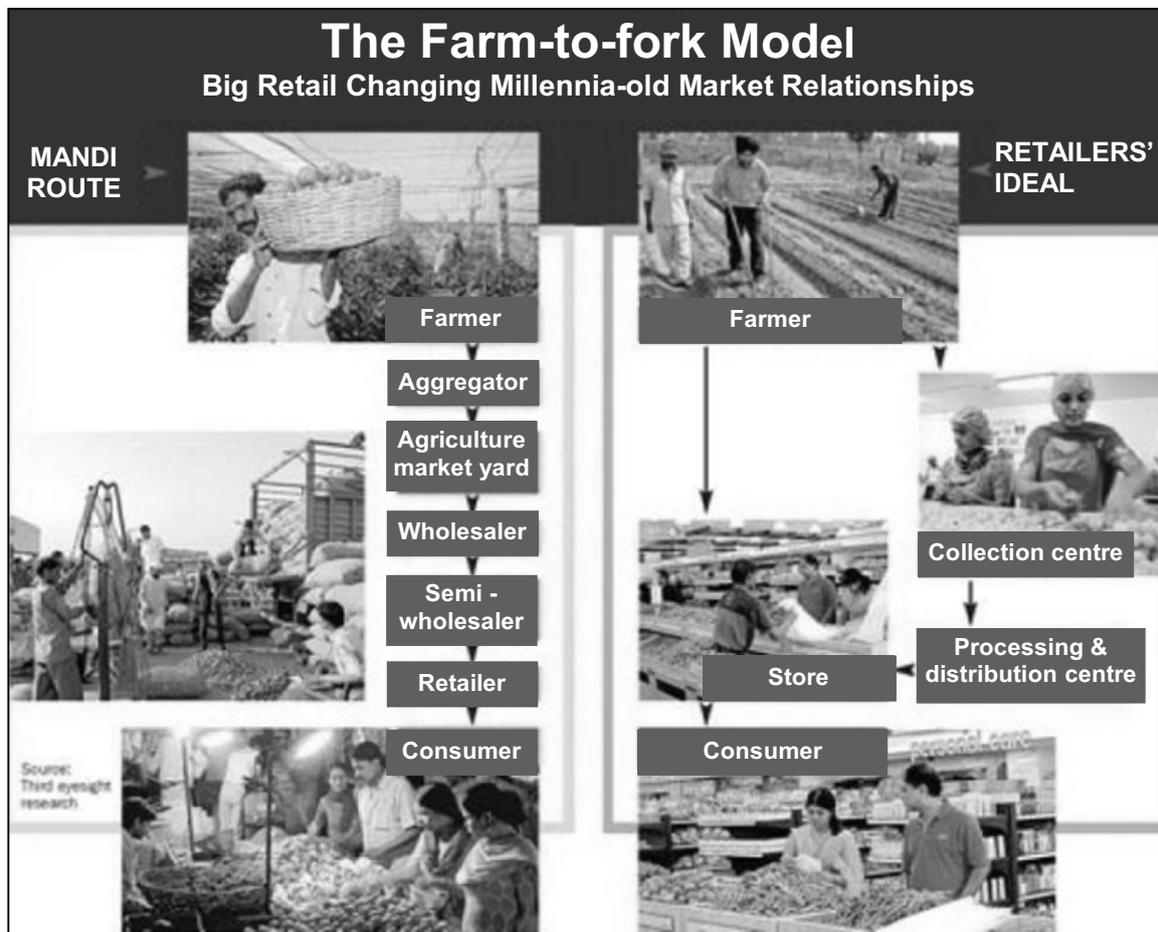


Fig. 1: The Farm-to-fork Model of Reliance Fresh

Reliance started its retail operations of Reliance Fresh store by following the supply chain model comprising of procuring vegetables and fruits directly from the farmers and operating with moderate margin. (Mass selling was the key to Reliance Fresh operations for the first few months.)

Figure 2 represents the supply chain management of Reliance Fresh. It is clear that the raw material is procured from farmers or suppliers and the wholesalers, and the farmers and wholesalers use their own logistics for assembling the same in the collection point. From the collection point, Reliance Fresh uses its own logistics for transportation and processing in collection point, then transported to processing point or DC and ultimately to the customers through the retail outlets. Realistic supply chains have multiple end products with shared components, facilities and capacities. The flow of materials may require various modes of transportation, and the bill of materials for the end items may be both deep and large.

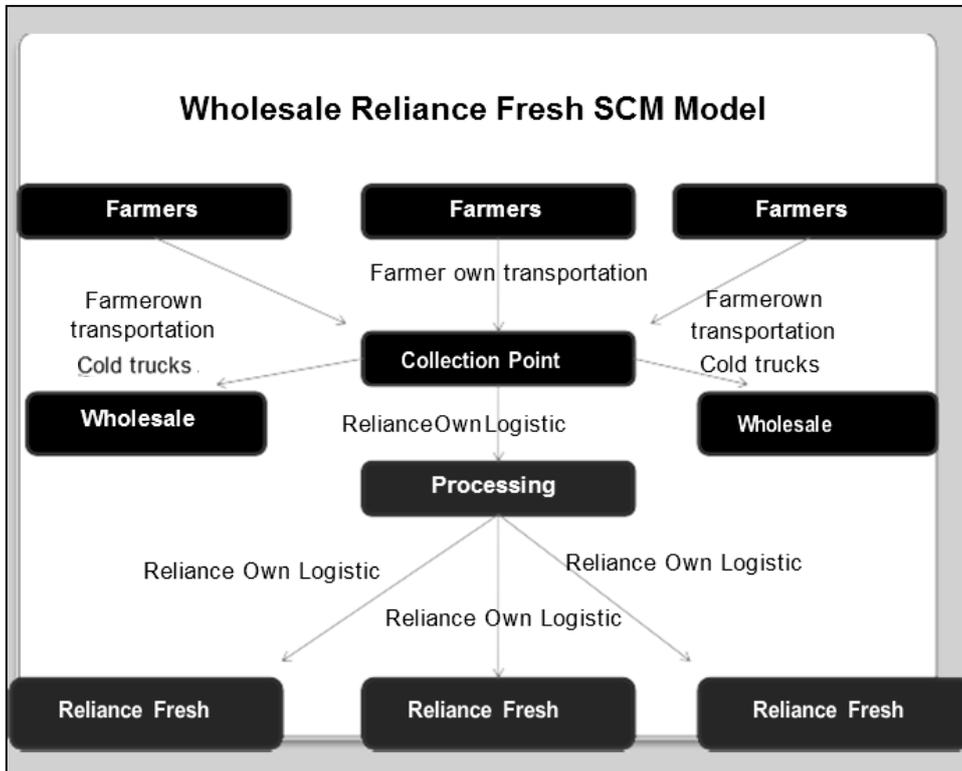


Fig. 2: Reliance Fresh Supply Chain Management Model

Value Chain Analysis in Reliance Fresh

Value chain analysis consists of primary activities like inbound logistics, operations, marketing and sales, services and secondary activities like infrastructure, procurement, technology development and human resource development. Fig. 3 illustrates the primary activities of value chain analysis and Fig. 4 represents the secondary activities of value chain analysis. Figure 5 illustrates the value chain analysis of Reliance Fresh briefly.

Primary Activities of Value Chain Analysis

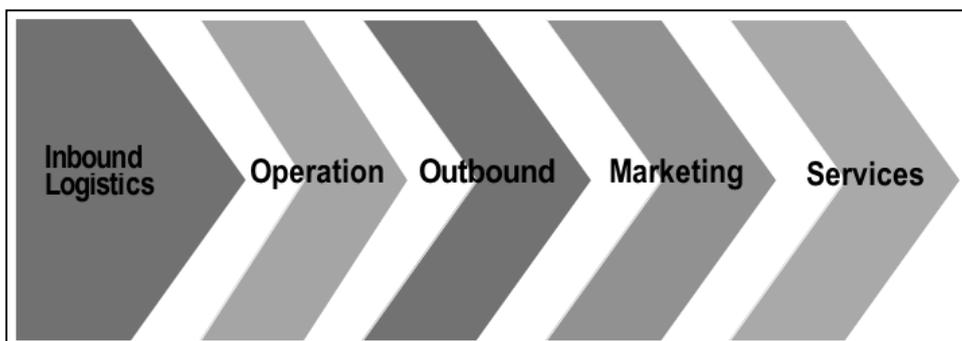


Fig. 3: Primary Activities of Value Chain Analysis

Secondary Activities of Value Chain Analysis

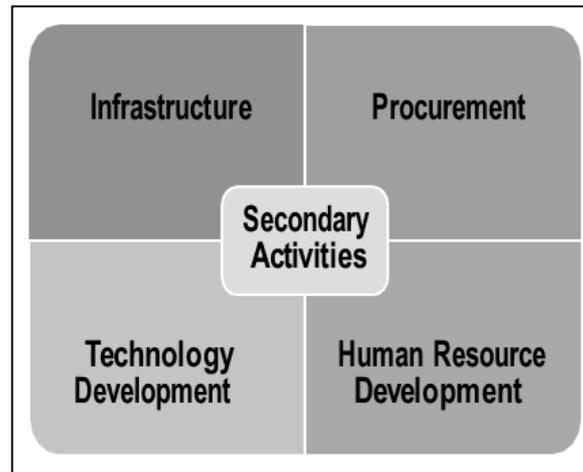


Fig. 4: Secondary Activities of Value Chain Analysis

Supportive Activities in Value Chain Analysis of Reliance Fresh

Infrastructure

Reliance Industries has invested nearly ₹ 3,000 crore to expand the Reliance Fresh stores. The stores work on The Ranger Format which means selling of fresh vegetables to the road sellers. Reliance plans to invest in excess of ₹ 25,000 crore in the next 4 years in their retail division. The company already has in excess of 650 reliance fresh outlets across the country. A typical Reliance Fresh store is approximately 3000-4000 square feet and caters to a catchment area of 2-3 km.

Procurement

Procurement of vegetables, fruits, dairy products, bakery items directly from the farmers and wholesalers based on the pre-negotiated contacts. By procuring directly, they weed out the middleman commissions, costs of loading and unloading, transportation costs and wastage due to exchange of hands. Perishable products are procured from nearby areas of distribution centers. Non-perishable products such as FMCG products which have longer shelf life are procured centrally by their merchandising department.

Procurement Policies and Procedure, Inventory Management

Procurement Policies:

1. Centralize purchase through various distribution centers directly from manufacturer.
2. The category manager and the SCM manager plan the overall merchandise to be offered at the store.
3. Orders are automatically generated by the SAP system when the level of the merchandise reaches the reorder level.
4. The category manager can anytime check the inventory level.
5. The category manager receives the order automatically generated by the system and then forwards it to the SCM.

Human Resource Development

Human resource management of Reliance Fresh is categorically divided into three: top level management, under this strategy makers and cluster managers are included, mid-level management, under these area managers and store managers are included and low level management, under this only assistant store manager is appointed. Different factors are implemented in human resource management like strict appraisal policies, less working hours as compared to its competitors, timely wages and timely notice prior to termination and recruitment from friends and referrals.

Inbound Logistics

The inbound activity of Reliance Fresh primarily begins with the role of the category heads belonging to the distribution centers (DCs) who are entrusted with the task of choosing of different categories of vegetables and fruits. These people are highly experts in selecting items that are meet the quality standards. After procurement the next phase calls for the transportation of the merchandise from the DCs to the Reliance Fresh Outlets by means of trucks and vans, hired on a contractual basis. After reaching the outlet, the merchandise is assembled and space allotment is done. Vegetables and fruits are stored in open chillers with proper temperature regulations. Sophisticated large-sized, specially designed and germ resistant metallic crates are used for storing the vegetables and fruits.

Store Operations

The merchandise is checked properly from time to time by the supervisor. The house keeping people clean the outlet at least 7 times a day's span. Refrigeration and temperature are checked regularly by the store manager. In the later half of the day, indent of the next day merchandise is prepared by the store manager with the help of the supervisor. At the end of the day, the closing stock is checked and further details of replenishment are forwarded to the head office by the supervisor. The cash manager checks the balance and compares it with the sale. The store winds up for customers around 10pm. The accounting procedures are completed and the operators shut down the outlet at 11 pm. In Figure 6, the Reliance Fresh store layout and design are depicted clearly.

Store Layout and Design

Store Layout: Grid Type Layout

Grid Type Layout: This type of layout is a retailer's primary choice when it comes to Layout Planning or Designing. These layout makes you feel where and what are you shopping.

Ambience: Reliance fresh provides good ambience having proper lighting, ventilation facilities. Also products are properly arranged according to category. Customers are provided with trolleys and baskets to select products on their own. For this purpose enough space is made available with the help of grid layout. Air conditions are also used.

Shelving Pattern: Use of Wall Racks, Corner Racks, Retail Gondolas, Fruits and Vegetable Racks, Shopping Trolleys and Baskets, Wire Products, Check Out Counter, Glass Shelves and Accessories, Gondola End Racks, Wall Unit Racks, Wire Baskets.

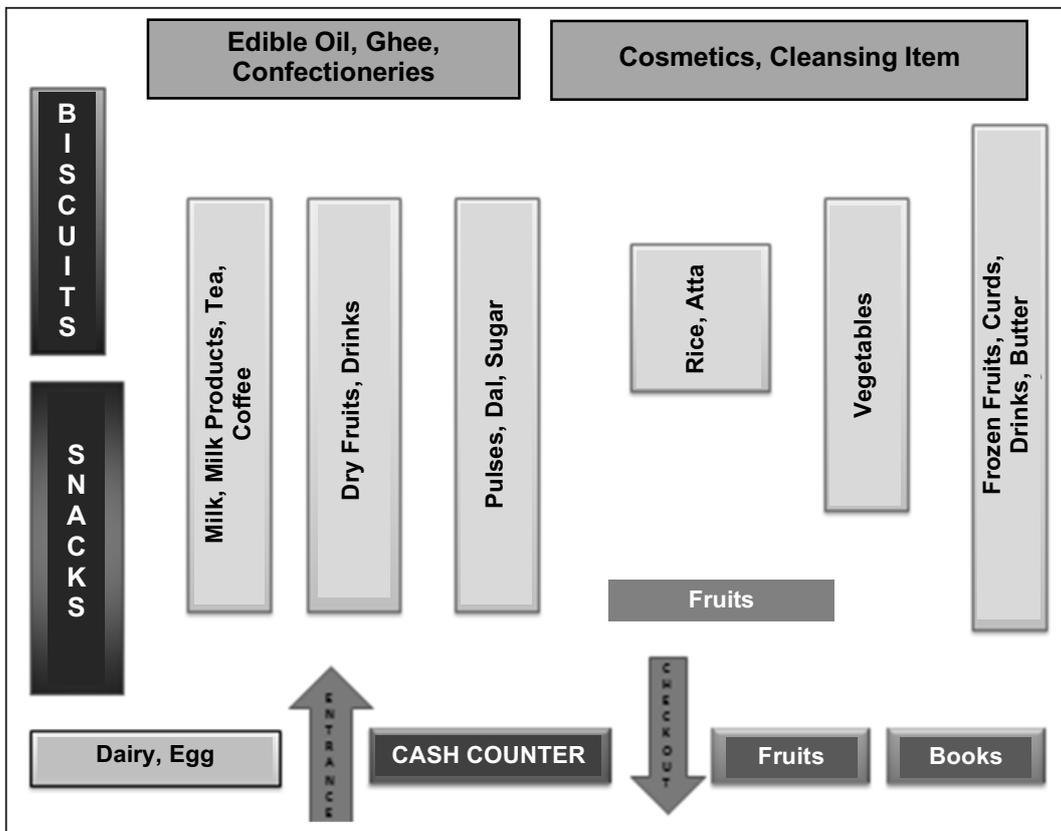


Fig. 5: Reliance Fresh Layout Design

Services and Support

The salesman are well trained in handling customers and well informed about the available merchandise in context of pricing and offerings. They are experts in multi-tasking. They provide personalized service to customers and meet their queries. They time to time operate as per the instructions of the top management. They have a close monitoring on the available inventory and they furnish the information as regards of procurement.

CONCLUSION

Reliance Fresh manages its value chain effectively. The vegetables and fruits are delivered to the customers with proper emphasis on freshness and hygiene. The distribution centers keep a track of the inventory requirements at the outlets and carefully select the vegetables and fruits from the local farmers and wholesalers. The retail stores well manage the vegetables and fruits under properly regulated temperature and chilling conditions. Proper emphasis on pest controlling and germ contamination are done looking at the shelf- life of the items. The staff are well trained and well informed about the available categories of vegetables and fruits and the technology been used in Reliance Fresh. Customers get attracted at the ambiance as well as the abundance of vegetables and fruits in Reliance Fresh. Hygiene, quality, safety and competitive price have always concerned Reliance Fresh supply chain management; in recent years, social responsibility and the more holistic goal of sustainability have also earned official recognition.

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5

SOCIAL INNOVATIVE PRACTICES THAT WILL CONTRIBUTE IN SELF-RELIANT INDIA

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ABSTRACT

The Indian economy is going through a phase of a serious pandemic COVID-19 and this pandemic has affected the economy severely. To help various sectors during this time, Government has announced various packages/programmes to boost almost all the sectors. Government also has introduced a very important and ambitious vision of Self-Reliant India (Atmanirbhar Bharat). Indian economy has richness of resources and is full of potential to become self-reliant. While going for implementing these policies, some of the important social innovative practices will strengthen to this vision. Present pandemic has taught us many lessons regarding health, education, employment, hygiene, older people care, disable people care, poverty and environment. Indian economy is going to be a strong and self-reliant economy but for solving above issues we need some social innovative practices which require involvement of all the stake holders Government, people and social organizations to make India a self-reliant, healthy and happy country. During this pandemic, the role of Digital and ICT resources are highly effective. The Government has effectively extended the mobile facilities, e-banking facilities, various applications for agriculture, payment apps and gateways to rural areas of the country. Now, with the help of these technologies, some innovative programmes can be introduced in rural education and rural health for effective outcome of Government's efforts. Similarly, some innovations are also required in creation of employment to rural youth especially for rural women.

Keywords: *Social Innovative Practices, Self-reliant India.*

INNOVATION IN EDUCATION

During this pandemic, when school colleges are closed, almost all the institutions are imparting education through Digital learning. With the help of various learning management tools, software and other e-learning tools schools and colleges are giving education to their students.

Though this technology based education seems to be a solution at present, but this has also created a serious digital divide amongst poor and rich background students and rural urban students. To make India self-reliant, it is important that the rural students also actively participate and they also get equal opportunity to explore their talent.

The innovation require in education system is that all the villages of the country must be enabled with latest technology of digital learning and with the help of Government teachers and private teachers, NGOs and specially with participation of successful people of that village, who are now established in various fields and settled in other part of the country or of the world must share their knowledge to motivate youngsters of the village. A common place must be selected where Big TV/Screen/computer and other paraphernalia can be arranged and with the help of latest technologies teaching learning can be conducted.

In this programme, Government may invite NGOs, corporate sector and individuals those who are willing to contribute. Even this can be connected to nearby schools and colleges and even coaching classes where teachers are available. This will be a great innovation and village students can be benefited by this and problems of deficiency of teachers, non-availability of school buildings and even colleges can be addressed. The role of teacher will always remain important and all these efforts will magnify the role and excess of teachers to the students who are deprived of learned teachers.

Such programmes of education should include all other activities also. In addition to basic school education or college education, women education, adult education awareness programme about health and hygiene etc can also be introduced. Guidance and counseling on agriculture and other social, cultural issues may be addressed by experts through technology. One proper centre with technology would ensure wide coverage of learning experiences for all in rural areas. Importance must be given knowledge of that area, culture, value system and availability of resources and potential of employment and related skills must be developed.

Role of the Governments would be identifying the villages where schools and colleges are not available at various levels, than assessing the requirements of teachers, than identifying the institution where teachers are available and then effective coordination between Institutions to efficient exchange and sharing of knowledge resources and teachers with the help of technology. This will help all the existing institution as well as those areas where there are no institutions or teachers are available.

Government has been giving top priority for digital learning in rural areas. Even National Education Policy importance has been given to digital rural education (<http://bveducation.businessworld.in>). *Various initiatives have been taken by the Government to promote digital learning under the National Mission on Education through Information and Communication Technology (NMEICT). eBasta is another initiative that offers a framework to make school books accessible in digital form as e-books to be read and used on tablets and laptops. Other such initiatives include SWAYAM, SWAYAM Prabha, National Digital Library (NDL), Spoken Tutorial, Free and Open Source Software for Education (FOSSEE), Virtual Lab, E-Yantra, MOOCs and the like. Along with this, the present Government's Digital India initiative includes a massive plan to connect rural areas with high-speed internet networks.*

In New Education Policy, much importance is given to Indian traditional wisdom and overall personality development. This will definitely pave the way for an effective learning and successful career to youngsters based on values and ethics. National Education Policy 2020 says *“The rich heritage of ancient and eternal Indian knowledge and thought has been a guiding light*

for this Policy. The pursuit of knowledge (Jnan), wisdom (Pragyaa), and truth (Satya) was always considered in Indian thought and philosophy as the highest human goal. The aim of education in ancient India was not just the acquisition of knowledge as preparation for life in this world, or life beyond schooling, but for the complete realization and liberation of the self.”

INNOVATION IN HEALTH FACILITIES

Pandemic has created a challenge before our health facilities. Though the Government has effectively channelized all the health facilities for the people, but the magnitude and severity of the pandemic has created stress on our resources. Otherwise also, country needs to expand health facilities to all the citizens. A healthy nation can have productive and effective work force to contribute in national income.

This is the time Government can think of innovation in health facilities. The role of various Government and Private hospitals as well as social and welfare organizations will be of great use. A proper networking of institutions requires to be done and all should work with proper coordination with one mission to make our country healthy. Participation of corporate sectors as a social corporate responsibility can also be encouraged.

Basically, innovative model of health services coordination has to be developed so that the services of best doctors can be available to all villages with the help of digital consultation and e-clinics concepts. Government can create pool of trained health workers of local villages and also creating small depots of generic medicines created and looked after by some doctors, hospitals, NGOs, social welfare organizations and corporates.

This model will work on the basis of sharing of medical expertise and for this Government can motivate doctors and medical experts from various places to give their valuable time for the society and with the help of technology these medical experts can do the diagnosis and prescribe medicines. Under the guidance of leading doctors, trained medical workers can facilitate some health facilities to villagers and poor people. At least this model can be used for general illness which is common in nature and season based. For specific illness or specialty treatment, centers can be developed at Tehsil level where again with the help of existing doctors and expertise of leading doctors through technology, treatment can be given to patients. This type of health services will reduce burden from medical facilities of big cities and also unnecessary traveling of patients in trains/buses or other transport can be reduced. Central Government is taking appropriate policy decisions for making digital health a reality in India.

On 15th August, 2020, Honorable Prime Minister Shri Narendra Modi has announced National Digital Health Mission (<https://www.hindustantimes.com>). He said that the project will provide a health ID to every person in the country, and benefit the poor. The Prime Minister said that whatever medicine a doctor prescribed, when was it prescribed, what were the reports – all this information will be linked to a person’s health ID.

It is going to be another flagship initiative of the government like Ayushman Bharat.

Every person in the country will get a digital health ID which is basically a digital format of all his/her health records which will be linked to the registry of doctors and health facilities across the country. The platform has been planned to improve efficiency, effectiveness and transparency of health service delivery. The health ID will be in the form of a mobile application of website.

During this pandemic, it has been observed that the impact of COVID-19 in India has not been as severe as it is there in other part of the world. In these achievements the role of Government and administration is very important; also, Indian way of life, food, habit and even Indian traditional medicines has created very effective results. It is desired that while expansion of health facilities Indian traditional medicines or therapy must be given priority which will be easy for entire country to connect.

Innovation in Employment Creation

India is having largest number of young population and number of youth residing in rural areas is very high. India need a great innovation to create huge employment for these youngsters and that will not only remove mass poverty from the country but also contribution of young people will increase in GDP.

We need to develop certain areas wherein low skilled and semi skilled as well as moderately educated youth can be involved in productive activities. These areas can be agro-based industries, garment making, leather products, spare parts, electronics and electrical, computer, etc. wherein by providing training to youngsters they must be developed for productive use. In creation of employment, importance should also be given to women as this will be an important step for them to get not only financial security but also to have social status.

Indian traditional knowledge of medicines and art and craft can also be very effective in creating employment. Government is giving high importance to India traditional knowledge and cultural values. During COVID-19, it has been experienced that Indian way of life and traditional medicines and food habits have helped effectively to boost the immunity of people and save them from the severe effect of corona virus.

Government along with NGOs and leading Medical, Technical and Management Institutes to come together to form proper various projects so that employment can be created in rural areas and the products can be produced technically perfect and it can be marketed across the world professionally. This is the time when Indian clothing, food, handicraft, traditional medicines, plantation, floriculture, horticulture leather shoe, traditional ornaments, etc. can be marketed with most professional way and it should be properly supplied to global market with the help of ICT facilities of village and by connecting rural people with others. These all efforts will create jobs in rural areas for low skilled, semi skilled and even unskilled persons and they can contribute in mainstream development of the country.

Government of India has implemented many programmes for skill development and placement of rural youth (<https://rural.nic.in/>). *Ministry of Rural Development is undertaking two initiatives in skill development under the National Rural Livelihoods Mission (NRLM) which are as follows:*

Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) is a placement linked skill development program which allows skilling in a PPP mode and assured placements in regular jobs in an organization not owned by the skilled person. A total of 2.28 lakh youths have been trained in the year 2018-19 against a target of skilling of 2 lakh rural youth.

Skill development through Rural Self Employment and Training Institutes (RSETI), thereby enabling the trainee to take Bank credit and start his/her own Micro-enterprise. Some of such trainees may also seek regular salaried jobs. Under this scheme, a total of 4.03 lakh youths have been skilled in the year 2018-19 against a target of skilling of 3.95 lakh youth.

DDU-GKY is being undertaken as PPP Project all over the country through Project Implementing Agencies (PIAs) registered with the Ministry of Rural Development. Further, Guidelines of the scheme mandate State Governments to take up skill training projects with Corporate Social Responsibility funding.

These three social innovations in the field of Health, education and employment with the help of Information and communication technology will change the future of rural people and also villages will have better developmental opportunities. Local resources will also have proper utilization. These innovations will channelize the efforts of all the stake holder of development in proper direction and will bring change in the lives of poor people and that will be a real contribution to the vision of “Atmanirbhar Bharat”.

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6

THE CURRENT STATE OF INNOVATIVE INVESTMENT AVENUES IN INDIAN ECONOMY

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ABSTRACT

Many types of investment avenues or channels for making investments are available. A sound investment program can be constructed if the investor familiarizes himself with the various alternative investments available. Investment media are of several kinds – some are simple and direct, others present complex problems of analysis and investigations. Some investments are appropriate for one type of investor and another may be suitable to another person. The ultimate objective of the investor is to derive a variety of investments that meet this preference for risk and expected return. The investor will select the portfolio, which will maximize his utility. Securities present a wide range of risk-free instruments to highly speculative shares and debentures. From this broad spectrum, the investor will have to select those securities that maximize his utility. The investor, in other words, has an optimization problem. He has to choose the security, which will maximize his expected returns subject to certain considerations. The investment decision is an optimization problem but the objective function varies from investor to investor. It is not only the construction of a portfolio that will promise the highest expected return but it is the satisfaction of the need of the investor. For instance, one investor may face a situation when he requires extreme liquidity. He may also want safety of securities. Therefore, he will have to choose a security with low returns. Another investor would not mind high risk because he does not have financial problems but he would like a high return. Such an investor can put his savings in growth shares, as he is willing to accept the risk. Another important consideration is the temperament and psychology of the investor. Some investors are temperamentally suited to take risks; there are others who are not willing to invest in risky securities even if the return is high. One investor may prefer safe government bonds whereas another may be willing to invest in blue chip equity shares of the company. Many alternative investments exist. These can be categorized in many ways. The investment alternatives/avenues are given below in Figure 1.

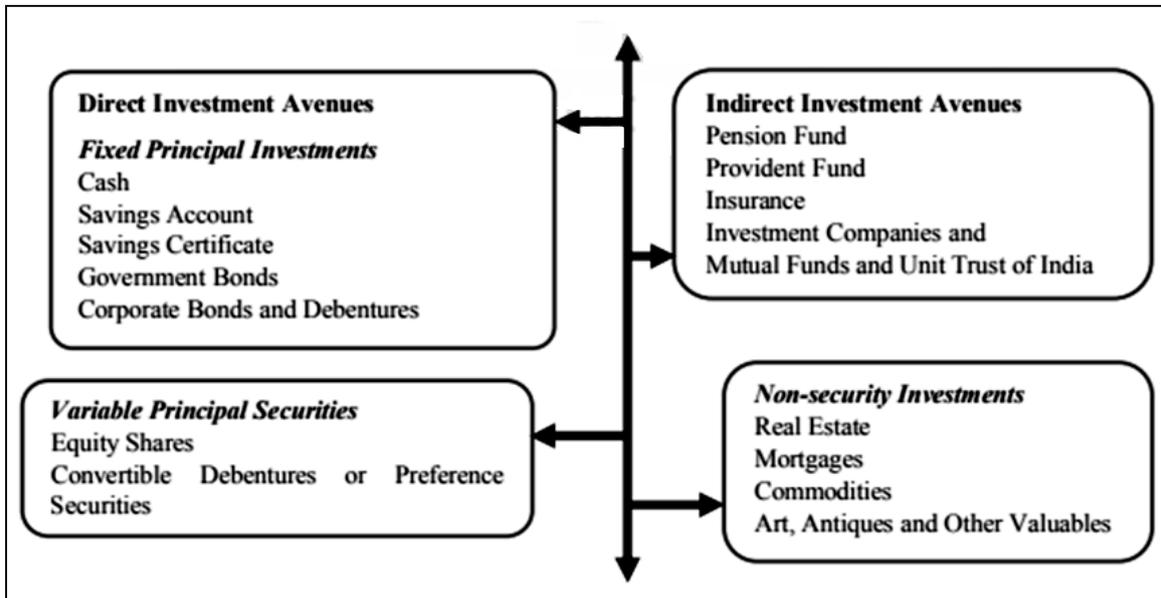


Fig. 1: Investment Avenues

- *The investment avenues have been categorized as direct and indirect investment alternatives/avenues. Direct investments are those where the individual makes his own choice and investment decision. Indirect investments are those in which the individual has no direct hold on the amount he invests. He contributes his savings to certain organizations like Life Insurance Corporation (LIC) or Unit Trust of India (UTI) and depends upon them to make investments on his and other people’s behalf. So, there is no direct responsibility or hold on the securities. An individual also makes indirect investment for retirement benefits, in the form of provident funds and pension, life insurance policy, investment company securities and securities of mutual funds. Individuals have no control over these investments. They are entrusted to take care of the particular organization. In the organizations like Life Insurance Corporation or Unit Trust of India, provident funds are managed according to their investment policy by a group of trustees on behalf of the investor. The examples of indirect investment alternatives are an important and rapidly growing segment of our economy. In choosing specific investments, investors will need definite ideas regarding a number of features that their portfolio should have.*

To summarize:

- *Direct investments are those where the individual has a direct hold on his investment decision.*
- *Indirect investments are those where the investor is dependent on another organization.*

Keywords: Innovation, Investment, Indian Economy.

1. RISKLESS VS. RISKY INVESTMENTS

Most investors are risk averse but they expect maximum return from their investments. Every investment must be analyzed because there is some risk in it. Only government securities are riskless. The Indian investment scene has many schemes to offer to an individual. On an analysis of these schemes, it appears that the investor has a wide choice. A vast range of investments is in the government sector. These are mostly risk-free but low return yielding. Several incentives are attached to it. The private sector investments consist of equity and preference shares, debentures and financial engineering securities. These have the features of high risk. Ultimately, the investor must make his investment decisions. The dilemma faced by the Indian investor is the reconciliation of profitability, liquidity and risk of investments. Government securities are risk-free and the investor is secured. However, to him, the return or yield is very important as he has limited resources and would like to plan an appreciation of the investments for his future requirements. Government securities give low returns and do not fulfill his objective of money appreciation. Private sector securities are attractive, though risky. Reliance, Infosys, Wipro and Tatas give to the investor the expectation of future appreciation of investment by several times. The multinational and blue chip companies offer very high rates of return and also give bonus shares to their shareholders. Real Estate and Gold have the advantage of eliminating the impact of inflation, since the price rises experienced by them have been very high. The Indian investor in this context cannot choose his investments very easily.

An investor can maximize returns with minimum risk involved if he carefully analyzes the information published in the prospectuses of private companies. Contents as the past performance, name of promoters and board of directors, the main activities, its business prospects and selling arrangements should be assessed before the investor decides to invest in the company. From the point of view of an investor, convertible bonds may under proper conditions, prove an ideal combination of high yield, low risk and potential of capital appreciation.

2. FIXED AND VARIABLE PRINCIPAL SECURITIES

Fixed principal investments are classified as those whose principal amount and the terminal value are known with certainty. Cash has a definite and constant rupee value, whether it is deposited in a bank or kept in a cash box. It does not earn any return. Savings accounts have a fixed return; they differ only in terms of time period. The principal amount is fixed plus interest is earned on the deposit. Savings certificates are classified as national savings certificates, bank savings certificates and postal savings certificates. Government bonds, corporate bonds and debentures are sold having a fixed maturity value and a fixed rate of income overtime. The variable principal securities differ from the fixed principal securities because their terminal values are not known with certainty. The price of preference shares is determined by demand and supply forces even though preference shareholders have a fixed return. Equity shares also have no fixed return or maturity date. Convertible securities such as convertible debentures or preference shares can convert themselves into equity shares according to certain prescribed conditions and thus have features of fixed principal securities supplemented by the possibility of a variable terminal value. Debentures, preference shares and equity shares are examples of securities sold by companies to investors to raise necessary funds. To summarize:

- Fixed securities terminal values are certain with fixed return and maturity dates.

- Variable principal securities terminal values are uncertain. Their price is determined by demand and supply mechanism.

3. NON-SECURITY INVESTMENTS

'Non-security Investments' differ from securities in other categories. Real estate may be the ownership of a single home or include residential and commercial properties. The terminal value of real estate is uncertain but generally there is a price appreciation, whereas depreciation can be claimed in tax. Real estate is less liquid than corporate securities. Mortgages represent the financing of real estate. It has a periodic fixed income and the principal is recovered at a stated maturity date. Commodities are bought and sold in spot markets; contracts to buy and sell commodities at a future date are traded in future markets. Business ventures refer to direct ownership investments in new or growing business before firms sell securities on a public basis. Art, antiques and other valuables such as silver, fine China and jewels are also another type of specialized investments which offer aesthetic qualities also.

These features should be consistent with the investors' objectives and in addition should have additional conveniences and advantages. The following features are suggested for a successful selection of investments.

4. FEATURES OF INVESTMENT AVENUES

The features of an investment program consists of safety of principal, liquidity, income stability, adequate income, purchasing power, stability, appreciation, freedom from management of investments, legality and transferability.

Safety of Principal

The investor, to be certain of the safety of principal, should carefully review the economic and industry trends before choosing the types of investment. To ensure safety of principal, the investor should consider diversification of assets. Adequate diversification involves mixing investment commitments by industry, geographically, by management, by financial type and by maturities. A proper combination of these factors would reduce the risk of loss. Diversification in proper investment program must be reasonably accomplished.

Liquidity

An investor requires a minimum amount of liquidity in his investments to meet emergencies. Liquidity will be ensured if the investor buys a proportion of readily saleable securities out of his total portfolio. He may, therefore, keep a small proportion of cash, fixed deposits and units which can be immediately made liquid. Investments like stocks and property or real estate cannot ensure immediate liquidity.

Income Stability

Regularity of income at a consistent rate is necessary in any investment pattern. Not only stability, it is also important to see that income is adequate after taxes. It is possible to find out some good securities which pay practically all their earnings in dividends.

Appreciation and Purchasing Power Stability

Investors should balance their portfolios to fight against any purchasing power instability. Investors should judge price level inflation, explore the possibility of gain and loss in the investments available to them, limitations of personal and family considerations. The investors should also try and forecast which securities will appreciate. A purchase of property at the right time will lead to appreciation in time. Growth stock will also appreciate over time. These, however, should be done through analysis and not as speculation or gamble.

Legality and Freedom from Care

All investments should be approved by law. Law relating to minors, estates, trusts, shares and insurance be studied. Illegal securities will bring out many problems for the investors. One way of being free from care is to invest in securities like Unit Trust of India, Life Insurance Corporation, mutual funds or savings certificates. The management of securities is then left to the care of the Trust who diversifies the investments according to safety, stability and liquidity with the consideration of their investment policy. The identity of legal securities and investments in such securities will also help the investor in avoiding many problems.

Tangibility

Intangible securities have many times lost their value due to price level inflation, confiscatory laws or social collapse. Some investors prefer to keep a part of their wealth invested in tangible properties like building, machinery and land. It may, however, be considered that tangible property does not yield an income apart from the direct satisfaction of possession or property.

Table 1: Features of Investment Avenues

| <i>Particulars</i> | <i>Risk</i> | <i>Return/ Current Yield</i> | <i>Capital Appropriation</i> | <i>Liquidity/ Marketability</i> | <i>Tax Benefit</i> |
|-------------------------|-------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------|
| Equity Shares | High | Low | High | High | High |
| Debentures | Low | High | Very Low | Very Low | Nil |
| Bank Deposit | Low | Low | Nil | High | Nil |
| Public Provident Fund | Nil | Nil | Low | Low | Moderate |
| Life Insurance Policies | Nil | Nil | Low | Low | Moderate |
| Real Estate | Low | Low | High in Long-term | Moderate | Changes according to rules |
| Gold and Silver | Low | Nil | High in Long-term | Moderate | Nil |

Investment is a study of employment of funds for the purpose of a return to the investor. It is of long-term horizon and it has to be planned through a proper process of evaluation. The investment process consists of different stages such as preparing an investment policy, making investment analysis, valuation of securities, portfolio construction and review.

POINTS TO REMEMBER

- Investment is employment of funds for achieving additional income and growth in value.
- Investment must be distinguished from speculation and gambling in terms of time horizon, risk, return and decision-making process. Investment is usually planned whereas speculation and gambling depend on immediate decisions with also the element of 'luck'.
- Investments are transfers of financial assets from one person to another. They range from low risk to high risk.
- Investments are usually long-term and low risk. Speculation is high risk and high return and for short-term period of time.
- Investments may be financial claims or real and tangible assets like land and buildings, plant and machinery, gold, antiques, etc.
- Investment may be direct and indirect securities like shares and debentures. Investments in provident funds, pension funds and mutual funds are forms of indirect investments.

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7

USING INDUSTRIAL ECOLOGY AND STRATEGIC MANAGEMENT CONCEPTS TO PURSUE THE SUSTAINABLE DEVELOPMENT GOALS

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ABSTRACT

My research paper focus on the development of an ecology for industry point of you material and energy flows through industrial systems. The global industrial economy can be modelled as a network of industrial processes. The concept is develop from start to end of any product and successfully sale of product into the market. Analyses develop the product as per market required. Also, statistical analysis is taken in to consideration for development of product aim of this paper is to develop is ecology which can help for each and every part of a business strategic and financial management.

Industrial ecology (IE) has been successfully used in engineering practice for decades and has been suggested as a method that can provide the concepts and methods necessary to bridge the gap between traditional business practice and sustainable development. The analysis showed that while the SDGs are primarily aimed at the national level, they also hold relevance for business through innovation, partnerships, and strategic positioning, inter alia. The analysis found that the integration of IE and business strategy is highly relevant for three of the SDGs, but captures elements of all 17 to varying degrees. IE has a strong focus on innovation and its potential in new markets, products, and business models. IE is also consciously aimed at the efficient use of energy and resources, ideas that are relevant to mitigating, adapting, and building resilience in a changing future, but are also relevant to traditional concepts of business strategy and competitive advantage. This paper shows that through the combination of IE and strategic management theory, commercial organizations can positively contribute to the Sustainable Development Goals while building competitive advantage.

Keywords: Global Goals, Text Mining, Management, Business, Competitive Advantage.

INTRODUCTION

Industrial ecology offers an analytic tool that can be applied in various ways and at various levels of economic aggregation. Because the field is still emerging, considerable debate exists over industrial ecology's use and value in different contexts. In this article, we explore one dimension of industrial ecology: its potential application as a tool for shaping firm strategy and competitiveness. We examine, in particular, the connections between industrial ecology and

current work in the fields of competitive strategy and international competitiveness. We observe that industrial ecology can spur a certain type of corporate thinking that, when screened through the lens of resource productivity, may lead to innovations that improve efficiency, lower costs, and raise the value created by a production process. Industrial ecology can thus serve as a tool for sharpening firm competitiveness. We note, however, that although industrial ecology has potential in the realm of competitive strategy as a “discovery” tool, it has limitations as a broader firm-level guide for strategy generally. Design for the environment (ME), materials cycling, and an emphasis on closed-loop production processes will yield competitive advantages in some circumstances. But in other cases, these approaches will not enhance a firm’s competitive position. Notably, closing some loops may add costs that exceed the benefits to be obtained, especially if the regulatory system within which a company operates does not fully internalize the costs of air or water pollution or waste disposal. In addition, attention to energy and materials flows can distract from the optimization of other scarce resources such as the analytic attention of managers.

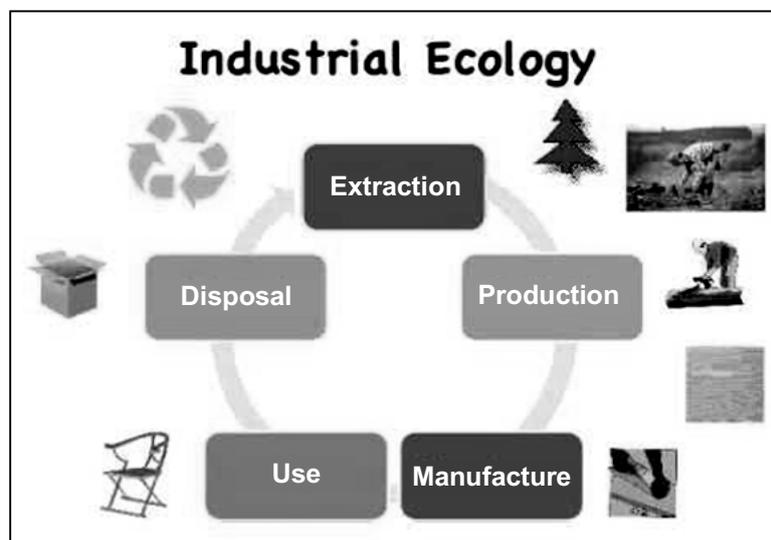


Fig. 1: Use of Industrial Ecology

The economic benefits of business activities have improved prosperity and living conditions around the world. At the same time, many of these activities have directly and indirectly led to negative impacts including environmental damage and social inequality. With a growing imperative for large-scale societal transformations towards sustainability, it is evident that traditional business thinking is not able to effectively deliver the changes that are required, and is often continuing to contribute to the creation of further problems and reinforcing unsustainable activities (Geels and Schot, 2007; Westley *et al.*, 2011). However, the nature of business is gradually changing, with increasing calls for commerce to be transformed into an engine of sustainable development through corporate citizenship, social entrepreneurship, and pro-environmental behaviors (Abram *et al.*, 2016; Bayon and Jenkins, 2010; Hart *et al.*, 2003; Marcus *et al.*, 2010; Rahdari *et al.*, 2016; Sutton-Grier *et al.*, 2014; Westley *et al.*, 2011). The traditional position that the relationships of society and the environment to the firm were those of client and (limitless) resource provision and waste disposal (e.g. Porter, 1979; Teece *et al.*, 1997; Wernerfelt, 1984) have shifted, to a view where social licence to operate is critical to corporate survival, and the firm can derive competitive advantage from interaction with environmental management

activities (Hart, 1995; Hart and Dowell, 2011). These changes are also evident in the movement towards sustainable materials programs and supporting policy programs incorporated in circular economy principles (Dentchev *et al.*, 2016; Silva *et al.*, 2015) and industrial symbiosis models (Rosano and Schianetz, 2014).

METHODS

This study was designed as a scoping study on the crossovers and connectivity between industrial ecology, business strategy, and the SDGs. A scoping study methodology was chosen to identify existing synergies and establish foundations for further research. While there are diverse methodological approaches for scoping studies (Arksey and O'Malley, 2005; Sarrami-Foroushani *et al.*, 2015), we sought to integrate a rigorous and transparent literature review with quantitative analysis to synthesize this area of interdisciplinary research and identify research crossovers between different areas of relevant literature – industrial ecology, strategic business management, and sustainable development (Arksey and O'Malley, 2005; Pickering and Byrne, 2014).

The methodology involved three steps: a systematic, quantitative literature review reviewing online databases using selected research criteria; a software-driven text mining analysis of the SDGs; and an integrated analysis of the literature data set (step 1) using concepts derived from the SDG texts (step 2). The second and third steps in the study involved use of a text mining software tool called Leximancer™. The study was not intended to explore specific examples of how IE principles had resulted in quantifiable competitive advantage, but identified the conceptual crossovers between IE and strategic management, and how these are relevant to the potential achievement of SDGs by firms. Leximancer software is useful in exploring concepts across large data sets (Chen and Bouvain, 2009; Smith and Humphreys, 2006). It analyzes text using thesaurus-derived concepts from the document sets, iteratively building up a thesaurus of associated concepts through intelligent proprietary algorithms. Concepts are indexed and weighted, resulting in a thematic view of relationships between concepts, which can subsequently be mapped in two dimensions allowing for themes specific to the research problem to be investigated (Thomas, 2014).

In other words, Leximancer reads document sets and produces a map of key concepts, with their relationships indicated by their proximity or distance on the map. Leximancer has been used in a diverse range of applications, including in the examination of corporate social responsibility reporting (Chen and Bouvain, 2009), historical trends in long range planning literature (Cummings and Daellenbach, 2009) and the roles of finance and commerce in climate change mitigation markets (Thomas, 2014). Concepts are placed on the map in proximity to terms with which they share meaning or a relationship. Through examination of the resulting concept map, frequency counts, and relationships between both concepts and themes, qualitative interpretations can be made based on the quantitative, algorithmic analysis (Smith and Humphreys, 2006). Leximancer identifies the main concepts present in document sets, and indicates how these concepts are thematically connected.

The first step of the study involved assembling a data set of relevant literature that discussed all three topic areas, using the systematic quantitative literature review process outlined by Pickering and Byrne (2014). The search was conducted in the leading databases relevant to business, technology, and sustainability, namely ProQuest ABI/INFORM, comprising ABI/INFORM Global, ABI/INFORM Trade and Industry, and ABI/INFORM Dateline. The database covers peer-reviewed journals, theses and dissertations, working papers, industry reports,

leading business and economics periodicals, and major news media sources. The database seeks to represent and provide a complete picture of international business and corporate trends (see http://www.proquest.com/products-services/abi_inform_complete.html). Other databases (including Scopus and Web of Science) were tested, but resulted in few relevant hits for all three search terms, and were eventually excluded from the final analysis.

The search terms chosen were “industrial ecology”, “business strategy” and “sustainable development”, and the database search captured papers in which all three search terms appeared. Initially the search terms were entered without quotation marks, but this resulted in over 4000 results. Quotation marks were added to each search phrase, which reduced the search results by a factor of 10 and targeted the results towards the specific topics of interest in this study – the examination of the crossover between IE, business strategy, and the SDGs. The analysis was completed progressively over a number of weeks but finalized on 31st July, 2015. Results were filtered to include only peer-reviewed, scholarly articles, published in English, for which full-text papers were available. This resulted in a data set of 290 unique papers and associated citation information. Microsoft Excel software was used to determine metrics from the citation information, including counts for journal title, source database, place of publication, and subject tags, *inter alia* (see Supplementary Materials for the full data set). Papers were read to ensure their relevance and confirm that each considered all three specific topics of interest in this study: “industrial ecology”, “business strategy” and “sustainable development”. The second step in the research applied the Leximancer software to identify the main concepts present in the SDGs. The full text of the 17 goals and the associated 169 target descriptions was entered into the Leximancer software, and a number of iterations run to develop a stable concept map. Words improperly identified as concepts (e.g., ‘including’, ‘use’) were manually removed from the analysis for clarity. The results of this step provided ‘seed’ concepts that characterize the SDGs – these are shown in Table 1. The third step involved a dual process, also using Leximancer, to analyze the data set of literature using the seed concepts identified in the SDG full text. Concepts were again manually vetted to remove duplicates resulting from the dual data sets, group similar terms (e.g., environment and environmental, companies and firms, etc.), remove improperly identified terms, and to ensure a stable set of results. This produced a detailed and extensive analysis of the literature data set indicating how and to what extent it incorporated the central concepts found in the SDGs. These results are shown in Table 1. In addition, up to three keywords were manually identified for each of the 17 SDGs, based on the authors’ reading of the text. For example, the text for SDG2 reads “End hunger, achieve food security and improved nutrition, and promote sustainable agriculture”, from which the keywords ‘nutrition’, ‘food’, and ‘agriculture’ were identified as being principal literature descriptors of the goal. These keywords were subsequently entered into the Leximancer software as concept seeds in place of the automatically generated concepts used previously. The project was run again and vetted as in the previous phases, with concept maps and frequency counts produced (these are shown in Table 2 and Fig. 3). These were then used to quantify areas where the literature on IE and business strategy overlap to support the implementation of the SDGs.

In summary, the analysis identified literature discussing conceptual crossovers and synergies between industrial ecology and strategic management, and tested this body of work using the key concepts present in the text of the SDGs. The results indicated specific areas in which businesses can apply IE principles and achieve competitive advantage while addressing the sustainability aspirations of the SDGs.

A schematic of the research method is presented in Fig. 2.

Table 1: Results from the Leximancer Analysis of the UN Sustainable Development Goals

| Concept | Count | Relevance (%) | Concept | Count | Relevance (%) |
|---------------|-------|---------------|----------------|-------|---------------|
| countries | 75 | 100 | universal | 18 | 24 |
| sustainable | 57 | 76 | persons | 18 | 24 |
| development | 56 | 75 | land | 18 | 24 |
| developing | 53 | 71 | strategies | 14 | 19 |
| access | 48 | 64 | regional | 14 | 19 |
| international | 46 | 61 | sustainably | 14 | 19 |
| national | 41 | 55 | vulnerable | 13 | 17 |
| support | 30 | 40 | implementation | 13 | 17 |
| resources | 28 | 37 | innovation | 11 | 15 |
| promote | 24 | 32 | ecosystems | 11 | 15 |
| technology | 24 | 32 | disasters | 11 | 15 |
| domestic | 22 | 29 | gender | 10 | 13 |
| increase | 22 | 29 | needs | 9 | 12 |
| women | 20 | 27 | food | 6 | 8 |

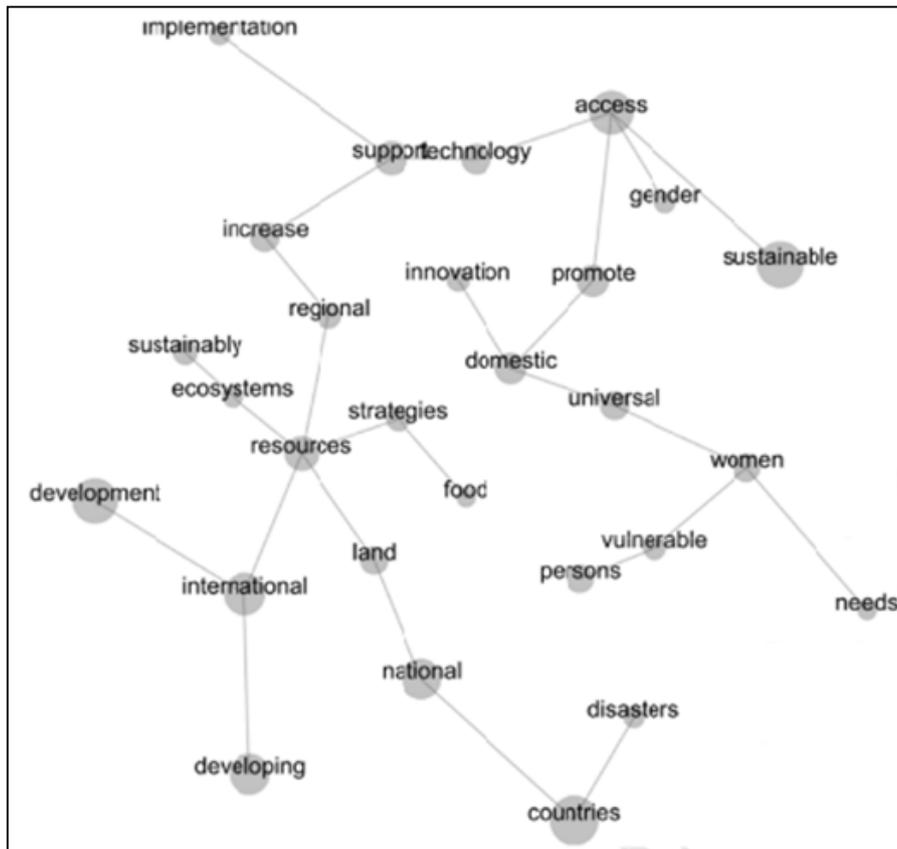


Fig. 2: Schematic of the Research Process

Table 2: Results of Analysis using Manually Identified Keywords for each SDG as Seed Concepts

| SDG | Keyword | Concept Count | Relevance (%) |
|---------|-----------------------|---------------|---------------|
| Goal 1 | poverty | 181 | 5 |
| Goal 2 | nutrition | 188 | 5 |
| | agriculture | 297 | 9 |
| | food | 756 | 22 |
| Goal 3 | health | 698 | 20 |
| | wellbeing | 92 | 3 |
| Goal 4 | education | 810 | 23 |
| | learning | 812 | 23 |
| | inclusive | 558 | 16 |
| Goal 5 | gender | 135 | 4 |
| | equality | 128 | 4 |
| Goal 6 | water | 964 | 28 |
| | sanitation | 720 | 21 |
| Goal 7 | energy | 2950 | 85 |
| | modern | 287 | 8 |
| Goal 8 | employment | 249 | 7 |
| | economic growth | 297 | 9 |
| Goal 9 | innovation | 2080 | 60 |
| | infrastructure | 467 | 13 |
| Goal 10 | inequality | 35 | 1 |
| | equity | 481 | 14 |
| Goal 11 | cities | 214 | 6 |
| | settlement | 25 | 1 |
| Goal 12 | production | 2464 | 71 |
| | consumption | 1591 | 46 |
| Goal 13 | climate change | 974 | 28 |
| | impact | 2341 | 67 |
| Goal 14 | ocean | 55 | 2 |
| | sea | 37 | 1 |
| | marine | 41 | 1 |
| Goal 15 | ecosystem | 767 | 22 |
| | forest | 221 | 6 |
| | degradation | 280 | 8 |
| Goal 16 | society | 1206 | 35 |
| | justice | 251 | 7 |
| | accountable | 305 | 9 |
| Goal 17 | implement | 785 | 23 |
| | partnership | 311 | 9 |

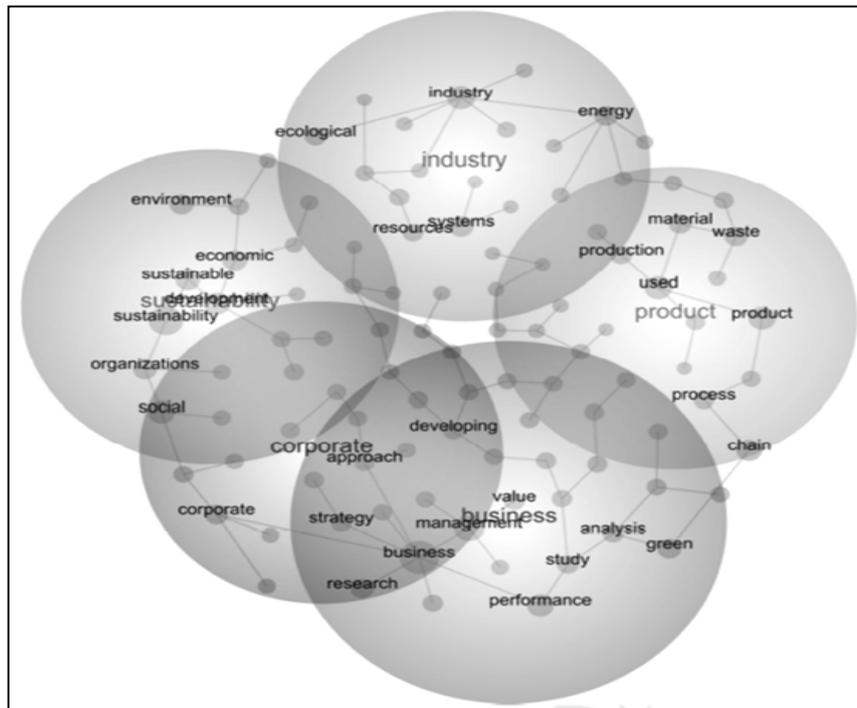


Fig. 3: Concept Map Derived from Leximancer Analysis of UN Sustainable Development Goals

RESULTS

The first step in the study was the systematic literature review, with a total of 290 academic articles mentioning all three search terms identified through the search. The data set (attached as Supplementary Information) includes a variety of field codes or ‘tags’ for each article, and comprised: 230 ‘feature’ articles (meaning papers appearing in special issues or otherwise highlighted as a ‘feature article’ in the database field codes), 18 articles from sources labelled as periodicals, 11 regular journal articles, with the remainder consisting of case studies, literature reviews, and book reviews, *inter alia*. All the papers identified were found in the ProQuest/ABI INFORM Global database. A small number of papers were identified in the Scopus and Web of Science databases, but were excluded from the assessment for not meeting the selection criteria (i.e., peer-reviewed journal article, for which full text was available). Articles were published in 117 unique journals. The major journals publishing in this field are Business Strategy and the Environment (29), Journal of Business Ethics (26), Supply Chain Management (13), International Journal of Operations and Production Management (11), and Greener Management International (9). Publications per year generally followed an upward trend, with only a single paper identified in 1994, while 38 unique papers were published in 2012.

Numbers have decreased slightly since this time, with 34 published in 2013, 28 in 2014 and 6 identified in 2015. From the citation information, 520 unique subject tags were identified, with the most common being Studies (197), Sustainable Development (93), Environmental Management (93), Social Responsibility (49), and Supply Chains (36). The ‘Studies’ resulted can be discounted, representing the large proportion of papers reporting original research.

In the second step of the study, a digital copy of the proposed SDGs and associated targets was loaded into the Leximancer software. The resulting concept map is presented in Fig. 3, with associated concept frequency and relevance counts displayed in Table 1.

THE LIMITS OF INDUSTRIAL ECOLOGY

Although industrial ecology can help improve resource productivity, its stand-alone value as a guide to company strategy and competitiveness is limited. In particular, paying attention to energy and materials flows and closing loops within the production process will, in some circumstances, detract from rather than improve a company’s competitive position. Three such situations come immediately into mind.

COSTS EXCEED BENEFITS

The belief in the perfection of the circle cannot be taken too far. Even when company gains and social benefits are summed, the costs of closing some loops may exceed the benefits. The recapture of water vapor, for example, may well create large private costs for any company that undertakes to do so, and is unlikely to produce benefits to society (or the company) that justify the investment. In this case, it makes sense not to close the loop, both from a company point of view and from a broader societal perspective.

The tendency of some industrial ecology advocates to overstate their case and insist on the superiority of entirely closed-loop systems is self-defeating. There are many places where a DfE approach will generate value. Conceding that, in some realms, closing loops will not generate value strengthens the case for industrial ecology as a corporate strategy tool. Moreover, a more nuanced theory of industrial ecology, which acknowledges its limitations and concentrates on the

substantial zone of overlap with competitive strategy thinking, will be far more persuasive to the business community.

CONCLUSION

At the firm level, industrial ecology offers a promising discovery tool for enhancing resource productivity and ensuring that companies operate with optimal efficiency and profitability. Industrial ecology can promote innovation and help managers find opportunities, both inside and outside their firms, to add value to their products or to cut overall costs—and thus to improve their competitiveness. But for companies operating within our existing (imperfect) environmental regulatory structure, industrial ecology cannot be counted upon to optimize financial performance. Industrial ecology at the firm level must be seen, therefore, as a useful tool for improving resource productivity but not as an independent guide to competitive strategy.

The traditional business practices fundamental to 20th century economic development have largely ignored the natural environment and society in which they have operated. As we move further into the 21st century – a period in which human activities are the primary drivers of planetary environmental and climate dynamics (Waters *et al.*, 2016) – it is evident that business leaders cannot operate in isolation, but must alter their view of the firm to one in which they recognize their critical role in a larger social-ecological-industrial system. A shift in strategic direction for business is required, one that identifies the competitive advantages associated with environmentally and socially responsible business practices through the science of industrial ecology, its focus on sustainable industrial systems and its interconnection with modern business strategy. The analysis presented here contributes to the growing body of evidence that proactive sustainability practices are strategically advantageous for firms.

The broad central principles of IE have the potential to contribute to the achievement of the international SDGs. IE provides a basis for a further evolution in thinking where the firm exists as part of, and because of, the social-ecological system, and competitive advantage is found through the combination of internal competencies and from the full consideration of external drivers. This study suggests areas for further research, including detailed assessment of the value creation frameworks mentioned previously – the Creating Sustainable Value framework (Hart *et al.*, 2003) and Eco-Synergy approach (OSU Centre for Resilience, n.d.), *inter alia* – to determine synergies between these and IE. Even more importantly, the next step in this evolution in sustainable business thinking will be to develop the methods and frameworks to enable the transfer and sharing of ideas between IE and strategic management. This should be a two-way transfer as no single discipline or strategy can solve the sustainability challenge alone. There is clearly a need for conceptual frameworks that can be applied by business managers to harness IE principles and concepts in strategic planning and evaluation processes. This area warrants further research and there is need for the development and articulation of theoretical frameworks that integrate IE principles and strategic management concepts in a way that offers practical operational tools for business managers. Additionally, development of quantitative studies that analyse the benefits of implementing IE principles and approaches in corporate decision-making to reach the SDGs should be conducted, using the results of this paper as baseline.

The private sector is critical to achieving the SDGs. Business plays a central role in the provision of the products and services that are required now and into the future, and is the cornerstone for economic investment, job creation, and a multitude of other important aspects of sustainable development. It is now necessary to embrace a more holistic approach to economic

development, building value in human and natural systems for the long term. The concepts that underlie IE align closely with the ideas of sustainable development that inform the SDGs. This paper has identified some of the potential crossovers in IE principles in the strategic pursuit of competitive business advantage and the SDGs. While IE at the firm (business) level can be seen as a useful tool for improving resource productivity, it is not an independent guide to competitive strategy (Etsy and Porter, 1998). This research identified three particular areas of crossover and connectivity in the industrial ecology, business strategy, and sustainable development literatures: (1) the efficient use of energy and resources; (2) the pursuit of innovation; and (3) mitigation of an adaptation to climate change, as areas of competitive advantage for firms resulting from application of IE principles. The identification and focus on competitive advantage through these sustainable management and development activities, should be encouraged, promoting the potential realization of the SDGs and the ongoing evolution of current business thinking to meet the sustainability challenges ahead.

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INNOVATIONS IN OPERATIONS MANAGEMENT PRACTICES

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ABSTRACT

There is a popular say that 'do the things differently if you want different results'. In today's competitive world, it is essential for every business to get the better results from optimum input resources available to sustain. For getting the better results, thinking and further systematically implementing the innovative ideas is the key. Today, Japan is the second-largest steel exporter in the world. This is despite of fact that Japan does not have the required sources of natural resources like iron and coal. Additionally, paucity of land to erect the steel processing plant infrastructures makes it further grim. However, this miracle was possible by implementation of the effective innovations in management. As rightly stated by Hamel (Gary, 2006), management innovations are more important than even great products and skilled people for the success of business-leaders like General Electric, DuPont, Procter and Gamble, Visa and Linux. According to Burkus (David Burkus, 2013), there is no scarcity of good ideas in the world; the only precise recognition of business problems is required. Further, sustainability of innovations need to be ensured. This paper attempted to study the business opportunities and related innovations in operations management.

Keywords: Operations Management, Innovation, Sustainability.

INTRODUCTION

The innovations are not limited to only finding new materials, technology or inventing new products, but finding the ways to become more energy efficient and productive management practices. Innovations in Operations Management consist of finding out totally new ways of obtaining and completing the orders, inventing innovative products and services, providing the best customer service, or doing any other activity that can optimize the enterprise operations. There is an extreme difference between terms "managing the inventions" and "inventions in management". Managing the inventions includes traditional way of managing (i.e., activities such as planning, organizing, coordinating and controlling) the inventions. The inventions can be related to new raw material, new technology or new product or service. However to contemplate inventions in management, the management practices (in this case, specifically Operations Management practices), should be identified first and then find the opportunity to implement these innovative practices either radical or incremental manner.

THEORETICAL BACKGROUND AND LITERATURE REVIEW

In their paper (Danielsson and Strigård, 2012) stated that defining the innovations is management is really challenging. They explained that how the innovation processes vary from organization to organization, because of their different organizational structures. According to them, “being innovative is not optional anymore; it is must for firms that wish to sustain competitive advantages as well as staying ahead of competitors”. The impact of innovations in operations management is on reducing the green house gases, during operations, transportation and delivery system including packaging involves green supply chain management practices (Chinchorkar, S. and Limay, S., 2017). The impact of Management Innovation (MI) and Technological Innovation (TI) on organization performance with the arbitrating role of sustainability (Zhang *et al.*, 2019) was done in which sustainability is measured in terms of environmental and economic performance.

While explaining the contribution of Management Innovation (MI) in mid-term and long-term growth and profitability (Sánchez *et al.*, 2011), the model to audit and classify the Operation Management Innovations is proposed. The necessity of Sustainable Innovations (SI) was articulated (Fadhilah and Ramayah, 2012) as a solution to becoming greener yet competitive. The influence of management practices, technology, human resources and external relationship on Sustainable Innovations (SI) is elaborated in which management practices includes research and development activities with Life Cycle Analysis (LCA). Whereas HR practices includes training and employee participation. External relationships include agencies like stakeholders, regulators, customers, suppliers, competitors and environmental activists.

The innovations in services, banking and information technology is explained (Qureshi *et al.*, 2008) with types of innovations as radical, incremental and me-too. The degree of innovativeness was determined and observed that incremental innovations results in improvement specifically in SMEs (Small and Middle Enterprises). The correlation is established with Innovative Management (IM) practices + Degree of Innovation (DI) + Innovation Type (IT) and Innovation Performance (IP). They explained the relationship between Innovation Performance (IP) and Organizational Performance (OP) + Market Performance (MP).

The classification of innovations (Woźniak, 2015) suggested for better control. Innovations can be classified as product, new method of production, new market, new raw material and new organization. Based on outcome the innovations were classified as social utility to public; improve quality and comfort, creating new inventions, transform socio-economic and political environment and changes in ecosystem.

HYPOTHESIS

Innovations in Operations Management Practices improve the Organizational Productivity, Performance and Sustainability.

METHODOLOGY

The paper is conceptual in nature and is based on the personal experience, interviews and study of past research conducted. A systematic approach is proposed to explore the Innovations in Operations Management Practices. A mixed approach was used in this paper. The respondents were drawn from industry professionals in the field of operations management. Feedbacks were also taken from academicians in the domain of production and operations management.

DISCUSSION

1. Innovations

Innovation can be treated as a new idea or imaginations or creative thoughts as the application of better solutions to meet new requirements, increase productivity and sustainability, and delight the customers.

These new ideas or innovation comes through methods such as brainstorming, empathy mapping and Belbin techniques. The classification of Innovations Types recommended in terms of Technology and Market (Lopez, 2015) is explained in matrix as follows:

Table 1: Classification of Innovations

| Technology | Market | |
|------------|---------------------------|-------------------------|
| | New | Existing |
| New | Radical Innovations | Disruptive Innovations |
| Existing | Architectural Innovations | Incremental Innovations |

The Radical Innovation is recommended in new market for emerging technology, whereas Disruptive Innovations recommended for existing market (for emerging technology).

The Architectural Innovation is recommended in new market for existing technology, whereas Incremental Innovations recommended for existing market (for existing technology).

Based on these four types of Innovations following strategies were recommended.

Table 2: Innovations Strategies

| Product | Market | |
|-------------|---|---|
| | Sustainable | Disruptive |
| Radical | Improvement in product in existing market | Innovative product in emerging market |
| Incremental | Consistent and steady process | Improvement in product in disruptive market |

Improvement in product in existing market is recommended in Sustainable Market for Radical Innovations, whereas Innovative product in emerging market is recommended in Disruptive Market (for Radical Innovations).

Consistent and steady process is recommended in Sustainable Market for Incremental Innovations, whereas Steady Improvement in product is recommended in Disruptive Market (for Incremental Innovations).

There are different types of Innovations such as Product Innovation, Service Innovation, Process Innovation, Open Innovation, Value Innovation and Management Innovation. In this paper Management Innovations are considered, which includes business strategies, systems and structures of management.

2. Operations Management Practices

Traditional practices in Operations Management consist of planning, organizing, controlling the people, information, goods/material and finance. Innovative Operations Management

Practices includes concepts such as Maturity Model for Production Management which was developed (Kosieradzka, 2017), in which a complete approach to solving problems in production management involving the design of new and the application of existing methods and techniques. The concept uses a toolbox of methods and techniques designed to achieve the key goal. The model builds on the following concepts: 5S, LM (Lean Manufacturing), TOC (Theory of Constraint), TQM (Total Quality Management), Six Sigma, TPM (Total Productive Maintenance), Kaizen and BPR (Business Process Reengineering).

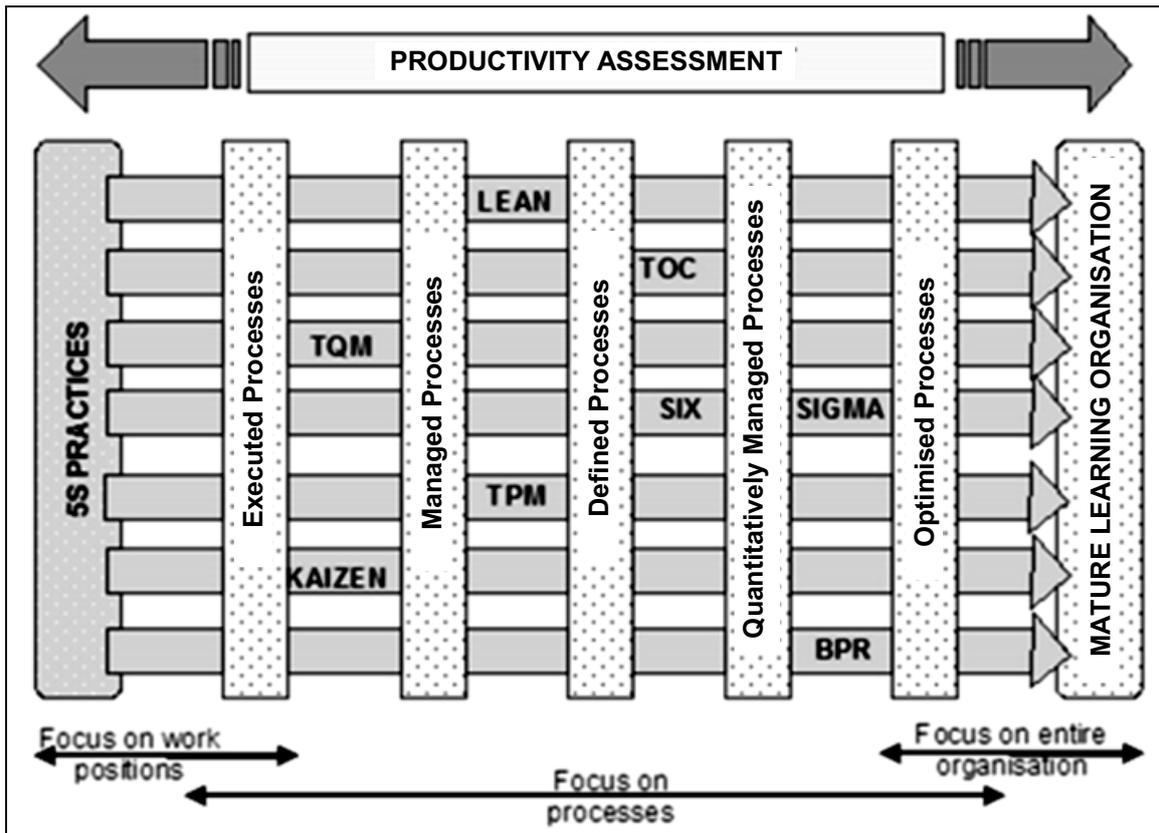


Fig. 1: Maturity Model for Production Management
 Ref.: Anna Kosieradzka, *Procedia Engineering*, 182 (2017), pp. 342-349

Adoption of appropriate innovative practices in the traditional approach is suggested in increase the productivity.

3. Organizational Productivity and Performance

Paul in his article ‘Defining and Measuring Productivity’ (Krugman, 1994) given simple definition of productivity as ratio between the output volume and the volume of inputs. According to him, productivity can be considered as one of the important source of economic growth and competitiveness. Additionally, the productivity can be used for assessment of organizational performance also.

Innovations in Operations Management should be classified, implemented and productivity with performance shall be measured on three levels management. As the innovative practices at

strategic (top) level are different than innovative practices involved at tactical (middle) level, and innovative practices at tactical (middle) level are different than innovative practices involved at operational (transaction) level.



Fig. 2: Management Levels

The impact of strategic level innovation management practices on firm innovation performance (Kalay, 2015) was analyzed for manufacturing sector in Turkey. In this study, the author concluded that the specific factors namely innovation strategy, organizational structure, innovation culture, technological capability and customer-supplier relationship having direct impact on organizational productivity and performance.

4. Sustainability

The term Sustainability is originated (Kuhlman and Farrington, 2010) in Brundtland Report in 1987. In the context of Innovations in Operations Management Practices, Sustainability can be viewed as continuous updation on current market focus, movement and catering the requirement.

The three pillars of the Sustainability are also known as Triple Bottom Line (TBL) is as shown in Figure 3.

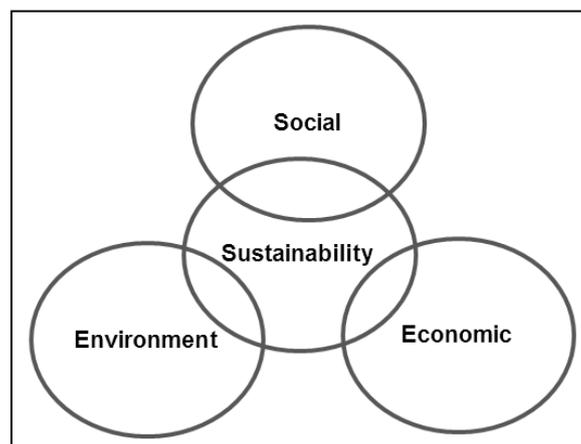


Fig. 3: Three Pillars of Sustainability

Sustainability is integrated balanced achievement of three dimensions, namely Social element which is related to people, Environmental element which is related to planet and Economic element related to profit.

Sustainability is all about equilibrium between three Ps, People-Planet-Profit. Achieving this balance is a challenging task. Traditional operations management practices have constraints to attend the results. Hence there is necessity and scope for the innovations in operations management practices.

In fact, achieving the sustainability itself is an innovative challenge in the field of operations management practices.

Table 3: Triple Bottom Line concept of Sustainability

| | | |
|---------------|--------|---|
| Social | People | Improve the well being of workers |
| Environmental | Planet | Reduce the carbon emissions and pollution |
| Economic | Profit | Optimizing resources, Minimize wastage |

FINDINGS AND RECOMMENDATIONS

Operations Management typically involves many activities and practices to transform the input (raw material) into output (finished goods). This involves various stages such as design, planning, control and implementation.

Managing the innovations is a complex process. Successful implementation of new ideas known as Innovation involves external as well as internal factors. External factors such as locations and government policies are having impact on results. Also internal factors which mainly involve management practices also influence the outcomes. Toyota and Dell are classic examples of implementation of radical and incremental innovations in manufacturing or production management, whereas Wal-Mart in distribution and supply chain management.

It is suggested to apply the techniques such as process-flow-diagram, swim-lane-map, process-chart and value-stream-map to identify the areas where innovations can be deployed.

To introduce the innovations in any of the stage mentioned above innovation need to pass from different stages of its life cycle such as idea generation, evaluation, selection, conceptualization, implementation, verification and further enhancement. Additionally feasibility study and financial impact need to be analyzed.

Following three models are suggested to implement the designated innovations:

1. Plan, Do, Check, Act (PDCA) cycle to implement the innovative operation management practices
2. Supply Chain Operations Reference (SCOR) is a model that integrates business operations, people and performance to obtain sustainable results from innovations.
3. Define, Measure, Analyze, Improve and Control (DMAIC) model to ensure sustainability of innovations.

Adopting the appropriate innovative approaches such as Total Quality Management (TQM), Just in Time (JIT), Total Productive Maintenance (TPM), Quality Function Deployment (QFD), Statistical Process Control (SPC), Business Process Reengineering (BPR), 5S, Six Sigma, Lean Management, Automation and use of ERP is recommended as innovative operations management practices.

Poka-Yoke is device is suggested to analyze the outcome of these innovative practices.

Therefore the task of implementing the innovations in operation management becomes challenging yet vital.

CONCLUSION

Systematic approach for generating, prioritizing, evaluating and validating the new ideas specifically in Operations Management Practices improve the Organizational Productivity, Performance and Sustainability.

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EVOLUTION OF THE RISK MANAGEMENT IN BANKING SECTOR

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ABSTRACT

This work is an attempt by the authors to have a deeper analysis on the evolution of risk management in banking sector over the past years. Risk Management refers to the forecasting and evaluation of financial risks together with the identification of procedures to avoid or minimize their impact. In banking sector, risks include Credit Risk, Market Risk, Operational Risk and Liquidity Risk. Management of risks is important in banks since their large size overexposes to risk that can cause bank failure. Risk Management in banks is required to better understand the drivers and dynamics of each type of risk. The ability of banks to manage risks greatly affects investor's decision.

The study used is Archival, data is secondary in nature and is analyzed well and the findings concluded that the risk management in banks can experience even more sweeping change in the next decade, the trends suggests that banks can take some initiatives for shortcoming results while getting prepared for the upcoming changes. Furthermore, there are six trends involved in changing the risk management in the banking sector: Regulation which will continue to broaden and deepen, Customer expectations which are rising in line with changing technology, Technology and advanced analytics which are evolving, New risks that are emerging, The risk function that can help banks remove biases and The pressure for cost savings that will continue.

Keywords: Risk Management, Finance and Banking Sectors.

INTRODUCTION

Risk can be defined as of losing something of value or something which is weighed against the potential to gain value of something. Risk Management is defined as the complete process of identification, evaluation and prioritization of risks followed by coordinated and economical applications of resources to minimize, control and monitor the probability of impact of unfortunate events or to maximize the opportunities. Risk Management in banking sector is theoretically defined as “the logical development and execution of a plan to deal with potential loss.” Risk Management is important in banks since till now they have been working in a regulated environment which is not much exposed to the risks but due to the increase of severe competitions in banks, they are now exposed to such risky environment. The main objective of

Risk Management in banks is to manage the institutions exposure to losses or risk and to protect the value of its assets. In the course of the operations in banks, they are faced with different types of risks that may or may not have a potentially adverse effect on their business. The banks are liable to form a risk management system that can always keep a check on the uncertainties involved and the opportunities ahead. This Risk Management System in banks compliance of:

- Risk management strategies and policies, including the risk identification procedures and measurement that is a system for risk assessment and risk management
- Bank's organizational structure that means the complete and appropriate internal organization of the bank
- The process of covering all the risk the bank is exposed to or may potentially be exposed to, which must be effective and efficient at operational level
- Adequate internal systems
- Appropriate information system
- Appropriate process of internal capital adequacy assessment

WHY IS IT IMPORTANT?

Till date banking sectors have been working in regulated environment and were not much exposed to the risks but due to increase of severe competitions has been exposed to various types of risks such as financial and non-financial risks.

Due to such increased competition and practice of risk management, banking efficiency has increased as well as the practice of corporate governance has increased. Risk Management model's main aim is to minimize or reduce the risks of the products and services that are offered by the banks. Thus, to mitigate the internal and external risks there is a need of efficient risk management framework.

Due to increased global competition by the foreign banks, introduction of innovative financial products and instruments management of risk is necessary.

Due to increased globalization and liberalization and the increased advancements leads these banks to encounter risks. Since, the banks risk plays a major role in the earnings therefore higher the risk, higher will be the returns.

Hence, it is essential to maintain equality between risk and return.

EVOLUTION OF RISK MANAGEMENT

Risk Management in the banking sector has been introduced in the past 25 years. And thus, this has been categorized into three stages – Childhood, Adolescence and Adulthood.

This study is to investigate the evolution or the changes that has been made in the risk management of banking sector in order to stabilize the banks and make them more aware of the opportunities and upcoming threats.

The First Stage of the Risk Management – Childhood

The first stage or the childhood stage dates back to 20th century, and can be divided into two halves first mid-50s and mid-80s. After the World War II, financial markets were developed and the countries were more industrialized. The Financial Operators were responsible for management

of securities and loan portfolios, which was called “Babel” of financial risk measures. In this technique, each segment of the financial market presented its specific risk indicators which means there was no common language for risk measurement, different segment was presented by different indicator.

Stock market operators used the beta which was introduced in the CAPM theory that is the Coefficient that measure the share in relation to the market. Credit market operators, used gradings that linked the name of debtor or issuer with appraisal of creditworthiness and probability of default.

Since, these risks were expressed in different units of measurement it was impossible to capture and thus it failed to provide the information about the evolution of current market situation and potential unexpected loss in case of negative variation in the risk factors.

The second half of the first sage that is 70s and 80s “derivatives” concept was used: futures, swaps and options, that today is also represented as the main instrument for hedging financial risk. The contribution of Fisher Black is the most important at this stage. By laying the foundation theory of the assessment of options and relative hedging techniques, he also proposed a model for changes in interest rates and approached to financial portfolio management.

The Stage II of Evolution of Risk Management – Adolescence

In the second stage of the evolution of the risk management concept of Value at Risk (VaR) was generated, which was a more effective and powerful idea than any other. It provided a risk measure shared by different positions and risk factors. It allows for the aggregation in a single number of all different types of risk of portfolio aside from quantifying the unexpected loss, it contained useful information about the correlation probability and expressed in currency. 1994 was the period of rapid growth of risk measurement models and techniques that are still used in various organizations. In parallel to the development of derivatives market, another market was expanding called “debt securitization” further known as “originate and sell”. Further, in 2003, a new regulation was passed by the supervisory authorities called Basel II accords, which enabled banks to use their own internal models for the assessment of credits and market risk in order to quantify the minimum capital requirements that they should have.

The stage III of Evolution of Risk Management – Adulthood

Now, the banks have learned from their own mistakes and so the Chief Risk Officer (CRO) is hired in almost every bank who coordinates various resources and administrates a budget of a certain size.

With the introduction of Basel III accords in 2010, which made mandatory for the banks to hold a higher net worth, especially with regard to market risk and the securities they hold. The securitization market has undergone a spectacular slowdown which now has started to show recovery. The derivatives contracts exchanged across banks instead of being completely stopped have now evolved towards contractual forms that are more and more guaranteed by cash deposits or exchanged via dedicated central Compensation Offices.

TYPES OF RISKS IN BANKING SECTOR

Banks are exposed to many risks during their operations. Various risks involved in banks are: liquidity risk, credit risk (including residual risk, dilatation risk, settlement/delivery risk, and counterparty risk); interest rate risk; foreign exchange risk and other market risks; concentration

risk, particularly including risks of exposure of bank to one person or a group of related person; bank's investment risks; risks relating to the country of origin of the entity to which a bank is exposed (country risk); operational risk particularly including legal risk; risk of compliance of the bank's operations; risk of money laundering and terrorist financing; and strategic risk.

1. **Credit Risk:** It is the adverse effects on the bank's financial result and capital due to debtor's default to meet its obligations to the bank.

Involves borrower risk, industry risk and portfolio risk. Credit Risk is also known as Default Risk which checks the inability of the industry, counterparty or a customer who are unable to meet commitments of making settlement of financial transactions. Factors affecting credit risks are both internal (lack of appraisal of borrower's financial status, inadequate risk pricing, proper loan agreement, etc.) and external (trade restrictions, fluctuation in exchange rates and interest rates, fluctuations in commodities or equity prices, tax structure, government policies, political system, etc).

- **Counter-party credit Risk:** It is a risk which arises from counterparty's failure to settle their liabilities in a transaction before final settlement.
- **Concentration Risk:** It arises directly or indirectly from the bank's exposure to the same or similar source of risk, or, some or similar type of risk.
- **Industry Risk:** It arises in account of smallest percentage of the currently held financial positions which has to be sold or reinvested.

2. **Market Risk:** After the modernization and progress in banking sector, market risk started arising such as fluctuation in interest rates, changes in market variables, fluctuation in commodity prices or equity prices and even fluctuation in foreign exchange rates, etc.

This entails foreign exchange risk, price risk on debt securities, price risk on equity securities, and commodity risk.

- **Interest Rate Risk:** This risk arises in account of banking book items caused by changes in interest rates.
- **Liquidity Rate:** Liquidity Risk occurs due to the bank's inability to meet the due liabilities caused by the withdrawal of the current sources of funding.
- **Currency Forex Risk:** Credit Forex Risk is involved in account of changes in foreign exchange rates.

3. **Operational Risk:** It arises due to the modernization of the banking sector and financial markets which gave rise to structural changes, increase in volume of transactions and complex support systems. It involves risks related to business interruption or problem so this could act as a trigger for the market or the credit risk.

HOW BANKS ARE MANAGING THE ABOVE RISKS?

Banks adopt different strategies to manage the various risks associated with banks. Different Risks like credit risk, market risk and operational risk are managed and assessed through various measures taken by the banks. In the survey, the following measures that banks take were found out:

Management of Credit Risk

Through credit rating or scoring the degree of risk can be measured.

The credit risk can be quantified through estimating expected and unexpected financial losses and even risk pricing can be done.

Techniques includes credit approving authority, risk rating, prudential limits, loan review mechanism, risk pricing, portfolio management, etc.

Management of Market Risk

Asset-Liability Management Committee are formed to maintain and manage the balance sheet within the risk or performance parameters. The experts in this technique includes economists, statisticians and general bankers.

Management of Operational Risk

Measurement of operational risk has no uniform approach. It requires estimation of the probability of operational loss and also potential size of the loss. Banks also make use of analytical and judgemental techniques to measure operational risk level. Risk of operations include: audit ratings, data on quality, historical loss experience, data on turnover or volume, etc.

THE FUTURE OF BANK RISK MANAGEMENT

Risk Management in banking sector has seen a drastic change in the past years in response to regulations that emerged from financial crisis. The change expected in the risk functions operating model illustrates the magnitude. Today, about 50 per cent of the function's staff are dedicated to risk related operational processes, while 15 per cent work in analytics. A report on the same suggests that by 2025, these numbers will be closer to 25 and 40 per cent, respectively.

No one can draw a blueprint of bank's risk management in 2025. But the fundamental trends do permit a broad sketch of what will be required of the risk function of the future.

Six trends can be listed as:

Trend 1: Regulation will continue to broaden and deepen.

While the magnitude and speed of regulatory change is unlikely to be uniform, future holds more regulation – both financial and non-financial. The Government also has stated regulatory actions that must be taken and properly followed by the banks in order to manage their risk.

Trend 2: Customer expectations are rising in line with changing technology.

Technological development and involvement has ushered a set of new competitors. Banks can now have a direct customer relationship with the banks. The seamless and simple apps and online services, bank's responses to higher customer expectations with an automated: an instant response has changed the customer's experience and somehow has increased the trust on the banks increasing competitions among them. Thus, it needs to have a seamless, instant component of every key customer journey.

Trend 3: Technology and advanced analytics are evolving.

Technological innovations continuously emerge, enabling new risk management techniques. Big Data, Machine Learning and Crowd sourcing can be a useful technique. These technological innovations can further help in reduce risk cost and fines.

Big Data: Faster, cheaper computing enables risk functions to use reams of structured and unstructured customer's information in order to help them make better credit risk decisions, monitor portfolios for early evidence of problems, detect financial crime and predict operational losses.

Machine Learning: This method improves the accuracy of risk models by identifying complex, nonlinear patterns in large data sets.

Crowd Sourcing: Internet enables the crowd sourcing of ideas which many companies use to improve their effectiveness.

Many of these technological innovations can reduce risk cost and fines, and can give a competitive advantage.

Trend 4: New risks are emerging.

Undoubtedly, the risk function will have to detect and manage new and unfamiliar risks over the next decade. Model risk, cyber security risk, and contagion risk are such examples of emerging risks.

Model Risk: Bank's increasing dependency on business modelling increases the occurrence of Model Risk.

Cyber Security Risk: As banks store a large amount of data about their customers, the exposure to cyber-attacks is likely further to grow. Since it requires requirement of greater sources the management of cyber security risk is important.

Contagion Risk: Negative market developments can easily be spread which can impact the potential performance of the banks. Banks need to measure and track their exposure to contagion and its potential impact on performance. This negative development can cause the contagion risk.

Trends 5: The risk function can help banks remove biases.

Banks are too prone to biasness, anchoring is one such form of it. By anchoring, people tend to rely heavily on the first piece of information they analyze when making decisions. A credit officer might write on a credit application, the statement written might be very simply true but can have a negative evidence. Marketing your policies in a better way is also a part of biasness, the policies or insurances offered by the banks if reached the customers early and anchored in a better way creates a biasness among the customers. This implies a calculated risk function can help a bank reduce the risk associated with such biasing and anchoring.

Banks should think about this too.

Trend 6: The pressure for cost savings will continue.

The risk function may keep on playing a crucial role in cost cutting. Cost cutting is an important key feature not only a bank but every business enterprise has to take care of while formulating any strategy or any policy associated. Thus, cost cutting is an important key aspect and no matter what risk management or risk controlling techniques are being adopted by the banks, cost cutting will always be the priority and pressure. Thus, after exhausting traditional cost cutting methods some new techniques have to be adopted like simplification, standardization and digitization. A strong automated control framework can reduce human intervention, tying to specific process break points.

THE ROAD AHEAD – PREPARING FOR CHANGE

The six trends set a vision for high-performing risk function. Some of the initiatives can be launched in order to manage and assess the risks involved or the six trends of the risks described.

Building a strong risk-management culture can be one of the major techniques that can be adopted by the banks in order to reduce risks involved. A changed and strict working culture will ensure that the employees make sure whatever steps are being taken by them has a pre-calculated consequence and a predetermined risk is involved in it which is as minimum as possible. Tightening supervision can also be an alternative of a changed culture of the bank, in a strict supervision risk assessment and minimization would be easier.

This is a world of changing technology, every the whole banking sector and all the banks included have now adopted the technology in order to make its use more effective and efficient also customer friendly, but using technology without strong monitoring system can lead to various issues and challenges for the banks as well as for the customers. Thus, using strong IT monitoring system is an important approach in order to minimize the risks associated with the banks.

Selecting different kinds of people is another change that can be brought. With automation and more sophisticated analytical and technical capabilities, human intervention is needed to ensure appropriate and ethical application.

In addition to this, building the right mix of talent is equally important. Risk managers will have to become more trusted counsellors to the business areas.

CONCLUSION AND RECOMMENDATIONS

The study reveals that, banks were primarily not working in environment exposed to risks, but now they function in an environment which is continuously changing and full of uncertain situations following uncertain risks. Through the study, this can be seen that risk management and banking supervision will go parallel hand in hand. If the banking sector have lived its adulthood to the full, it will unravel peacefully among all the banking activities. Future risk management will no longer be referred to as a separate discipline, instead reference will be made indiscriminately to banking logic in which risk measurement and control grow spontaneously like what fields ripen in summer.

To recommend, this can be seen that the banks, instead of, measuring and assessing the risks involved in the banking sector, the study has revealed that a list of risks are involved in the banking sector for the future ahead. And the banks should look and build a strong risk management culture in the bank, talented and experienced employees must be hired at the department of risk management in banks and this may be can reduce the risks involved and can protect the banks from falling into uncertainty and unconditional situations.

Banks should form an effective and efficient risk management process covering all risks the bank is exposed to or may potentially be exposed to in its operations; Adequate internal controls system, Appropriate information systems, Adequate process of internal capital adequacy assessment should be done properly. Banks should and must have a regular check on the process and the measure taken and adopted by them to control risks. A proactive strategy should be adopted in order to have an alternative course of action when any uncertain situation arises before them or any uncertain risk occurs.

By adopting such measures and following a proper, pre-planned strategy and process, banks might be able to minimize the exposed or to be exposed risks.

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GREEN MARKETING – A WAY TO SUSTAINABLE DEVELOPMENT: A STUDY ON CONSUMER PERCEPTION TOWARDS GREEN PRODUCTS

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ABSTRACT

The objective of this paper is to find the gap in the past research. Using the analysis, the conceptual model is suggested after integrated factors product, prices, and brand image. The conceptual framework needs to test. This research paper attempts to examine the level of fondness towards Green Product and its conversion into buying decision. This study attempts to find the factors affecting buying decision for Green Products. This studies find that people are aware about ecological and environmental problems and most consumers perceive that green product will reduce the same. The result of the study reveals that consumer's fondness towards the green product may not convert it in to buying.

Keywords: *Consumer Awareness, Environmental Problems, Green Buying Behavior, Conceptual Model.*

INTRODUCTION

After the industrial revolution, humans are responsible irreparable damage to the planet. They have altered ecosystem and exploited natural resources beyond their regenerative capacity. According to some studies, thirty to forty per cent of current environmental degradation is due to the consumption activities of private households (Grunert, 1993). Reports speak that this trend is growing (Grant, 2000: 5).

Although the level of concern and consciousness about environment is proven to be high in many countries, this does not translate automatically into pro-environmental behavior. A report shows that there is inconsistency between consumer environmental concern and purchase behavior. The impact of environmental consciousness on consumer purchasing behavior therefore remains unclear.

OBJECTIVES

1. The central objective of this research is to examine the models of Green Consumer Behavior define by early researchers.
2. The objective of the current study is to examine the common determinants of consumers' pro-environmental behavior through studying the models proposed in the past research.
3. The proposed conceptual model illustrates the determinants and the consequences of environmental consciousness. Through this model, the link between environmental consciousness, ecological buying behavior, and willingness to pay a higher price for a green product will be clarified. These key concepts will also be defined accordingly.

METHODOLOGY

The objective of this paper to find the research gap, Library method is used.

Literature Review

The earliest attempts to characterize the green consumer can be traced to the 1970s, when Webster (1975) published his work 'Determining the Characteristics of the Socially Conscious Consumer'. Following Kilbourne and Beckman (1998), the conventional approach refers to the body of research within green marketing that is mainly concerned with the task of profiling the green consumer by the use of methods and models originated from conventional marketing theory. For several decades, social scientists have investigated the motivations of individuals who engage in pro environmental behavior (PEB). Economists, for example, tend to examine the influence of external conditions, such as income, price, and socio-economic characteristics, upon behavior. Their approach is grounded in neoclassical economic theory, which presupposes that individual decisions are based on a specific definition of rational self-interest. Other researchers have tried to find the efficiency of demographic, socio-demographic and psychographic data as a means to define green market-segments (Straughan and Roberts, 1999; Laroche *et al.*, 2001). Dimantopoulus *et al.* (2003) presented a thorough review on the use of socio-demographics as a means to define the green consumer. Besides these studies on green market segmentation, another significant number of research papers within this mainstream marketing approach seek to apply cognitive models of decision-making in order to predict green consumer behavior by studying the relationships between knowledge, specific beliefs, attitudes and behavior in relation to the environment. In 1989, 67 per cent of Americans stated that they were willing to pay 5-10 per cent more for ecologically compatible products (Coddington, 1990). By 1991, environmentally conscious individuals were willing to pay between 15-20 per cent more for green products (Suchard and Polonsky, 1991). An important challenge facing marketers is to identify which consumers are willing to pay more for environmentally friendly products. It is apparent that an enhanced knowledge of the profile of this segment of consumers would be extremely useful. The closer we move to an understanding of what causes individuals to pay more for green products, the better marketers will be able to develop strategies specifically targeted at these consumers. Following Berkowitz and Luttermann's (1968) study, Henion (1972) also thought that consumers with medium or high incomes would be more likely to act in an ecologically compatible manner due to their higher levels of education and therefore to their increased sensitivity to social problems. However, the results did not support his hypothesis: environmentally friendly behavior was consistent across income groups. Moreover, Sandahl and Robertson (1989) found that the

environmentally conscious consumer is less educated and has a lower income than the average American. This brought them to conclude that income and education are not good predictors of environmental concern or purchase behavior.

Early research identified the green consumer as being younger than average (Berkowitz and Lutterman, 1968; Anderson and Cunningham, 1972; Van Liere and Dunlap, 1981). Surprisingly, this trend has been reversed in the last decade and several recent studies identified the green consumer as being older than average (Sandahl and Robertson, 1989; Vining and Ebreo, 1990; Roberts, 1996). Although most findings about the impact of consumers' demographic characteristics on their environmentally conscious behavior are contradictory (Roberts, 1996), it is clear that they exert a significant influence. However, most authors agree that demographics are less important than knowledge, values and/or attitude in explaining ecologically friendly behavior (Webster, 1975; Brooker, 1976; Banerjee and McKeage, 1994; Chan, 1999).

Model 1

This model is tested in china consumer express ecological affect and green purchase intention. There is impact of cultural values on beliefs impacting on the behavior. The cultural value largely formed and nurtured by interpersonal relationship and social orientation.

The framework asserts that cultural values can be classified into five dimensions:

1. Man-Nature Orientation
2. Man Himself Orientation
3. Past-time Orientation
4. Relational orientation
5. Activity Orientation

In the present study researcher try to find the relationship between cultural influences really exist for buying the green product.

A Conceptual Model

A model is tested to depict the possible interrelationship between person's Affect (Af), Knowledge (Kn) relating to ecological issues significantly influence his intention to engage in green purchase (IntP) to capture the possible impact of the "Man-Nature" orientation on green purchase. In other words, though the direct impact on Af and Kn, MNO is believed to exert a positive influence on green purchase intentions. The model is formulated:

The data proved the performance of the relevant (ActP). Both Af and Kn found to similar degree of highly positive influence on Int. MNO only exhibited a significant influence on the affective component (Af) but not on the knowledge component (Kn). So, there is favorable ecological affect and green purchase intentions but their level of ecological knowledge and commitment to green purchase are still low.

The finding says both ecological affect and ecological knowledge are important determinants of consumers green purchase intentions which in turn provides important impetus for actual green purchase.

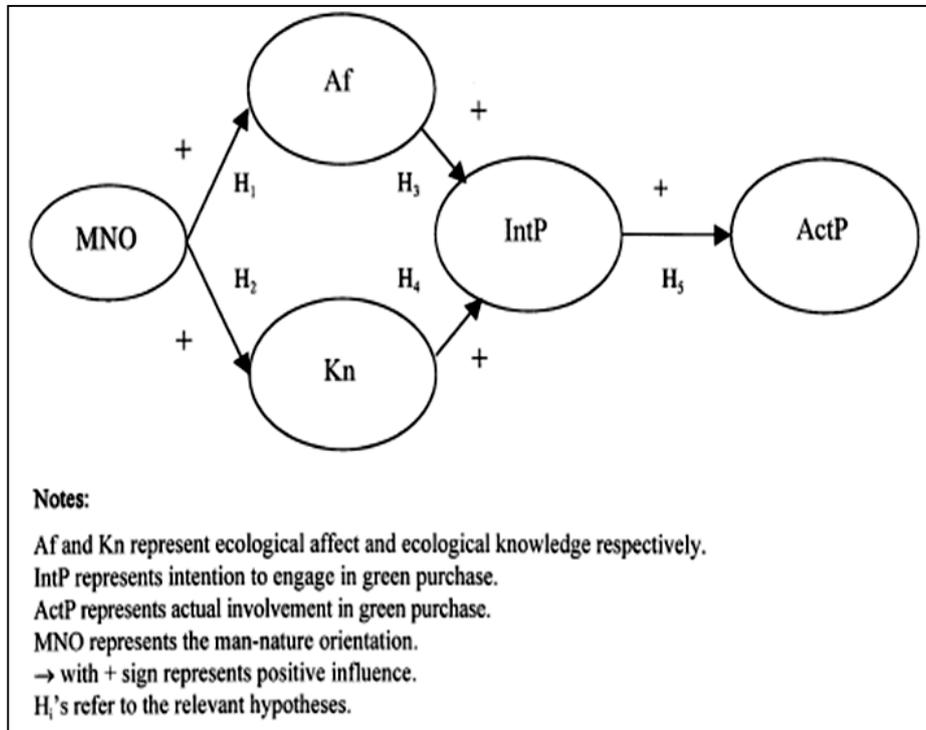


Fig. 1: Conceptual Model

Model 2

This model was developed by Yeonshin Kim, Daegu University Sejung Marina Choi, and University of Texas at Austin in 2000.

Applying the conceptual framework of value-attitude-behavior relationship this study key antecedents of green purchase behavior and develops a model for explaining their influence on ecological consumption. This model investigated the relationship between, the effects of collectivism, environmental concern and Perceived Consumer Effectiveness (PCE) on ecological purchase through structural equation modeling.

This model explains the potential influences of consumer value orientation and general pro-environmental concerns and beliefs on green buying behaviors.

Individualism is characterized by independence, self-reliance, freedom of choice, and a high level of competition (Triandis, 1989), while collectivism emphasizes interdependence, in-group harmony, family security, group-oriented goals, social hierarchies, cooperation, and a low level of competition (Triandis, 1995). Perceived Consumer Effectiveness (PCE) refers to the extent to which individuals believe that their actions make a difference in solving a problem (Ellen, Weiner, and Cobb-Walgren, 1991). PCE, defined as “the evaluation of the self in the context of the issue”. People who have a more collectivistic orientation also rate themselves higher on collectivist traits including respectfulness, obedience, dutifulness, reciprocity, self-sacrifice, conformity, and cooperativeness than those from individualistic cultures (Grimm *et al.*, 1999). Thus, these collectivistic individuals might expect other members to perform the same behavior and thus have greater beliefs in making differences by engaging in the behavior at the aggregate level although the behavior is performed individually.

Proposed Model

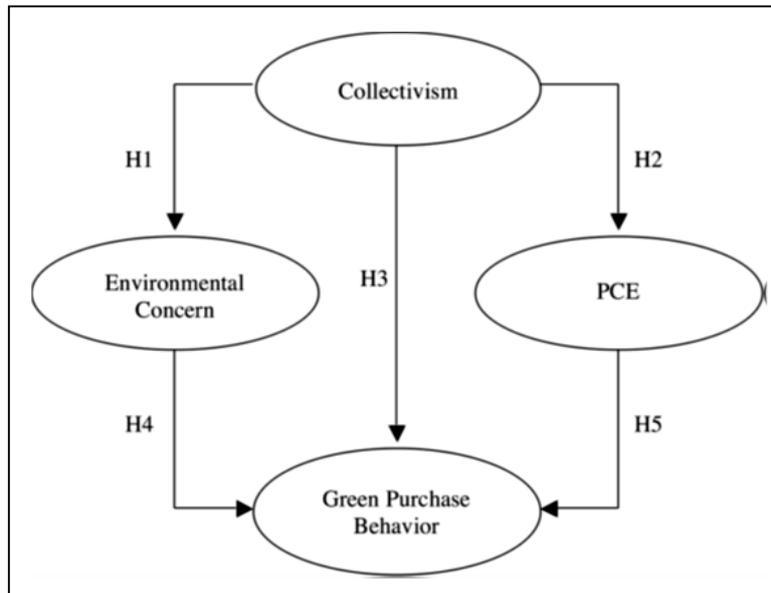


Fig. 2: Proposed Model

Findings

Collectivism, defined as an individual-level value orientation, appeared to positively influence individuals' tendency to buy green products, but only through their positive beliefs about self-efficacy. Collectivistic individuals who value group goals and cooperation might be highly motivated to make pro-environmental choices by having stronger beliefs that their behavior would make a difference in mitigating environmental problems. Greater perceived self efficacy directly influences the likelihood that consumers actually engage in green purchase behavior. These findings seem to reflect the unique nature of pro-environmental behavior.

Environmental concerns also had a direct, positive influence on green purchase, suggesting that consumers who possess strong environmental concern may be interested in consumption of products that reflect that concern. However, environmental attitudes or concerns that reflect an individuals' orientation or belief toward the environment specifically appear to be not related to their collectivistic tendencies at a more general level.

Fundamental values that individuals hold at an abstract level can motivate and drive behavior.

Model 3

This study was done in Canada by Michel Laroche Royal Bank Distinguished Professor of Marketing, John Molson School of Business, Concordia University, Montreal, Quebec, Canada, Jasmin Bergeron Concordia University, Montreal, Quebec, Canada Guido Barbaro-Forleo Concordia University, Montreal, Quebec, Canada. This model investigates the demographic, psychological and behavioral profiles of consumers who are willing to pay more for environmentally friendly products. These factors can be classified into five categories: demographics, knowledge, values, attitudes and behavior responsible to pay more.

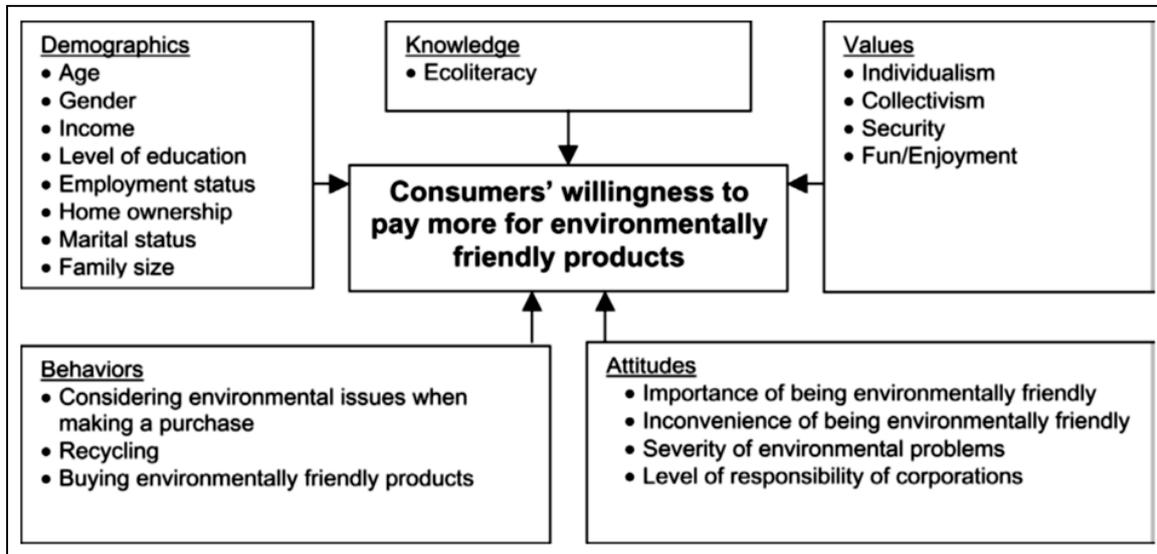


Fig. 3: Conceptual Framework

Findings

Among the eight demographic variables studied, only “gender,” “marital status” and “number of children living at home” differentiated the two segments. Consumers willing to pay more for green products reported that today’s ecological problems are severe, that corporations do not act responsibly toward the environment and that behaving in an ecologically favorable manner is important and not inconvenient. They place a high importance on security and warm relationships with others, and they often consider ecological issues when making a purchase. Conversely, consumers unwilling to pay more for green products reported that companies are acting responsibly toward the environment and they admit (in average) that they do not consider ecological issues when making a purchase. These consumers attributed a lower score to the severity of ecological problems and to the importance of being ecologically friendly. These findings imply many managerial implications for green marketers, which are discussed in the next section.

Common Characteristics

After studying the above models the positive attributes that support the model of Green Consumer Behavior.

- Knowledge is recognized in consumer research as a characteristic that influences all phases in the decision process. Specifically, knowledge is a relevant and significant construct that affects how consumers gather and organize information. Knowledge about ecological issues is a significant predictor of environmentally friendly behavior even found that individuals highly knowledgeable about environmental issues were more willing to pay a premium price for green products
- Two major values, Individualism and Collectivism, implies cooperation, helpfulness, and consideration of the goals of the group relative to the individual. Behavior of collectivist people tend to be friendlier to the environment, while individualistic people tend to be more unfriendly.

- The attitudes with respect to environmentally friendly behavior are importance and inconvenience.
- Perceived level of self-involvement toward the protection of the environment. Many individuals may have high ecological concern, but feel that the preservation of the environment is the responsibility of the government and/or big corporations. We might expect this attitude to impact the willingness of consumers to spend more for environmentally friendly products.
- Among the demographic variables studied, only “gender”, “marital status” and “number of children living at home” differentiated the two segments. It may be suggested that these individuals are more inclined to think of how a ruined environment may negatively impact not only on their partner, but on their children’s future.

Managerial Implications

- It is of primary importance for marketers to advertise why it is convenient to purchase green products and to change consumer perceptions in a positive way.
- More and more companies educate consumers about the convenience of buying ecologically safe products.
- Information cards, window displays, and videos are used throughout the store to inform the public on the environmental and social impacts of their purchasing decisions.
- Marketers should communicate to the target audience that buying green products can have a significant impact on the welfare of the environment. Through a properly targeted advertising campaign, marketers can encourage positive attitudes and behaviors held by ecologically friendly people.

Proposed Model

Overall, the combined results from the past research (model) portray some common variables towards green behavior. Using the analysis, the conceptual model is suggested pertinent to address integrated factors product, prices and brand image. This model is need to be tested.

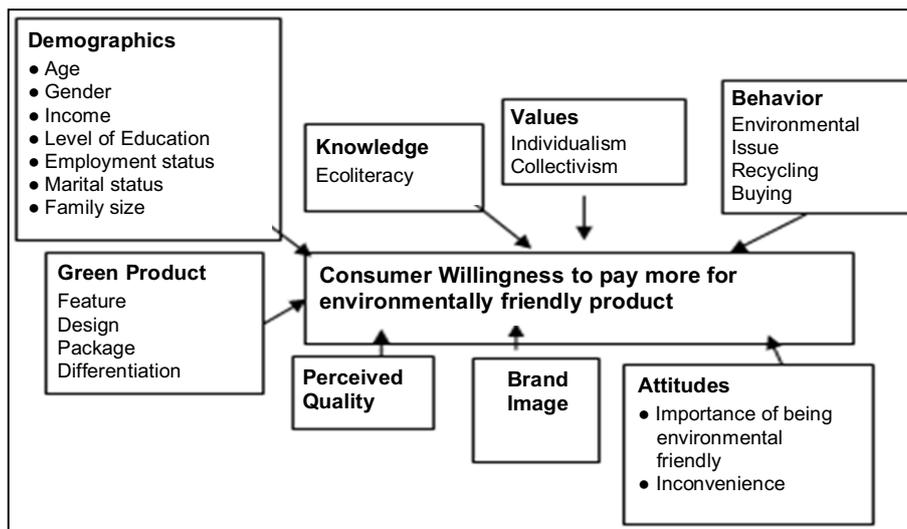


Fig. 4: Proposed Model

LIMITATIONS AND FUTURE RESEARCH

This study is based on qualitative analysis which limits the knowledge of the long-term impact of the factors in above stated model. Some of the characteristics contradict many previous studies.

The proposed model needs to be tested. Proposed Model is designed only on the secondary information. Therefore, results must be used with caution. No quantitative data is collected. Secondly, the research did not identify the green products; as a result the respondents' response might vary for different categories of green products. Future research should address this issue by considering focused green products.

Do the results generated in this study apply to all types of ecological products? Would we obtain the same results in India also? To answer these questions, researchers could eventually study the factors that influence consumers' willingness to spend more for ecologically compatible products, but from a completely different angle. Customers claimed they wanted to buy ecologically compatible products, but British supermarkets were overstocked with products that the same consumers later explained were too expensive.

CONCLUSION

In conclusion, the major contributions of this study were the investigation of the major common characteristics consumers want to buy environmentally friendly products and the subsequent discussion of the implications for marketers.

This research being qualitative, the results are only taken for past research. The increase in media coverage of ecological deterioration, the recent influx of environmentally compatible products in the marketplace and the integration of ecological issues in both our educational and political systems point to the need for more research on the environmentally conscious consumer.

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AN OVERVIEW OF AN INNOVATION IN EDUCATION AND TEACHING

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ABSTRACT

Teaching and learning in field of education are main elements. The biggest challenge for any teacher is to get the students' engagement and keep the ideas in the classroom in such a way that they stay with them for many days after leaving the class. To do this, the classroom experience must be redefined and innovative ideas must be applied to make teaching-learning methods more effective. So, here are some innovative ideas that will help teachers refurbish their innovative teaching methods and make their classes interesting.

The use of innovative methods in educational institutions not only has the potential to improve education, but also to enable people. The purpose of this paper is to providing innovative teaching methods to provide easy knowledge to the students.

Innovation in the field of education represents an idea that transforms traditional culture into new and creative ones. This step has been taken to provide a great platform for academic and expert discussion to exchange knowledge and ideas.

Keywords: *Innovation, Education, Innovative Teaching, Learning, Classroom.*

INTRODUCTION

Today's world is competitive. In this 21st century, people work hard to create new educational environments and learn new creativity. The purpose of education is not just to teach or learn a textbook, but to use that education to the last stage of life. The relationship between teachers and students has been considered inseparable since ancient times. The main concept of education is not only to teach books and make students understand but also to create a new ideological capacity. Discovering new methods of teaching is an important skill. Research has shown that specific methods and approaches can really enhance learning skills. Some innovative methods of teaching could be the combination of various digital media types such as text, images, audio and video, presentations into an integrated multisensory interactive application to the audience. In learning, students engagement refers to the attention, curiosity, optimism, and passion they show when learning or teaching, which motivates them to progress in learning. When students are involved in the lesson being taught, they learn more and pay more attention. Students involved in the work are more enthusiastic and more happy to complete the work. So,

they make their classes interesting. Here are some innovative ideas that will help teachers redevelop their teaching methods and make their classes interesting

INNOVATIVE TEACHING AND LEARNING

Innovative teaching means the creativity and innovation of the teacher which changes the style and methods of teaching. Educational institutions around the world are implementing new ideas, methods, technology based innovations to enhance the knowledge of students. Students need innovative learning for the present and future of education to reach their full potential. Higher education must meet the long-term intellectual needs of the student. If the provision of new techniques by teachers can give new insights and foresight to the student, then all teachers need innovative teaching to meet the educational needs of the new generation. Innovation in education encourages teachers and students to explore research and encourage all the tools to discover something new. It has a different way of looking at problems and solving them. The thought process that goes into it will help students develop their creativity and problem solving skills.

METHODS OF INNOVATIVE TEACHING

- 1. Teachers should take up their favorite subject:** Teachers can impart excellent knowledge if they take up the subject of their interest. Teaching subjects without repression or stress can make teachers more creative and motivated to work and eager to experiment with new ideas.
- 2. Use AUDIO AND VIDEO TOOLS:** Include audio-visual materials in your sessions, not just detection or one-sided speech in the classroom. Use supplementary textbooks with presentation, modules and illustrative materials, information graphics or other intelligence mapping and brain mapping tools that can enhance their imagination. These methods will not only develop the ability to listen but also help to better understand the concepts. For example, you can get some oral history material, conduct live online discussions, or make playback recordings of public lectures. There are many smart apps for preschoolers that you can use to create great slide shows or presentations. Teachers should create their own YouTube channels. Maximum video should be 10 minutes so that the student can see the whole video without getting bored. Teachers can create their own blog and give notes and question bank to the students. Those students are absent or doing job can use YouTube and blog.
- 3. Brainstorm:** Brainstorming is a group creativity technique. It seeks to find a solution to a specific problem by compiling a list of ideas that members have spontaneously contributed to. Give time for brainstorming sessions into your classrooms. These sessions are a great way to get creative. Brainstorming are the four rules are one is focus on quantity, second is defer judgment, third is welcome far-fetched ideas and fourth is build on the ideas.

When you focus on multiple thoughts in one thought, you are sure that numerous ideas have come up and everyone will join the discussion. This session will be a good platform to listen to the student without thinking whether he is right or wrong.

- 4. Classes outside the classroom:** Subjects like biology, zoology should be taught in close proximity to nature. Work experience course and environment awareness should be

taught outside the classroom. It is necessary to create environmental awareness through work experience and casual activities, as well as through productive activities. Environmental protection and conservation awareness should be created. Subjects like Computer and Chemistry should be taught in the laboratory.

While teaching the subject of Geography, a trip should be organized to show the Nehru Planetarium to the students. Nehru Tarangan is a circular theater. The performance in this circular theater involves sleeping in chairs and watching the sky. Children will find it new and exciting and will quickly learn and remember what has been taught. Decide according to the age of the student.

5. **Need of cinema hall:** School students should be shown historical films like Shivaji and Tanaji. College students should be shown films like Uri: The Surgical Strike, Parmanu, Super 30, The Secret and Wake Up Sid. They will get inspiration from the film.
6. **Extend students' artistic skills:** Providing employment opportunities to the students by organizing exhibitions like making paper bags, making rakhi, making sky lanterns for Diwali and making candles. For example: Learn and earn.
7. **Giving children extra-curricular knowledge:** Students should be encouraged to do the same by informing them about the course in addition to the textbook. Whitehat Jr. is a Mumbai-based Edtech startup run by Karan Bajaj with an emphasis on teaching coding to young children. The online platform teaches programming for children (ages 6 to 18) and then encourages them to create games, animations and applications. The startup works directly with the 1: 1 online teaching format and the entire course studied. The program covers topics ranging from data structure, app and game development to machine learning and space technology.
The Junior MBA program is a 12-week program designed to provide MBA-style courses to elementary school students (ages 5 to 11). The core topics covered are Entrepreneurship, Marketing, Finance and Accounting.
8. **Role-play:** A great way to help children relax and develop their personal skills is through role-play. This method is especially useful when you are teaching literature, history or true events. The role-playing approach will help students understand how educational materials relate to their daily activities.
9. **Welcome new ideas:** An open mind can help you innovate new teaching methods. Even if we think from the heart, sometimes most of us ignore new ideas. You are a teacher so try to accept new ideas even if they seem strange at first.
10. **Puzzles and games:** Learning is fun where puzzles and games are part of learning. When children are introduced to their lesson through games, they do not feel that they are learning. Puzzles and games help children to think creatively and face challenges.
11. **Refer books on creativity:** To be a creative teacher, you need to do a little research on creative ideas and techniques. There are many books on creativity. Choose some great tasks and start learning. It will also be useful for your professional development.
12. **Introduce lessons like a story:** We can watch a movie on a favorite subject for three hours. Similarly, if you teach a lesson to school children like an interesting story, they will be able to listen for a long time without getting bored. Although the Knowledge and Human Development Authority schools are focused on taking measures to improve the

quality of teaching and learning, it is certain that these new teaching methods have been made more effective.

13. **Think about a new hobby:** Sometimes, a busy job can affect your involvement in teaching. If this happens to you, it is natural. You can take a few hours of rest and engage in some other activities that interest you. It will revive you and you can return to your work with more passion and interest. If you are bored, you should pursue your favorite hobby. Create videos, blogs and vlogs on topics of your choice, which will also generate income.
14. **Work together as a team:** As everyone knows, the end result of collaborative efforts is always immense. Consider spending some quality time with your colleagues. Ask them to share their thoughts on improving teaching methods, you can see many interesting strategies in it. So, collaborate and introduce innovative teaching methods to motivate the students to give presentations in the group. This will increase the morale of the students.

INNOVATIVE LEARNING METHODS

1. **Crossover learning:** In informal settings, such as museums and after-school clubs, educational materials can link to topics that are important to students learning in their lives. These connections work in both directions. Experiences in daily life can enrich learning in schools and colleges; Informal learning can be brought deeper by adding questions and knowledge from the classroom. These connected experiences inspire further interest and learning. An effective way to propose and discuss a question in the classroom is to collect notes as questions or evidence for students learning during a visit to a museum or on a field trip, then share their results or group answers to form individually back in class. These crossover learning experiences both take advantage of the power of the environment and provide genuine and attractive opportunities for learners. Since learning occurs throughout life, experience in multiple settings.
2. **Accidental learning:** Accidental learning is learning unintentionally or unknowingly. Can occur while doing an activity that is not related to what is learned. Early research on this topic deals with how people learn in their workplace in their daily routine. For many people, mobile devices have been integrated into their daily lives, with many opportunities for casual learning supported by technology. Unlike formal education, casual education training teachers do not take, or they do not follow a structured curriculum or take formal certification. However, it can lead to self-reflection and can be used to encourage re-learning what may be in different learning pieces as part of a more consistent and long-term learning journey.
3. **Sculptural teaching:** Tangible learning involves the self-awareness of the body interacting with the real or simulated world to support the learning process. While learning new games, Physical movement is an obvious part of the learning process. The goal in tangible learning is that the mind and body work together to strengthen the process of learning physical feedback and action. Technology to support this includes portable sensors that collect personal physical and biological data, a visual system that tracks movements, and a mobile device that responds to actions such as bending and movement. This approach can be used to explore aspects of physics such as friction,

acceleration and force, or to explore simulated conditions such as the structure of molecules.

4. **Student has to be at the center of what happens in the classroom with activities:** Student have to be at the center of what happens in the classroom with activities focus on their experience and growth. Students need to be actively involved in learning in order to be able to control their emotions and motivations in the study process, to set goals, to manage their study time properly and to be self-regulating students. Examine their own learning process.
5. **Assessment should be for learning, not of learning:** The learning environment is very clear about what is expected, what learners are doing and why. Otherwise, motivation decreases, students are less able to fit different activities into a larger knowledge framework, and they are less likely to become self-controlled learners. Evaluation of form should provide standardized, regular and meaningful feedback. Also, feed the individual learner back. This knowledge must be used to guide and practice in a learning environment.
6. **Stretching the students:** Teachers need to identify individual differences and students' needs. Thus, teachers should prevent them from overloading. Students need to experience both academic success and the challenge of discovery.
7. **Podcast in classroom:** The classroom contains podcast serial recordings, regularly posted online. Basically, creating a podcast is similar to technology-based oral lectures. Lots of lectures and news have been shared with the audience who downloaded the files online. The advantages of a podcast are its flexibility, its ability to reuse your lectures. This is for the benefit of hearing students

CONCLUSION

This paper focuses on new teaching and learning methods in the classroom, giving students a new way to train their skills. Encourage teachers to adopt new method technology in the classroom and use multimedia to improve content. This will help teachers represent the lessons in a more meaningful way. Students are encouraged to pay more attention and retain information better by incorporating new methods. The main purpose of teaching is to convey information or knowledge to the minds of the students. Successful teaching depends on the method of communication. Innovative teachers and professors developers need each other. Informative counselors at teaching reform centers are effective teaching models that encourage leaders and empower those who innovate in their teaching innovative teachers are role model of effective teaching.

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ABSTRACT

This paper examines the adoption of strategies, involving inorganic mode of expansion, by CEOs for the sustainable growth of their firms in the pandemic that devastated the economies around the world. This paper studies the role of Innovation in building upon export competitiveness by the firms, to tide over the pessimist scenario caused due to Covid that act as threat for the survival and to maintain their financial figures in green. Globalization and fourth Industrial Revolution have created new opportunities for everyone but in Indian context, results suggests that trade openness, spending on infrastructure, adoption of ICT, etc. has been low. Levels of protection of intellectual property a major factor in the implementation of innovations are also unsatisfactory. India currently holds the 87th place in terms of protection of intellectual property as per Global Competitiveness Index (GCI) 2019 report. This paper also summaries impact of global pandemic COVID-19 on valuation of companies and stock which would assist in merger and acquisition of various corporate in order to gain synergy which in turn would increase corporate acceptance at global level as in case of cross border mergers and acquisitions. This work analyzes the relationship between innovations adopted by companies and its impact on their exports drawing upon the Enterprise Surveys from GCI compiled by WEF for India and has adopted Descriptive and in-depth study to establish causal connection between these two.

Firms that are intensively involved in the innovation processes record the highest exports intensity and the magnitude of the impact of innovation on export is sizeable. Despite the volatile nature of the market and ill-effects of COVID-19 on economic activities, Reliance Industries Limited an Indian corporation, has turned the adverse tides in their favor through their recent acquisition of Alok Industries, an Indian textile manufacturer based in Mumbai mainly involved in weaving, knitting, processing, home textiles, ready-made garments and polyester yarns by focusing its textile setup in manufacturing PPE kit in entirety during COVID-19 has resulted India in becoming the second largest producer of PPE kit in the world. This paper is an original work of authors and includes content of management, economics and finance aspects and would help in post graduate studies and planning.

Keywords: Management, Mergers, Finance, Export, Growth.

INTRODUCTION

“Never let a good crisis go waste” Winston Churchill rightly remarked, In the current scenario also when the whole world is facing the same turbulence, Merger and acquisition and innovations could be the navigator to sail across. This research paper examine the role of digital enablement revolution such as use of ICT, Blockchain, automation, AI, data analysis and inorganic mode of expansion needed by organization to reconfigure and make them resilient and stay competitive in the present crisis, this has been done by examining the strategy of a Big Bull company RIL who have proved that adversities could be turned into opportunities and remodelling and syndication are an effective tools to withstand it. We show that conducting such experiments is a key to firm growth. It not only provides opportunities to capture the market in high-end vertically differentiated products when successful, but also facilitates horizontal differentiation of the firm’s products within its previous technical capabilities. Despite facing a unknown adversity, boardroom have altered their priorities and are adapting their business models according to the evolving situation. The ‘reconfigure’ phase is likely to include strategic initiatives such as alliances and partnerships to augment capabilities, optimize operations and supply chains, reconfigure distribution, and manpower skilling.

LITERATURE REVIEW

This research paper is also supported by the recent PwC COVID-19 survey which took the opinion of more than 900 global CFOs, which reflects that M&A will feature in company’s recovery strategy. The Global Competitive Index 4.0 by World Economic Forum reports India’s rank 68th among the 141 countries included, compared to last year rank of 58th. On analyzing the report, we found that despite of performing better, the country lost by 10 position the reason was that the development pace was slow as compared to other developing countries be it in the area of adoption of ICT, trade openness and protection of intellectual property rights. Survey of Invest India, Livemint also reflects that three out of four respondents expect technology adoption to accelerate competition which includes innovation of new products and services like as in case of liquor manufacturing company is now moving to manufacture hand sanitizer, textile moving in manufacture of PPE kit. Three manufacturing companies have begun to produce biodegradable mask, an auto manufacturer introduced fogging and spraying electric vehicles for disinfecting factories, malls and office premises and a leading FMCG player has expanded its body wash portfolio to introduce multiple home and personal care hygiene products.

METHODOLOGY

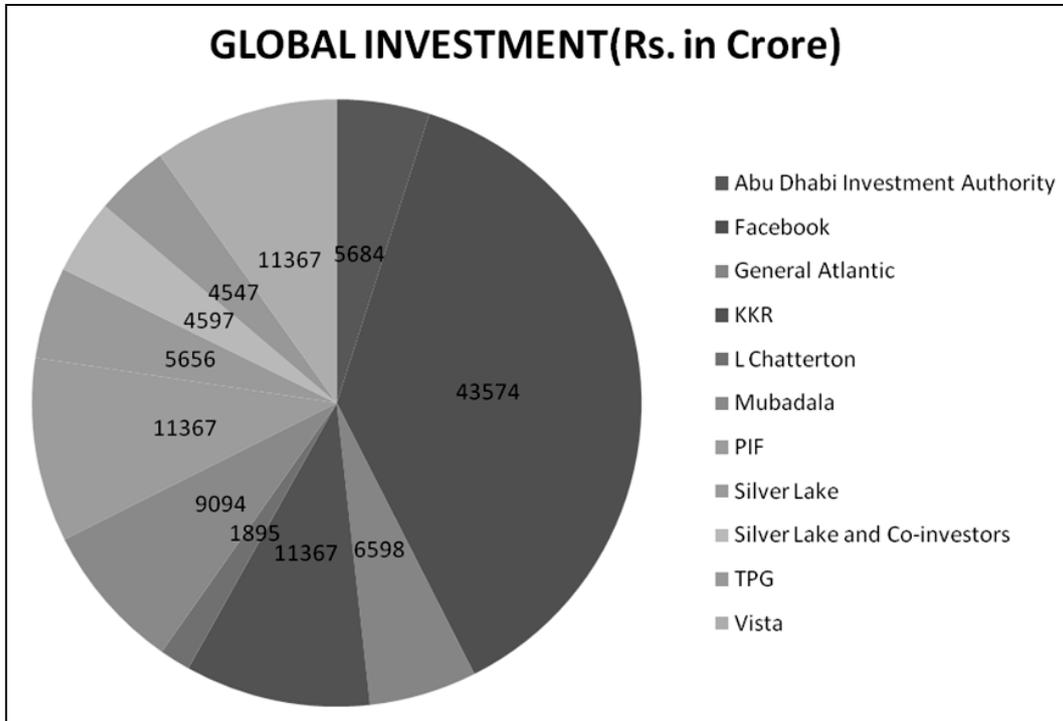


Fig. 1: Global Investments

The strategy adopted by the big bull Reliance could be studied here as the tycoon has nearly made his company an ideal for all. Jio’s success in building technology specifically for India and its ability to proliferate across the country has attracted global technology leaders which shows that early adaption of technology could make the company balance sheet strong.

Last year, they also announced partnership with Microsoft. The aim of these partnerships was to enhance the adoption of leading technologies such as data analytics, Artificial Intelligence (AI), cognitive services, Blockchain, Internet of Things (IoT), and edge computing among SMEs to make them ready to compete and grow, while helping accelerate technology-led GDP growth in India and driving adoption of next-gen technology solutions at scale.

On analyzing out the annual report, we found that the company has acquired voting rights in six companies in F.Y 2019-20, in various field like sports, infra, power, gas and textile. The diversified segments of RIL include refining, petrochemical, oil and gas, organized retail, digital service, financial services, etc. Recently, the company has made announcement to acquire 60 per cent stake in NetMeds with an investment of ₹ 620 crore which shows that the company is continuing its diversification strategy amidst the pandemic situation.

Reliance is ushering in the Fourth Industrial Revolution (4IR) within the country. As a leader in the space, Reliance has capitalized on the megatrends in the digital, physical and biological sphere: Trends such as use of advanced technologies and equipment, global move from a physical to a digital economy, advancements in biotech integrated within business, and a circular business model that derives value from waste. More about how Reliance is enabling the 4IR is given below:

Table 1: Key Technological Trends

| KEY TECHNOLOGICAL TRENDS | RELIANCE PRESENCE |
|--|--|
| Artificial Intelligence and Machine Learning | Facial recognition used to comply with DOT KYC norms while onboarding telecom customers. |
| Ability of a machine or a computer program to learn from available data and use algorithms to effectively perform specific tasks relying on patterns and inferences | Haptik using AI for GOI's official WhatsApp based helpdesk for COVID-19. Embibe: AI based education analytics enabling personalised education for every student for school and competitive exams. Machli App by Jio: AI bridging the information asymmetry gap for fishermen. AI solutions for scrutiny in Letter of Credit and Shipping instructions, improving efficiency and cycle time in Petchem exports. Machine learning solutions for prediction of process health in manufacturing processes. |
| Cloud Computing and Big Data | Jio operates one of the globally largest big-data lakes for telecom |
| Large amount of data collected and stored over time pertaining to a particular activity or business | Jio in collaboration with Microsoft will set up data-centers in locations across India, consisting of next generation compute, storage and networking capabilities. |

However, this is only an illustrative list. There are many technologies beside these this group is using. Looking at the research and development expenditure, the company has reported an increase in expenditure of 6.77 per cent as compared to previous year which shows that the company is following a dynamic approach towards changing environment. On making the comparative study of peer group of this group, it was found that in most of the segments the group is working, it is performing far better than its competitors like in retail sector. On comparing Reliance Retail with Avenue Supermarket Limited, the findings were far better than its peer as illustrated in the snapshot:

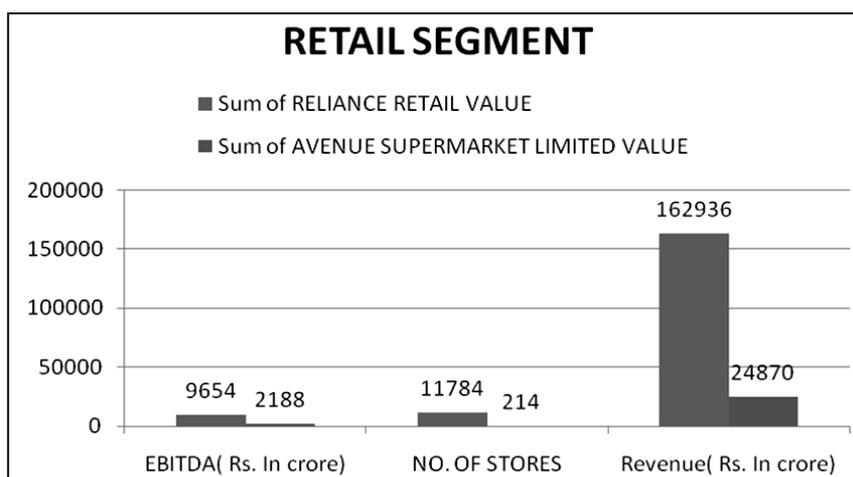


Fig. 2: Retail Segment

Similarly, on analyzing the number of subscriber, Reliance Jio (38.7 crore) happens to be at first position with Bharti Airtel lagging at 32.9 crore subscriber, In short span of time, it has beaten years dominating company Vodafone, Bharti Airtel and has become the market leader, this was due to agility of company to scale and adapt in orderly manner and affordable and simple pricing plans have been the key to the large-scale adoption of Jio services.

Through its innovation and R&D initiatives, Reliance has contributed towards nation’s intellectual capital as well as created products and services that deliver positive value to its customers. A snapshot for the same is given below.

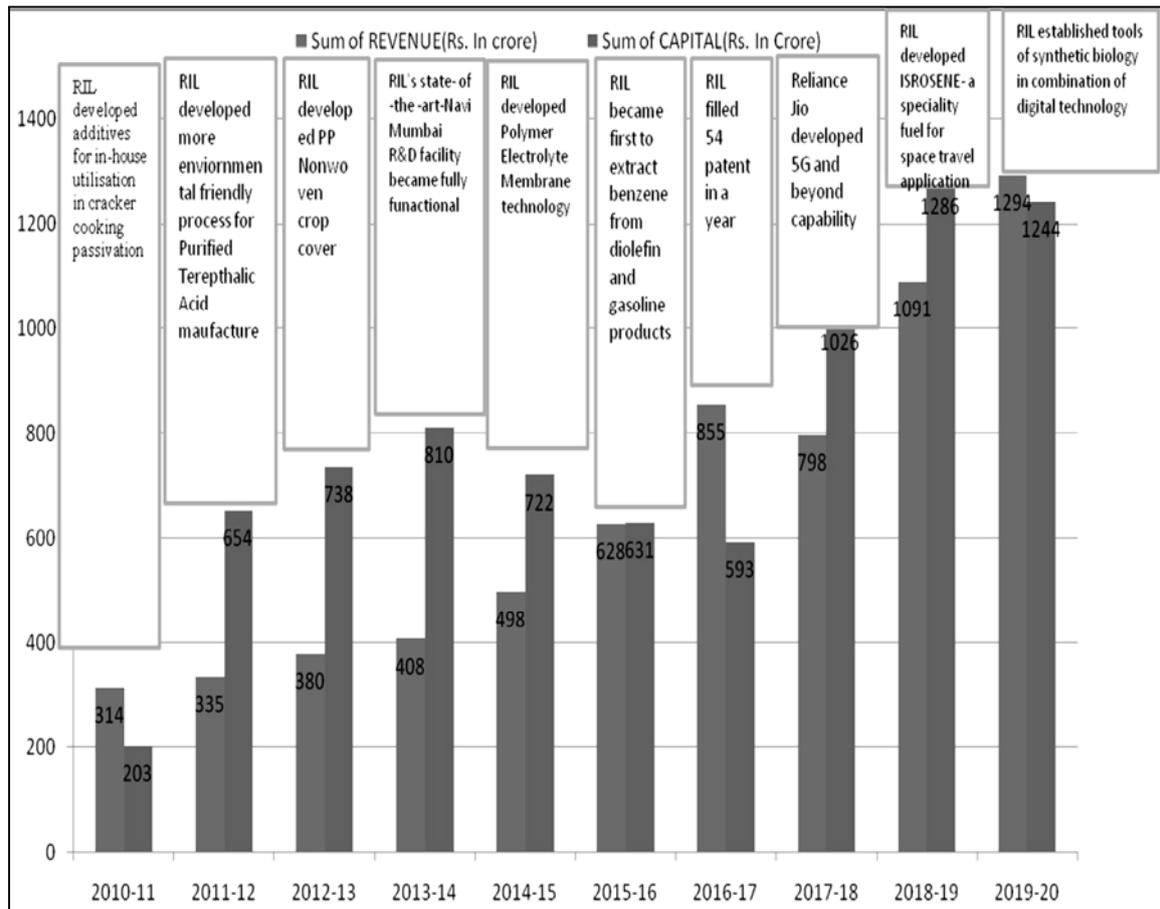


Fig. 3: Innovation and R&D Initiatives

VALUE CREATION THROUGH INNOVATION AND RESEARCH AND DEVELOPMENT

As per FICCI, there will be increasing acceptance of blockchain technology by insurers as well as the healthcare industry. It is expected that the use of blockchain for healthcare data exchange will contribute the largest market share in the near future. Blockchain is a single, distributed, immutable, write-only ledger of transactions that is updated when multiple, decentralized actors achieve consensus on the validity of new entries by participants.

As per PwC also, Blockchain is well suited to the health insurance sector as it involves multiple stakeholders who continuously share data, update and verify information, and are dependent on information flow and time-bound transactions for effective decision making.

SIDBI microfinance pulse report provides that Insurers partnering with blockchain-linked businesses are already seeing impressive innovations in many developed healthcare systems. In India, while the private health insurance industry has been witnessing robust growth, with gross direct premium income underwritten by health insurance companies growing at 15 per cent year-on-year to INR 449 billion for 2018-19.

CONCLUSION

On the basis of various survey findings mentioned in this report, it is quite evident that innovations and diversification be it an inorganic mode would be a milestone achievement of the organization in the long run for its survival in this atmosphere of uncertainty, as in case of Reliance, it is quite evident that it had adopted many technology at an early stage which made it resilience against this pandemic. So, in the near future, a type of revolution in technological sphere is due to be seen because it is the need of time and also merger and acquisition transaction would be also increasing as now the value of target company has become quite attractive for the acquirer to invest and lastly, the increase of cyber threats will also push up the use of technology at a great extent and hope in turn will make India rank higher in GCI Ranking next year.

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TO MEASURE THE EFFECTIVENESS OF E-LEARNING IN INDIA WITH REFERENCE TO MANAGEMENT STUDENT

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ABSTRACT

As the world is going through COVID-19 pandemic, the education industry has got shattered. To lift the economy and maintain the continuous process of education, many institutes have taken a root of e-learning. This new process has been carried out using multiple online sources. In e-learning systems, student data represent the only source through which instructors can assess student performance and engagement. This paper will analyze the effect of e-learning on management student. How effective online education is and will be it more beneficial if online education will keep continuing for long period of time. The primary research is carried out through questionnaire method and the data has been collected of 100 management students. How much student is satisfied or adopting this new way of learning has been analyzed. Our objective is to measure the effectiveness of e-Learning and to make a teaching model which can be used by the students.

Keywords: *Online Learning, Management Students, Effectiveness.*

INTRODUCTION

Web-based learning refers to the type of learning that uses the Internet as an instructional delivery tool to carry out various learning activities. It can take the form of: (1) a pure online learning in which the curriculum and learning are implemented online without face-to-face meeting between the instructor and the students, or (2) a hybrid in which the instructor meets the students half of the time online and half of the time in the classroom, depending on the needs and requirement of the curriculum. Web-based learning can be integrated into a curriculum that turns into a full-blown course or as a supplement to traditional courses.

Non-face-to-face, using web technologies, is learning that occurs with lessons conducted via the internet.

Higher Education sector has witnessed a tremendous increase in its institutional capacity in the years since Independence. The number of Universities/University-level institutions has

increased 18 times from 27 in 1950 to 504 in 2009. The sector boasts of 42 Central universities, 243 State universities, 53 State Private universities, 130 Deemed universities, 33 Institutions of National Importance (established under Acts of Parliament) and five Institutions (established under various State legislations). The number of colleges has also registered manifold increase with just 578 in 1950 growing to be more than 30,000 in 2011. Higher Education is the shared responsibility of both the Centre and the States. The coordination and determination of standards in institutions is the constitutional obligation of the Central Government.

According to the current report, the Indian e-learning market size was USD247 million, contain 1.6 million learners in 2016. It is expected to have an 8X growth to reach USD1.96 billion and the recent user base will increase at 44 percent CAGR to 9.6 million learners by 2021.

In fact, India's e-learning market is the second largest after the US, which is predicted to grow by 15.64 per cent and increased \$48 billion by 2020.

The E-learning in India is changing at a rapid pace unsettled to the following factors:

- Growth in internet and smartphone.
- Cost of online education
- Digital friendly government policies

The online sources that give opportunity to get certified education are Udemy, Coursera, Edx, Upgrade, Jigsaw, etc.

During this pandemic, the group learning portal business has increased tremendously. The different portals like Zoom, Google Meet, Jio Meet, Webex, and now the university has started adopting this online portal for delivering education to the management student.

LITERATURE REVIEW

1. **Mushtaq Hussain (2018):** Author in his title "Student Engagement Predictions in an e-Learning System and their Impact on Student Course Assessment Scores" have used machine learning to machine learning (ML) algorithms to identify low-engagement students in a social science course at the Open University (OU) to assess the effect of engagement on student performance. The output variable was the student level of engagement in the various activities. Their study examined the relationship between student engagement and the course assessment score.
2. **Monica Trakru (2019):** Author in her article "e-Learning Effectiveness in Higher Education" mentioned difficult to preserve the standards of education because of limitations of finance, infrastructure, and other resources including skilled and experienced human power. Learning provided through Information Technology (IT), to some extent ensures high quality learning by providing necessary information at a convenient place and suitable time. She had observed that e-Learning emphasizes on quality and effective presentation of information.
3. **Partha Pratim Ray (2012):** Author in her article "Web-based e-Learning In India: The Cumulative Views of Different Aspects" mentioned that there is a great diversity in India and because of that it is difficult to change background of students parents and their economical conditions. Therefore, the only option left for us is to provide uniform or standardize teaching learning resources or methods. Web-based e-Learning (WBEL) concept in to the minds of young India along with various approaches taken or to be

taken, associated to it till date besides of instructional design models, different course developmental models, the role of technical writing and merit-demerit of WBeL till date.

4. **Gaurav Chopra (2019):** Author in his article “Effectiveness of e-Learning Portal from Students’ Perspective: A Structural Equation Model (SEM) Approach” mentioned that e-learning has become an increasingly prevalent learning approach in higher educational institutions due to the fast growth of internet technologies in India. He have found that information available on the website may not be very useful as it is a one-way mode of communication. The researcher also found that the three dimensions (system quality, service quality and information quality) of e-learning system contributes to user satisfaction and net benefits. Students are satisfied with e-learning websites and intent to continue to use it in future as well.
5. **Dr. S. Radha (2019):** Author in her article “Role of e-Learning and Digital Media Resources in Employability of Management Students” mentioned that teaching is sharing of knowledge, skill, and attitude by the older generation to the new generation in the society. Also mentioned that the role of e-learning and digital media resources in employability of management students in Chennai city. The survey was conducted among 130 management students from thirteen higher education institutes which offers MBA program.
6. **Mohammad Zare (2016):** Author in his article “The Impact of e-Learning on University Students’ Academic Achievement and Creativity” mentioned the study investigates the impact of e-learning on creativity and content knowledge of chemistry students. The statistical population of the study included was 100 pure chemistry students who were following two separate classes. He had concluded that e-learning is effective for knowledge and creativity acquisitions among chemistry students and the greater e-learning opportunities should be provided for wider audiences.
7. **Shashi Kant Dhir (2017):** Author in his article “E-learning in Medical Education in India” mentioned that the study aims to introduce the concept of eLearning, and discuss its need and scope in medical education in India. Experience shows that students and faculty are mostly in favor of adopting e-learning side-by-side with traditional learning, and the advantages far outweigh the likely discomfort associated with adoption of this new method.
8. **Nidhi Phutela (2020):** Author in her article “A Qualitative Study of Students’ Perspective on e-Learning Adoption in India” mentioned that how e-learning is giving a new shape to the education industry. Also, it will encompass the students' perspective and experience of e-learning. Her findings have been grouped under two sections referred to as “themes,” which include “drivers for e-learning adoption” and “inhibitors which restrict the adoption of e-learning.
9. **Nanigopal Kapasia (2020):** Author in his article “Impact of Lockdown on Learning Status of Undergraduate and Postgraduate Students during COVID-19 Pandemic in West Bengal, India” mentioned the impact of lockdown amidst COVID-19 on undergraduate and postgraduate learners of various colleges and universities of West Bengal. They have found some data that during the lockdown period, around 70 per cent of learners were involved in e-learning. Most of the learners were used Android mobile for attending e-learning. Students have been facing various problems related to

depression anxiety, poor internet connectivity, and unfavorable study environment at home.

10. **Sabrin Aftab Patel (2018):** Author in her article “India’s Emerging Economy: e-Learning: Challenges and Opportunities in Rural India” mentioned that e-Learning is an revolution in education industry like other areas, in this case also, urban areas are influenced to a greater extent than rural one. e-learning is learning, utilizing electronic technologies to access educational curriculum outside of a traditional classroom. In most cases, it refers to a course, program or degree delivered completely online. Their objective is to understand the concept of e-Learning.

RESEARCH METHODOLOGY

Objectives

- To understand effect of online learning on management student.
- To analyze the sustainability of e-learning in India.
- To measure the satisfaction level of online learning on management student.

Scope of the Study

Area: Ahmedabad, Gujarat

Sample Size: 100 management students.

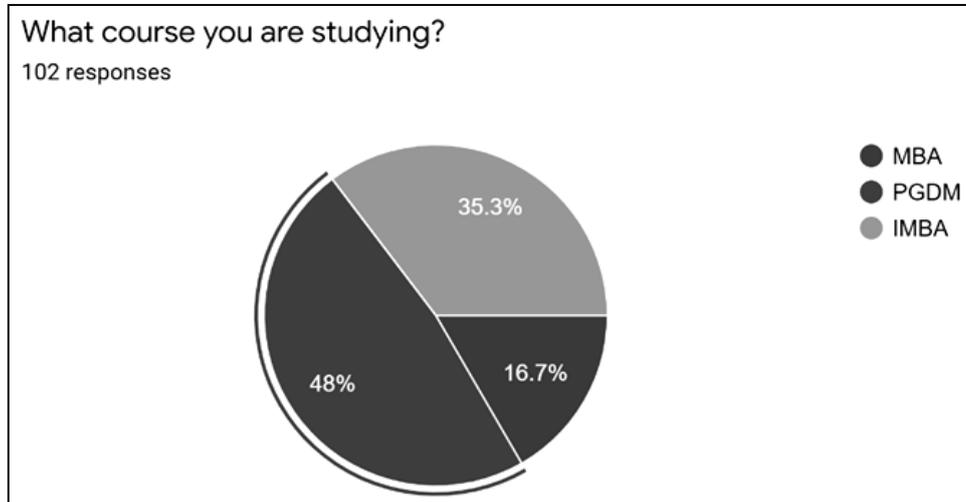
Research Design: This research is descriptive because an observational study has been carried out through cross-sectional study of e-learning and satisfaction level has been measured by collecting the data of the management student.

Primary Data: The primary data is collected through questionnaire method. 100 management students are pursuing management degree from different B-Schools of Ahmedabad.

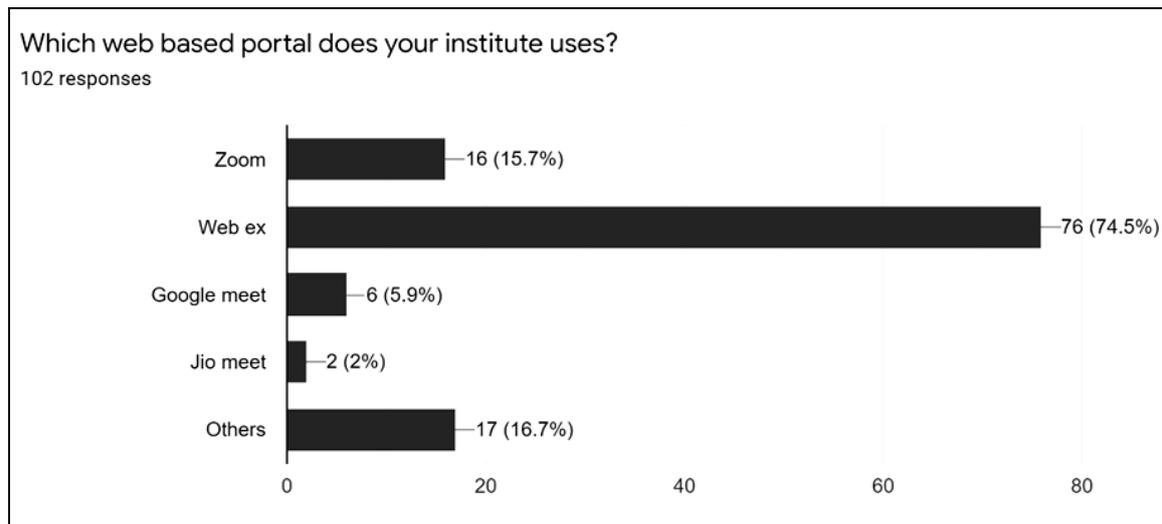
Expected Contribution

This study will benefit to different B-Schools to understand the importance of online learning and its effect on student. This study will help them to analyze how much students adopting this e-Learning teaching method.

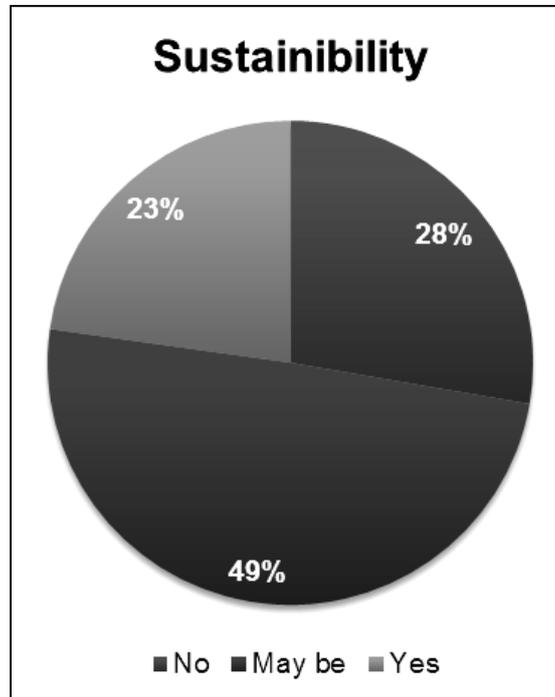
Data Analysis



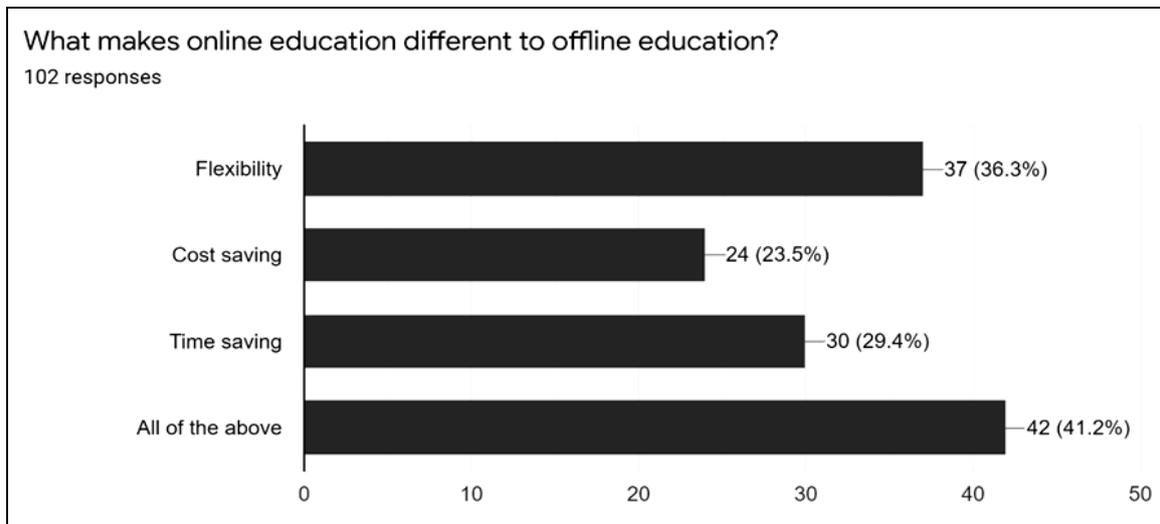
We have categorized our research in 3 courses of management which includes MBA, PGDM and IMBA in which 48 per cent of respondents are pursuing IMBA course. Out of which 48 per cent of the student are doing PGDM and 35.6 per cent students are from IMBA.



By the research, we came to know that most of the institute uses Webex for online education purpose, i.e., approx. 75 per cent of the institute uses Webex following to it 18 per cent uses other application and 15 per cent uses Zoom. Hence, from the above chart, it can be estimated that Webex is most popular amongst the educational institute.

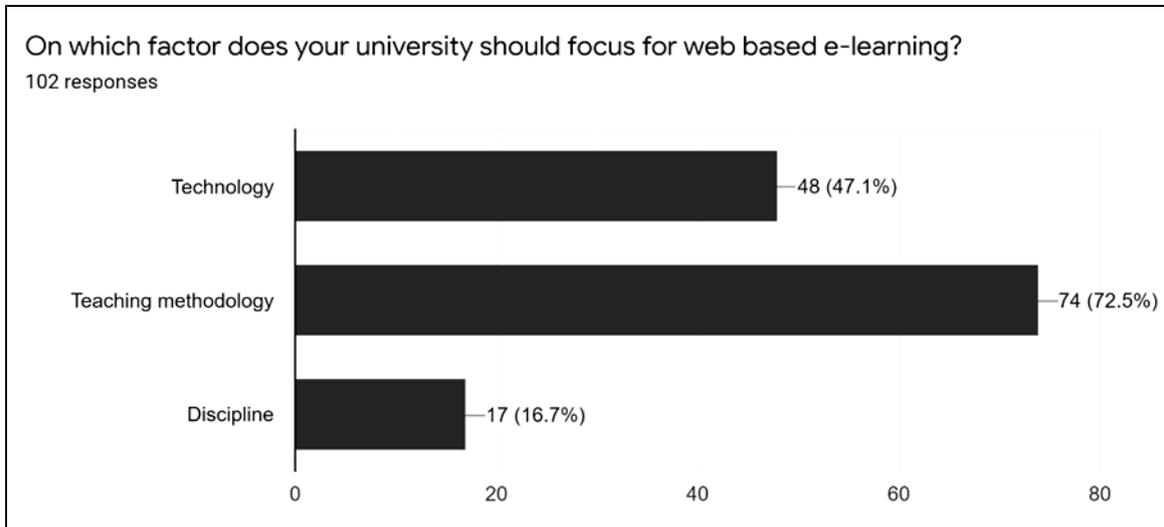


During the pandemic over 4 months, students are learning on web portals but still 49 per cent of students are not sure that it is sustainable in India or not. As well 23 per cent students said yes and 28 per cent students denied. Hence, from the above pie chart, it can be observed that the suitability of web-based learning is still difficult as students do not adopt the technology and teaching methodology easily.

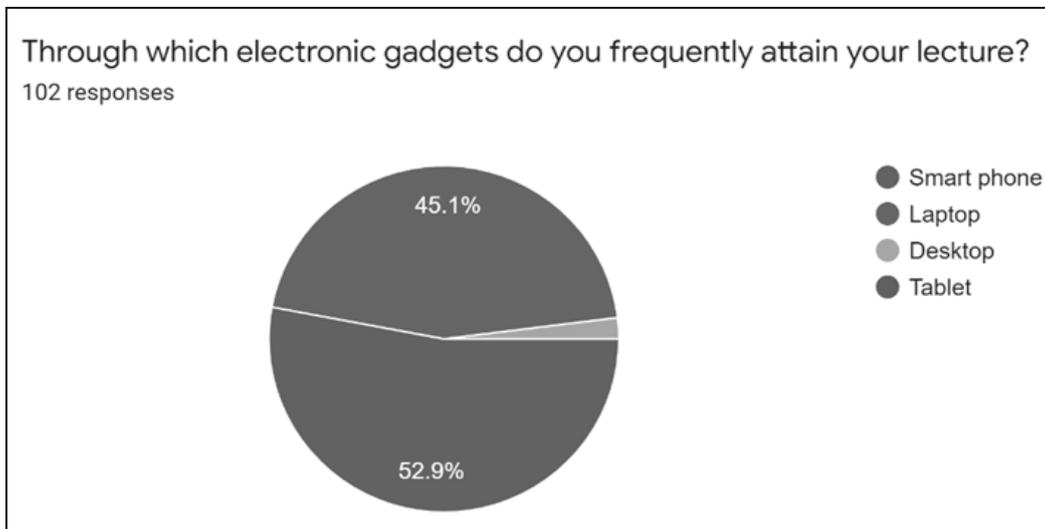


Web-based educations have many perks as students can study on their own convenience. So, almost 37 per cent of students think that this concept is flexible and 30 per cent students found this option as a time-saving. 42 per cent of students found that it is flexible, cost saving as well as

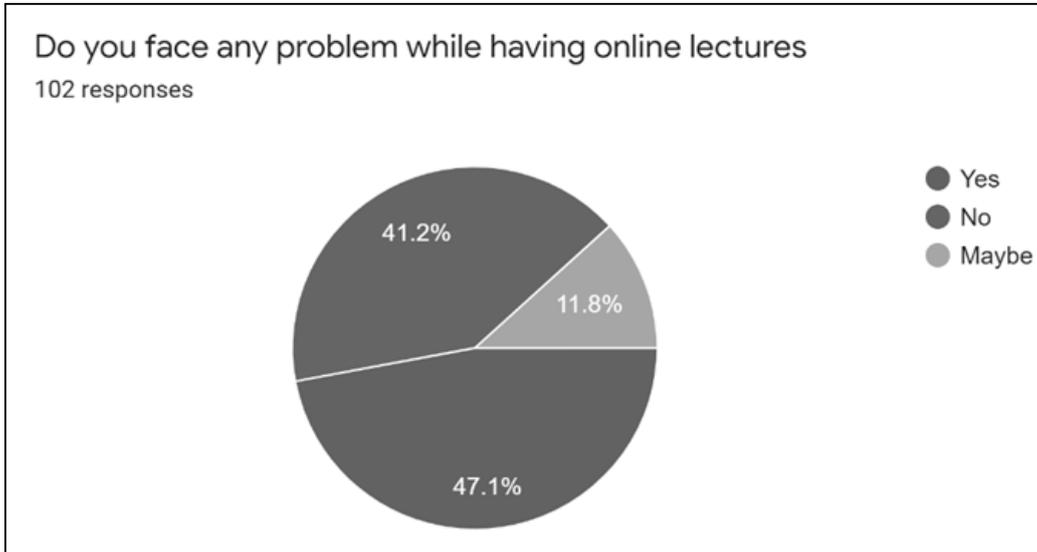
time saving. Hence, from the chart, it can be analyzed that online education is flexible, cost saving and time saving.



We found one drawback that most of students (72.5 per cent) are not comfortable with the teaching methodology of the institute and 47 per cent students are not comfortable by the technology which institute use. Hence, from the above chart, it can be assumed that educational institute should change their teaching methodology and should adopt easy technology for the online education.



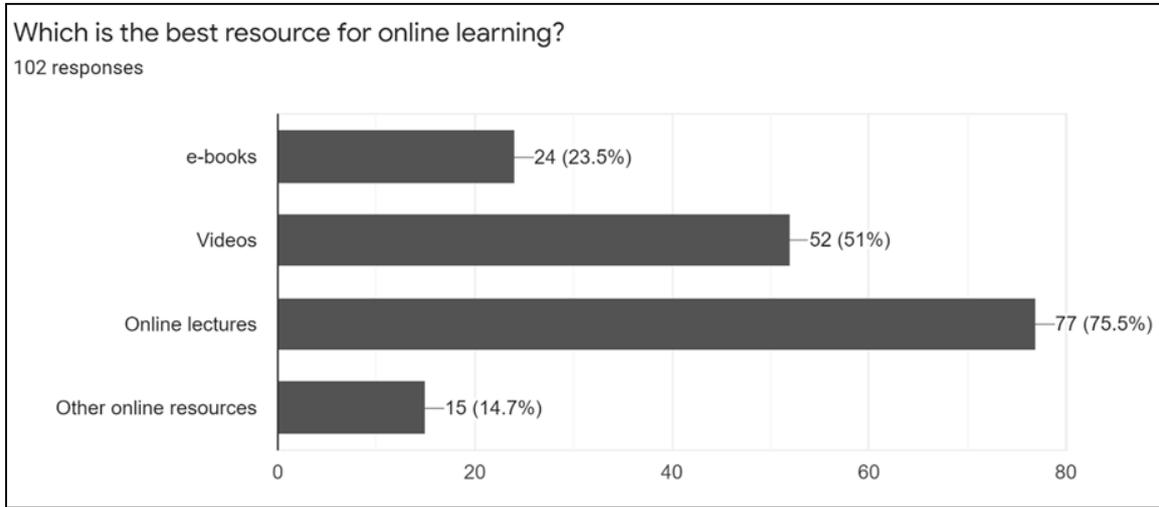
Most of the students attend online classes on the smartphones and laptops. There are 53 per cent of the student using mobile for their online education whereas 45 per cent of them use laptop. The rest of them prefer desktop for the online lectures.



Students may face few problems like internet connectivity and audio or video cracking. So, here, 47 per cent students face problems while having online lectures and 41 per cent students are not facing any problem while having online lectures.



From the respondents, 37 respondents have moderate review and 31 students are satisfied whereas 6 students are highly dissatisfied and 11 students are highly satisfied.



From the research, we get to know that by online lectures 75 per cent of students can connect more on same side by learning from e-books. Only 23 per cent students can connect.

Table 1: Rate Your Satisfaction Level of e-Learning. * Course * What is Your Specialization? Crosstabulation Count

| What is Your Specialization? | | | Course | | | Total |
|------------------------------|--|---------------------|--------|------|------|-------|
| | | | MBA | PGDM | IMBA | |
| Finance | Rate your satisfaction level of e-Learning | Highly satisfied | 1 | 0 | 2 | 3 |
| | | Satisfied | 4 | 1 | 4 | 9 |
| | | Moderate | 4 | 4 | 3 | 11 |
| | | Not satisfied | 5 | 4 | 5 | 14 |
| | | Highly dissatisfied | 2 | 0 | 1 | 3 |
| | Total | | 16 | 9 | 15 | 40 |
| Marketing | Rate your satisfaction level of e-Learning | Highly satisfied | 1 | 0 | 1 | 2 |
| | | Satisfied | 5 | 0 | 0 | 5 |
| | | Moderate | 16 | 0 | 5 | 21 |
| | | Not satisfied | 8 | 3 | 6 | 17 |
| | | Highly dissatisfied | 0 | 2 | 2 | 4 |
| | Total | | 30 | 5 | 14 | 49 |
| Human Resource | Rate your satisfaction level of e-Learning | Highly satisfied | 0 | 0 | 1 | 1 |
| | | Satisfied | 0 | 0 | 2 | 2 |
| | | Moderate | 0 | 1 | 0 | 1 |
| | | Not satisfied | 1 | 0 | 0 | 1 |
| | | Highly dissatisfied | 0 | 0 | 1 | 1 |
| | Total | | 1 | 1 | 4 | 6 |

| | | | | | | |
|-------|--|---------------------|----|----|-----|----|
| Other | Rate your satisfaction level of e-Learning | Moderate | 1 | 2 | 2 | 5 |
| | | Not satisfied | 0 | 0 | 1 | 1 |
| | | Highly dissatisfied | 1 | 1 | 0 | 2 |
| | Total | 2 | 3 | 3 | 8 | |
| Total | Rate your satisfaction level of e-Learning | Highly satisfied | 2 | 0 | 4 | 6 |
| | | Satisfied | 9 | 1 | 6 | 16 |
| | | Moderate | 21 | 7 | 10 | 38 |
| | | Not satisfied | 14 | 7 | 12 | 33 |
| | | Highly dissatisfied | 3 | 3 | 4 | 10 |
| | Total | 49 | 18 | 36 | 103 | |

Crosstabulation is a method to quantitatively analyze the relationship between multiple variables. Here, three major management courses have analyzed (MBA, PGDM and IMBA). Also, with three major specialization fields we have analyzed (Finance, Marketing and Human resources).

We have measured student satisfaction level according to their specialization field.

From the total 40 Finance students, only 3 students are highly satisfied with the e-Learning method, 11 of them have moderate satisfaction level and 3 students are highly dissatisfied with e-Learning method.

From the total 49 Marketing students, only 2 students are highly satisfied with the e-Learning method, 21 of them have moderate satisfaction level and 4 students are highly dissatisfied with e-Learning method.

From the total 6 Finance students, only 1 student is highly satisfied with the e-Learning method, 1 of them have moderate satisfaction level and 1 student is highly dissatisfied with e-Learning method.

Table 2: Do You Agree Web-based e-Learning is Better Substitute of Offline Learning * Course Crosstabulation Count

| | | Course | | | Total |
|--|-------------------|--------|------|------|-------|
| | | MBA | PGDM | IMBA | |
| Do you agree web-based e-Learning is better substitute of offline learning | Strongly Disagree | 2 | 0 | 6 | 8 |
| | Disagree | 9 | 2 | 6 | 17 |
| | Neutral | 24 | 6 | 11 | 41 |
| | Agree | 12 | 5 | 10 | 27 |
| | Strongly Agree | 2 | 5 | 3 | 10 |
| Total | | 49 | 18 | 36 | 103 |

Here, we have measured from the student's perspective that is web-based e-Learning is better substitute of offline learning from different management courses. We get to know that 10 students are highly agree with the e-Learning method. 41 students have moderate opinion with the e-Learning method, 8 students are strongly disagree with the e-Learning method.

Table 3: Through Which Electronic Gadgets Do You Frequently Attain Your Lecture? * Course Crosstabulation Count

| | | Course | | | Total |
|---|------------|--------|------|------|-------|
| | | MBA | PGDM | IMBA | |
| Through which electronic gadgets do you frequently attain your lecture? | Desktop | 0 | 2 | 0 | 2 |
| | Laptop | 18 | 6 | 23 | 47 |
| | Smartphone | 31 | 10 | 13 | 54 |
| Total | | 49 | 18 | 36 | 103 |

By the research through which electronic gadgets do you frequently attain your lecture? So, here, majority of students (54 students) attend from the smartphone and laptop (47 students).

Table 4: Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 9.327 ^a | 6 | .156 |
| Likelihood Ratio | 8.134 | 6 | .228 |
| Linear-by-Linear Association | .835 | 1 | .361 |
| N of Valid Cases | 103 | | |

a. 3 cells (25.0 per cent) have expected count less than 5. The minimum expected count is .17.

Table 5: Symmetric Measures

| | | Value | Asymp. Std. Error ^a | Approx. T ^b | Approx. Sig. |
|----------------------|----------------------|-------|--------------------------------|------------------------|-------------------|
| Interval by Interval | Pearson's R | -.090 | .093 | -.913 | .363 ^c |
| Ordinal by Ordinal | Spearman Correlation | -.102 | .097 | -1.033 | .304 ^c |
| N of Valid Cases | | 103 | | | |

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Table 6: Statistics

| | | Do You Agree Web-based e-Learning is Better Substitute of Offline Learning? | Rate Your Satisfaction Level of e-Learning |
|--------------------|---------|---|--|
| N | Valid | 103 | 103 |
| | Missing | 0 | 0 |
| Mean | | 3.14 | 3.24 |
| Standard Deviation | | 1.058 | 1.024 |

SUGGESTIONS

As per the data analysis, we came to know that 48 per cent of students are not comfortable with the technology. So, as per our suggestion, institutes should adopt a better technology platform. Institutes are conducting lectures online but with the lectures students also have to submit and attend the quiz online which is not feasible on online platforms like Webex, Skype, Zoom, etc. For that, institutes should use online platforms like Edmodo, Google Classroom, Praadis Education, Schoology, etc., in which students get connected on one platform for all the submission activities and also for online examinations. This way of submission and conducting activities is more better than Mail activities.

CONCLUSION

From this study, it can be concluded that the satisfaction level of the students are way less in the matter of online education. Hence, the sustainability of web-based learning is too far. The technology and teaching methodology are the two key points university should focus on. With this study, it can also be assumed that online learning has a different effect on management students.

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PANDEMIC OUTBREAK: ENVIRONMENTAL EDUCATION AS A KEY FACTOR FOR SUSTAINABLE DEVELOPMENT

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ABSTRACT

Now, COVID-19 pandemic spread rapidly across the world. Humans have faced the greatest challenge since World War Two. It has potential to create devastating social, economic and political crises as well as disrupt our education system. Due to COVID-19 condition, educational institutions had been closed, and government quickly recommended shifting to “Online-Learning.”. Environmental education is one of the important subjects at school level to higher level of education. It provides students with the knowledge, skills, and experience is essential to become a citizen not only our country but also the world, as well as making intelligent decisions pertaining to the management of their natural resources. This study has focused on Environmental Education as a key factor for Sustainable Development in this pandemic COVID-19 outbreak. The study also includes challenges facing environmental education on light of online learning, recommendations. To address these issues, a bold new view of online learning and environmental education is needed.

Keywords: *Unprecedented, Pandemic, Environmental Education, Sustainable Development, Natural Resources.*

INTRODUCTION

The COVID-19 pandemic has emerged as one the worst crisis of this century with no immediate cure in sight. This pandemic has changed the people’s lifestyle. Impact of lockdown for COVID-19 pandemic is improving the air quality in many cities across the globe and drop in water pollutions in some parts of the world. Environmental education is an essential component for sustainable development. Environmental education provides opportunities for students to become engaged in real world issues that beyond classroom walls. They can see the relevance of their classroom studies to the complex environmental issues confronting our planet and they can acquire the skills they will need to be creative problem solvers and powerful advocates. Sustainable Development Goals (SDGs) are such as food production, biodiversity conservation, and climate change mitigation linked to one another. The concept of sustainable development emerged as a response to a growing concern about human society’s impact on the natural

environment. Through environmental education, students explore environmental issues, also engage in problem solving, and take action to improve the environment. Students build understanding of environmental issues and have the skills to make informed and responsible decisions. The main components of environmental education for sustainable development are:

- Awareness and sensitivity to the environment and environmental challenges
- Knowledge and understanding of the environment and environmental challenges
- Attitudes of concern for the environment and motivation to improve or maintain environmental quality
- Skills to identify and help resolve environmental challenges
- Participation in activities that lead to the resolution of environmental challenges

ENVIRONMENTAL EDUCATION AS A KEY FACTOR FOR SUSTAINABLE DEVELOPMENT

Environmental Education is increasing literacy rates of citizens. It should also facilitate the development of skills necessary for sustainable learning once formal schooling is complete such as critical thinking and communication. Educational institutions had been closed a few months. So, regular activity is stopped, online mode is the only delivering medium of this time. In this condition Environmental education is very much important to our life. Teachers are building environmental ethics in the students' mind to cope up this situation. Environmental change also has direct human health outcomes via infectious disease emergence, and this link is not customarily integrated into planning for sustainable development.

- Through environmental education, students become active in their own learning and involving them in decision-making. In this lockdown situation also, it will empower students to make their online learning.
- Increases public awareness and knowledge of environmental issues.
- Does teach individuals critical thinking.
- Does enhance individuals' problem solving and decision-making skills.
- Does not advocate a particular viewpoint.
- Knowledge and understandings about the environment:
 - ◆ The nature and function of ecosystems and how they are interrelated their optimum capacity is increasing during this pandemic situation.
 - ◆ The impact of people on environment is few less for COVID. So, environment would be clean and clear.
 - ◆ The principles of ecologically sustainable development and career opportunities associated with the environment in current scenario.
- Communicating environmental problems to peers, teachers in online mode.
- Growing up values and attitudes relating to the environment.
- Adopting behaviors and practices that protect the environment.
- Environmental education is beneficial to the cultural development as well as holistic development of the students.

- Good quality environmental education is an essential tool for achieving a more sustainable world.
- Through environmental education, students enrich their knowledge, skills, understanding, values and actions required to create a sustainable world, which ensures environmental protection and conservation, promotes social equity and encourages economic sustainability.
- The aim of environmental education is to enable people to make decisions and carry out actions to improve our quality of life without compromising the planet.
- Students can address local as well as global issues in terms of pandemic situation.
- Look to the future, ensuring that the environmental education has a long-term perspective and uses medium and long-term planning.
- Environmental education enriches human development on the natural environment and its primary aim is the protection and conservation of the environment including natural habitats and ecosystems.
- Through environment education, students are concerned about the reduction of poverty, the promotion of social justice and the improvement of quality of life for people.
- People are the child of the nature. Development of environmental education focuses on interdependence and interconnectedness between people on both a global and local perspective but does not traditionally extend this to ecosystem interdependence or specific environmental concerns.

ENVIRONMENTAL EDUCATION IS FACING SOME CHALLENGES DURING PANDEMIC CONDITION

Coronavirus cause large-scale mortality and morbidity disrupt all fields of human life as well as education system. The current outbreak of a novel Coronavirus is once again keeping the world on its toes just like SARS. Students are very fear, worried foe this condition. Environmental education will be guaranteed within the regular education. The regular academic institutions incorporate differentiated treatment and special attention for improvement for environmental ethics within the student’s mind. But environmental education faces some problem on light of online education.

- **Socio-economic Barriers:** Effective learning is basically influenced by the availability of educational resources to meet the needs of all types of students any. India is a developing country; there are inadequate numbers of learning materials and other facilities to meet the educational needs of the large number of learners engaging in online learning.
- **Outdoor Education:** Environmental education outdoor trip is resource for learning. It connecting with the world around them and learning about nature and most of outdoor education is conducted by residential outdoor science schools, nature centers, parks and zoos, not in traditional classrooms.
- **Inaccessible of Learning Materials-:** To ensure that learners are active participants in the learning and teaching process, environmental education on light of online education must ensure that teaching and learning materials are evaluated to ensure fulfillment of diverse learners need. During lockdown, all are not access electronic devices. The big

issue of our country is financial problem. So, economically weaker section cannot accommodate the electronic devices.

- **Digital Divide:** In this pandemic condition, Digital Divide is the gap creator between the students who have or who have not and know to use of ICT. Poor technology literacy especially, persons with disabilities, who are already facing neglect and marginalization in academia due to limited accessibility. They cannot purchase equipment's and get training to use them. In this situation, the main aim for sustainable development through environmental education cannot properly fulfill.
- **Regional Barriers:** Many Hilly areas, forest areas and rural areas do not have any internet accessibility till date, particularly students from low-income families, that are most likely to lose environmental education within their local school districts.
- **Proper Training:** Pandemic has transformed the centuries-old, chalk-talk teaching model to one driven by ICT. Education has changed dramatically. So, proper training is needed. Teacher will be unable to cope with this mode of teaching.
- **Poor Internet Connectivity:** Less internet connectivity of our country is facing many problems.
- **Evaluation:** Through this online mode, how a teacher can arrange environmental assignments for student according to the level. It is a big challenge towards the teacher.
- **Disconnected from the Ground Realities:** Environmental education is based on ground realities. But in this time, it is not possible

RECOMMENDATIONS

- COVID-19 emergency lockdowns and stay-at-home restrictions have made ambient air quality in all areas of the world significantly better than before condition. Therefore, it is important to identify sustainable solutions through environmental education that prevent pollution levels from rebounding or reaching higher levels after the crisis.
- Uptake of Sustainable Work styles and Lifestyles – Remote learning is being rapidly introduced across the world. . Such practices may improve not only the environment but also work-life balance, and should be maintained to the extent possible, even after the emergency period ends.
- 1.5-Degree Lifestyles – Through the environmental ethics, students gain to reduce lifestyle carbon footprints Academicians are creating more environmental awareness among students who can appreciate a qualitative change in environmental health through better lifestyle management.
- Through environmental necessity concept, teachers build a student to adept at managing similar crises in the future, i.e., “build back better” after the crisis.
- Environmental education helps to create a resilient and sustainable society.
- Well-addressed disposable manner – A proper way of disposal to used mask, sanitizer, surgical gloves, etc.
- Technology is enabling ubiquitous access and personalization of education even in the remotest parts of the country in this crisis. Panchayat can help the deprived students in this condition. They may be arranging assistive equipments for environmental education for sustainable development.

- Many inspirational districts have initiated innovative, mobile-based learning models for effective delivery of online-learning.
- Required, to get the full benefit of environmental education during lockdown, there needs to be a concerted effort to provide this structure and go beyond replicating a physical class through video capabilities. Building a virtual collaborative environment (VCE) and development of a website integrated with a virtual collaborative environment (VCE).
- Participants are given online education in lockdown period, when they experience what the good life is and then try to realize it in terms of these insights. Environmental education is found in the 'worldview-related' approach to online education.
- Environmental well-being feelings has been inculcating to student's mind. Environmental well-being feelings are formed in interaction with the context.
- Develop environmental well-being feelings is that students learn to develop their environment sensibility and to reinforce feelings.
- The teachers have initiated 'shared values' and like nation before community and society before self; community support and respect for the individual; the family as the basic unit of society.
- Co-curricular activities are also added to our online education process. It is focused and effective sustainable citizenship training.
- Building the Environmental Education Collaboration network.
- Academic institutions are constantly texting and assigning tasks through social media platforms to help students maintain a high educational morale and make them understand the importance of staying engaged.
- Teachers give them to write a paragraph to this pandemic context.
- The curriculum planners have also been cognizant of the need to help pupils develop reasoning and motivation appropriate for sustainable development.
- Community-based Services:
 - ◆ Students can create a local support groups. They can support old man or women who are living alone.
 - ◆ Volunteering for the National Health Mission.
 - ◆ Students provide food and moral support to the deprived human.
 - ◆ Helping charities that help others.
- Teachers have also created Virtual Virtue of the month approach where students can make an online bulletin or newsletter on COVID-19 pandemic situation.
- Teachers create active learning environment, where teacher is a facilitator, encouraging students to participate and share their views and opinions to COVID-19 pandemic situation and supporting students to take responsibility for their society. This is the initial stage for sustainable development for the society.
- Academic institutions organize a debate completion it help students' environmental ethics development.

CONCLUSION

The COVID-19 pandemic is spreading very quickly every day, and the number of people putting on lockdown is increasing, to date more than 220,438 people have died across the globe and there is a direct loss to the world environment. The spread of virus means lockdown impact has been decreasing air and water pollution and probably even saved lives in this process Sustainable Development aims to “ensure healthy lives and promote well-being for all at all ages.” Reducing global infectious disease risk is part of this goal, alongside strengthening prevention strategies to identify early warning signals. In this pandemic outbreak, Environmental Education becomes a key factor for sustainable development of our society.

Establish a routine that factors in age-appropriate environmental education programmes that can be followed online, on the television or through the radio. After that, students can encourage open conversations to express their feeling on pandemic issues. Teachers find out how much they already know and follow their lead. Discuss good hygiene practices. Drawing, stories and other activities may help to open a discussion.

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IMPACT OF COVID-19 ON INDIAN BUSINESSES AND REMEDIES

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ABSTRACT

The world is going through a pandemic of COVID-19. The countries are suffering from the severe after-effects of the pandemic. The lockdown was essential for survival. But that caused major problems for the economy. Only essential services flourished. Other businesses have perished or on the verge of being perished. The reason can be numerous. But the major problems are happening due to the lack of contingency funds. None of the businesses has ever suffered such loss. COVID-19 will have a serious impact on the way we live, buy, sell and market products. This effect is here to stay for at least a year till such time that the vaccine is made available. For the primary weeks of COVID-19, it felt just like the end of the planet was indeed finally here. The stock exchange was falling, companies were laying people off, people were forced to figure from home, grocery shelves emptied, and, almost every country within the world had infections and deaths soaring – there seemed to be no end in sight. COVID-19 is dramatically changing consumer and business behaviors today. Undoubtedly, many of those behaviors will remain long after the diminishment and defeat of the virus. Hence, business needs to rethink on their entire business philosophy. This paper will cover the aspects of Business Transformations post-COVID-19 scenario. Health is on the utmost priority. Rest everything comes later. This is the learning from this pandemic to Indian business houses. The realignment in the operations is necessary. Indian Business is on the tipping point. If they change and innovate in this tide, they will succeed. Otherwise, they have to close their shutter. This paper will cover the problems caused by the COVID 19 pandemic. Also, this paper will understand the challenge that lies ahead of this troublesome time. And in this paper, we will try to give some recommendations. That will cover long term and short-term perspective. Because, the survival is at the stake. Hence, a single mistake will cause the loss of fortunes.

Keywords: COVID-19, Problems, Challenges.

INTRODUCTION

COVID-19 will change the way the planet works; a bit like the good depression, dot-com bubble, and therefore the 2008 financial crash did within the past. The question on everyone's mind is, 'Will things return to normal?'

It might be a mouthful but here is a glance at what's to return within the immediate future. Liquidity is predicted to stay tight because the cost of borrowing in real terms will jump upwards. This is often despite central banks' efforts to scale back interest rates. Banks and financial institutions are going to be under immense pressure because the fear of NPAs, insolvency and bankruptcies increase multifold. The government will specialize in meeting hyper demand for essential goods while non-essential businesses will specialize in recovering their receivables/outstanding money due from debtors. New strategic alliances or business partnerships won't emerge during this era.

It is an irony to mention that our world has changed dramatically over the previous couple of months. The novel corona virus pandemic has resulted in unimaginable loss to the worldwide economy and therefore the loss of human lives has been unprecedented in an era of worldwide peace.

Not only are the numbers alarming but, the speed at which the challenges have emerged is intimidating. Governments and health professionals are constantly calibrating the response to the present pandemic and frequent strategic adjustments are being done.

RESEARCH METHODOLOGY

As stated previously, this paper is aimed to assess the impact of COVID-19. To understand this objective some extracts are drawn from the prevailing literature available on various sites of internet within the sort of highlights of interviews of renowned economists, Chambers of Commerce and Industry. The relevant information available in various forms and at various sources was scanned and understood carefully while drawing a right conclusion for this text.

FINDING

Unfortunately, the impact on startups or small businesses are often much more brutal as they have scarcer cash reserves and a smaller margin for managing sudden slumps. The ripple effect of this shutdown will have a key impact on India's economy, as all business sectors get affected resulting in low revenue generation because of an eventual halt/slump on the sale of products and/or services. It is expected that India's rate of growth in FY20- 21 are getting to be right down to 2 per cent from a spread of 4.7 per cent to -5.2 per cent as was predicted.

CONCLUSION

Infrastructure investments are an efficient due to boost economic activity and make jobs. With major cities on lockdown, organizations have had no choice but to probe their business continuity and contingency plans. Ever since the primary COVID-19 case was confirmed in India, numerous companies have instituted a 'work from home' drill using critical resources to know whether remote working conditions are feasible. Employee safety is that the need of the hour. Still, with no experience of handling an epidemic that has the potential to spread rapidly, most companies are ignoring their hands by asking employees to remain home.

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WORK-LIFE BALANCE: A THEORETICAL PERSPECTIVE ON IMPERATIVE STRATEGIES FOR BUSINESS

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ABSTRACT

The notion of work-life balance has gained highly in importance during recent years. In this context, developments and changes at the workplace such as advances in the information technology and information overloads that require quick responses and changes at a fast pace put increasing pressures on employees (Guest, 2002). Next to this, also developments and changes in life outside work can be seen as source of a work-life imbalance. In particular, transformations in the socio-economic environment and changes in technology opening possibilities regarding where and when work is carried out cause an imbalance between work and home responsibilities. Moreover, the shift away from the image of the “traditional family” towards an increasing appearance of nuclear families, single parent families and the greater participation of women in the labor force represent factors requesting a greater work-life balance among employees (Guest, 2002). Initiatives like work from home, flexible work schedule has blurred the boundaries between work and non-work-life (Hill, 1997). Work-life balance is no longer only a women-related issue, but an issue of today’s workforce itself. Men are equally finding it difficult to balance their work and personal life. Therefore, though work-life balance was initially recognized and construed as a concern for working mothers, it now includes all classes of employees (Bird, 2006).

Keywords: *Work-life Balance, Work-family Conflict, Family-work Conflict.*

INTRODUCTION

Over the past two decades the issue work-family and work-life balance have received significant attention from employers, workers, politicians, academics and the media. Concerns about work-life balance have become salient for a number of reasons. Demographic and social

changes have resulted in more women entering the workforce, working mothers becoming the norm rather than the exception. Technological advancement (e.g., Tablets, smart phones, e-mails) have made it easier for work demand to intrude into family and personal life. Furthermore, the move towards global competition has increased pressure on organizations and individual employees alike to be more flexible and responsive to change. However, it is in the context of current skill shortages and the prospect of an ageing workforce that it is now imperative for organizations to embrace work-life balance practices to attract and retain talent. For future commercial sustainability, organizations need to ensure they not just encourage but mandate a practical and workable work-life balance policy, benefiting and meeting the needs of both the organization and its employees. And importantly, organizations not providing real opportunity for employee work-life balance are opening themselves up to increasing numbers of dissatisfied and unproductive employees and hence increased attrition rates. Merely creating a work-life policy framework is not enough; fostering an organizational culture that supports the use of available policies is also of great importance. In this climate, managing the boundary between home and work is becoming more challenging. There is a need for employers and employees alike to find flexible and innovative solutions that maximize productivity without damaging employees' well-being, their family relationships and other aspects of life. In addition, the provision of work-life balance policies is likely to play a role in recruiting and retaining good quality employees and maintaining a competitive edge in a demanding marketplace.

DEFINITION WORK-LIFE BALANCE

Work-life balance is defined as the harmonious and holistic integration of work and non-work, so that men and women can achieve their potential across the domains—work, family, personal life and community—in which they play out their life roles (Bailyn, Drago and Koshan, 2001). It can also be defined as a state of equilibrium in which the demands of both a person's job and personal life are equal.

Work-family conflict: the push and pull between work and family responsibilities.

Work-life balance from the employee viewpoint: the dilemma of managing work obligations and personal/family responsibilities.

Work-life balance from the employer viewpoint: the challenge of creating a supportive company culture where employees can focus on their jobs while at work.

Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although work-life balance has traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components.

1. Time balance, which concerns the amount of time given to work and non-work roles.
2. Involvement balance, meaning the level of psychological involvement in, or commitment to, work and non-work roles.
3. Satisfaction balance, or the level of satisfaction with work and non-work roles.

THEORY OF WORK-LIFE BALANCE

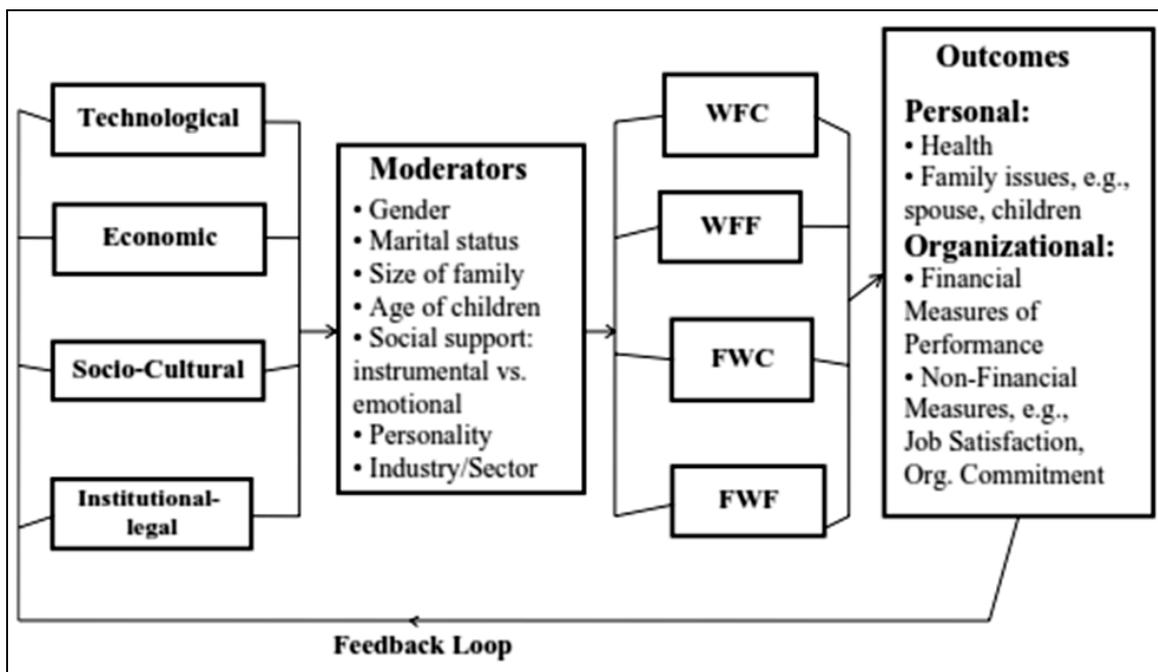
There is vast research literature on the relationship between work life mostly termed as work family. Edwards and Rothbard (2000), Zedeck and Mosier (1990) and O'Driscoll (1996)

have reviewed this literature and have contributed to the understanding of this dynamic association of work and family. These researchers have noted that there are five main approaches also known as linking mechanisms (Edwards and Rothbard, 2000) to elucidate the relationship between work and family. The last two approaches have individual contributors.

- (i) **Spillover:** The spillover approach proposes that the experiences in one role affect the experiences in second role. The behavior, mood, skills and values from one role can spillover to the second role. Spillover may occur in two conditions. First, when there is a similarity between work and any other domain (Edwards and Rothbard, 2000), e.g., an individual is satisfied with the quality of work done on a particular day; this results in satisfactory experiences at home. Second, spillover occurs as a result of transference (Edwards and Rothbard, 2000), e.g., stress at workplace spills over to the family domain and the individual displays irritable mood in the family. Thus, spillover can be both positive and negative.
- (ii) **Congruence:** The congruence approach is somewhat similar to spillover. Congruence can be achieved through a positive linkage between work and family experiences; wherein congruence is a result of a third factor that influences both work life and family life (Edwards and Rothbard, 2000). For example, a negative influence of a third variable on work and family relationship, that is negative affect as a personality characteristic (Frone, Russell and Cooper, 1995). Similarly, positive work-family culture in the organization may affect both work life (e.g., flexibility with working time) and family life (ample leaves and child care facilities at work) positively; thus, congruence between work and family is possible.
- (iii) **Compensation:** The compensation approach refers to an attempt of making up for shortcomings or deficits in one role through higher involvement in another role (Edwards and Rothbard, 2000; Zedeck, 1992 and Lambert, 1990). These deficiencies could be the demands or satisfactions that can be fulfilled in another role (Guest, 2002). For example, an individual is highly engaged in the work life because of some negative experiences in the non-work life. The sense of doing something worthwhile and gaining positive energy in non-work life is achieved through higher engagement at workplace.
- (iv) **Segmentation:** The segmentation approach posits that work and family are two distinctive domains and there is no relationship between the two domains, indicating that work and family are separate spheres; which may not influence each other (Edwards and Rothbard, 2000, Zedeck, 1992, and Zedeck and Moiser, 1990). The early conceptions of this approach proposed a natural separation of work and family domains because both the roles involve distinct meaning, tasks and behaviors; therefore, maintain a physical and a temporal separation (Blood and Wolfe, 1960). But as the research developed a new perspective regarding segmentation approach emerged. This separation is recently conceived as a boundary between work and non-work; which is thought to be impermeable (Nippert-Eng, 1995).
- (v) **Integration:** The integration approach hypothesizes that work and family domains can be integrated and they are very closely associated as if woven together; therefore, it is impossible to differentiate between the two domains. This approach is also called as identity approach (Edwards and Rothbard, 2000).
- (vi) **Work-family Border Theory:** In the light of segmentation being conceived as boundary between work and non-work, another theory that partly shares the notion is

the work-family border theory. The difference between the border theory and the segmentation approach is that in the border theory, Clark (2000) argues, that individuals cross this border between work and non-work daily and they move in and out of the border; whereas the classical conception of the segmentation approach was that the boundary of work and family is impermeable. The work-family border theory postulates that such a border is permeable and that work and family can indeed influence each other (Guest, 2002).

A CONCEPTUAL PARADIGM OF WORK-LIFE BALANCE



Source- NHRD Network Journal, July 2009

1. The Environmental Factors

- (a) **Technological Environment:** Technological progress has contributed to labor and time-saving devices in many of the activities associated with shouldering family and household responsibilities, ranging from cooking to washing and housekeeping to name a few. Moreover, it has also contributed to emergence of virtual workplaces and flexi work patterns which to some extent help cope with work life demands better than before. Telework and telecommunicating are becoming increasingly common. While this development can enhance Work-life Balance, it could have a differential impact that lowers Work-family Conflict but increases Family-work Conflict.

The emergence of “extreme jobs” has contributed to workaholic symptoms such as the increasingly blurred separation between work and home, so much so that even at home, work appears to become the top priority. Other workaholic symptoms include over commitment to work to the extent that one’s happiness is derived from ones work, work

takes precedence over family and leisure time, no social life outside of work related events.

- (b) **Economic Environment:** Global competition and global production networks through outsourcing have created relocation of jobs across international boundaries and contributed to new ways of overcoming the human talent deficit. One of the major fall outs of outsourcing is the increase in dual-income families in developing countries, especially the emerging economies.
- (c) **Socio-cultural Environment:** Research has shown that the attitude towards work, as defined in terms of hours worked per annum, varies across countries. According to the 1998 Far East Economic Review, in general, urban Asians worked an average of 2150 hours per annum *vis-à-vis* 2068 hours for South Americans, 1898 hours for North Americans and 1773 hours in Europe. Berlin, Germany, reported the lowest number of work hours per annum at 1667, with the average worker getting 30 days off every year. Research in Anglo countries has also found a stronger positive relationship between the number of work hours and work-family stressors (Spector, Cooper and Poelmans, 2004). Overall, the work-life balance issues confronting workers in the industrialized countries differ from that in the developing economies.

2. Moderating Variables

The relationship between the environmental factors discussed above and work-life balance are moderated by several variables including gender, marital status, size of the family, age of children, social support, personality traits and industry/sector.

- (a) **Gender:** With regard to gender, more men than women are engaged in “extreme jobs”. Furthermore women than men reported strain based work-family conflict, and family interference with work appears to pose greater problems for women than men (Lilly, Duffy and Virick, 2006). Research shows that women tend to derive less benefit from social support from their supervisors/colleagues in comparison to their male counterparts (Van Daalen, Willemsen and Sanders, 2006).
- (b) **Marital status, family size and age of the children:** Those who are single and those with smaller families and/or with grown children generally experience less work-family life tensions than those who are married, have larger families and young children (Tung, 1999).
- (c) **Social support:** Social support can be categorized in usually of two types: (i) Instrumental support comes from society and employers in terms of the provision of family care facilities, long maternity/paternity leave, facilities for child care and home for the aged to care for the ageing population. (ii) Emotional support comes from ones family, managers or colleagues and is considered the most crucial factor in supporting a health work-life balance.
- (d) **Personality traits:** It can also moderate the relationship between environmental variables and work-life balance. Lilly, Duffy and Virick (2006) found that those with a high need for power and a high need for achievement typically experience more Work Interference with family and not Family Interference with work; while those with a high need for affiliation tend to experience more Family Interference with work.
- (e) **Industry/Sector:** The nature of industry/sector also has an influence in work-family conflict. Extreme jobs are more common in certain industries and sectors such as

Information Technology and Information Technology Enabled industries. Wilson (2003) found that having children particularly early on, can severely damage the job prospectus of women. In general, large companies and those in more modern/emerging sectors (Information Technology and Information Technology Enabled industries in comparison to the older industries like mining and construction) typically adopt more family friendly policies that can moderate the level of tension between work and life/family (Ferrer and Gagne, 2006).

3. Outcomes of the Above Factors of Work-life Balance

If left unaddressed, work family and family work conflicts could adversely affect the employees' career (Hewlett and Luce, 2006). Family issues including increased incidence of divorce are common where work-family conflicts escalate. Work-Family conflict can have disastrous consequences on the organization, both financial and non-financial wise. Research shows that firms with better Work-life Balance practices enjoyed significantly higher productivity. As far as non-financial aspects of organizational performance is concerned, research shows that firms that adopt more enlightened Work-life Balance policies can improve the level of job satisfaction and increase organizational commitment among their employees (Pratt, 2006).

THE GAP BETWEEN WORK-LIFE BALANCE POLICY AND PRACTICE

Empirical studies show that the mere availability of extensive and generous work-life policies does not necessarily result in widespread utilization by employees or subsequent improvements in work-life balance and reductions in work-life conflict. The low uptake in some organizations appears to be related to different organizational environments, also known as 'organizational work-life cultures', which affect the extent to which flexible work options can be utilized and work/life balance achieved. Four distinct aspects of work-life culture have been identified from all of which should be considered by organizations when attempting to improve employee's work-life balance.

1. **Managerial Support:** Managers play an important role in the success of work-life programmes because they are in a position to encourage or discourage employee's efforts to balance their work and family lives, where supervisors enthusiastically support the integration of paid work and other responsibilities, employees will be more likely to take up available work-life programmes.

It has also been found that even in 'family-friendly' organizations managers discourage employees using available benefits and programmes contributing to increased work-family conflict and *vice versa*. Hence, managers play a vital role in employee's decisions to use available benefits and programmes.

2. **Career Consequences:** Another strongly associated factor with the underutilization of work-life policies, is the perception of negative career consequences. There is a negative perception that employees who use family-friendly policies are seen as less committed to work and the organization, overlooked for training, promotions, fringe benefits etc. This shows why family-friendly policies tend to be underused. Importantly, participation by managers themselves in work-family programmes challenges the perception of work-life policy utilization and career progression as being mutually exclusive paths within the organization.

3. **Time Expectations:** The third factor that influences the use of work-life policies is organizational time expectations the number of hours employees are expected to work. A supportive work-life culture in terms of organizational time expectations has been found to reduce work-family conflict, improve job satisfaction and increase productivity. There is false impression that “If one is to succeed, one has to be at work, one has to be there for long hours, and one has to continuously commit to work as a top priority. Working long hours though, hinders the ability of employees to meet conflicting responsibilities and subsequently forces some employees to choose between achieving balanced roles and progressing in their careers. However, a move from the traditional notion of long hours at the workplace as the primary measure of productivity to performance-based assessment requires a significant paradigm shift for some organizations. The shift to evaluating performance on the basis of outputs rather than time spent physically at the workplace is however an essential part of developing a culture that supports work/life balance.
4. **Gendered Perceptions:** Even though organizational work-life policies are generally gender neutral and non-discriminatory, these policies have revolved historically around facilitating the working conditions of women. Men’s uptake of alternative work options has tended to be extremely low. Perceptions that work-life policies are developed only for women are the fourth factor related affecting work-life policy. Some of the reasons discouraging men’s usage of work-life programmes are organizational workplace and the culture act as a barrier. Secondly the competitive business environment is thought to discourage men from using work-life options. Finally, the domestic organization in employees own homes often prevent men from taking up available work-life options, focusing on the centrality of the father’s rather than the mother’s career. Organizations should encourage men to use work-life policy. Some work-life provisions, such as paternity leave, are intended specifically for men and aim to foster a greater sharing of responsibilities between men and women.

ORGANIZATIONAL INTERVENTIONS THAT FACILITATE WORK-LIFE BALANCE

Most interventions aiming to improve organizational work-life balance provisions focus on four key changes in human resource policies:

1. provision of employee services such as health and fitness centers, on site childcare;
2. provision of employee benefits such as paid parental leave and spouse/partner benefits;
3. job restructuring such as part-time work and flexible work hours; and
4. organizational development initiatives such as supportive leadership development and diversity training (Harrington and James, 2006).

In addition to the development of public policies supporting responsibilities outside of paid employment, organizations have increasingly been developing formal policies that attempt to facilitate the work-life nexus. Work-life balance strategies enhance the autonomy of workers in coordinating and integrating the work and non-work aspects of their lives. Three broad types of work-life strategies have been created to help employees balance their work and non-work lives: flexible work options, specialized leave policies and dependent-care benefits. These include a range of policies and practices like Compressed work week, Flextime, Job sharing, Home

telecommuting, Work-at-home programmes, Part-time work, Shorter work days for parents, bereavement leave, Paid maternity leave, Paid leave to care for sick family members, Paternity leave, On-site/near site company childcare, Company referral system for childcare, Programme for emergency care of ill dependents, Childcare programmes during school vacation, Re-entry scheme, Phased retirement, Sabbatical leave, Professional counseling, Life skill programmes, Subsidized exercise for fitness center and Relocation assistance. These policies are generally aimed at facilitating flexibility, supporting employees with childcare, elder care obligations and alleviating the negative impact of interference between work and non-work commitments and responsibilities.

Nature, causes and consequences of work-life balance. Adapted from Guest (2002) p. 265.

| Determinants | Nature of the balance | Consequences/impact |
|-------------------------------|-------------------------------|----------------------------|
| <i>Organizational factors</i> | <i>Subjective indicators</i> | |
| Demands of work | Balance equal - emphasis | Work satisfaction |
| Culture of work | home and work | Life satisfaction |
| Demands of family | Balance - home central | Mental health/well-being |
| Culture of family | Balance - work central | Stress/illness |
| <i>Individual factors</i> | Spillover and/or interference | Behaviour/performance |
| Work orientation | from work to home | at work |
| Personality | Spillover and/or interference | Behaviour/performance |
| Energy | from home to work | at home |
| Personal control & coping | | |
| Gender | <i>Objective indicators</i> | Impact on others at home |
| Age | Hours of work | Impact on others at work |
| Life and career stage | Free time | |
| | Family roles | |

OBSERVATION

It can be observed that techno-economic and socio-demographic changes have made it crucial to consider work-life balance as a strategic concern for HR managers to recruit, engage and retain talented employees. HR professionals in India now need to review their present policies and practices towards work-life balance and redesign them accordingly. Organizations

should note that they will benefit only when they will support employees' needs for work-life balance and effectively apply work-life balance policies. It has been seen that there are basically three major factors of work that interferes with personal life: (i) unhappiness with the amount of time for non-work activities, (ii) missing personal activities due to work and (iii) putting personal life on hold because of work thus creating a rift in work-life balance issues resulting a lot of employees quitting their jobs or taking career breaks. It has also been seen that there are work related factors that interfere with personal life like easy access to the employees irrespective of their location because of smart phones, tabs, etc. even after their normal working hours, or holidays or vacations. Leaving less or limited scope for employees to enjoy their personal lives without the interference of work related issues. The usage of work-life programmes like work from home has dissolved the boundaries of work and life and thus creating a more turmoil amongst employees to maintain a distance from work-related issues even at home. Work-life balance must be supported by top management and encouraged at all levels of the organization. Organizational culture must be developed in such a way that employees making efforts to have healthy work-life balance will not be looked down upon. Only then in true sense will work-life balance gain strategic recognition in India. Balancing work and non-work-life is going to remain as one of the anticipated employee need in future. Hence, organizations should continue to look for innovative ways to cater to this need in order to retain the key employees. Work-family integration should not be seen as a parenting or dependent care issue only. To make work-life balance policies successful, utmost care should be taken from their introduction to implementation.

CONCLUSION

With increased concern by employees for managing the boundary and the interaction between their work and non-work lives, the provision of effective work-life initiatives is fast becoming a priority for organizations and for HRM practitioners throughout the corporate world. Researches have shown that people are more attached to organizations that offer family-friendly policies, regardless to the extent to which they might personally benefit from such policies (Grover and Karen, 1995). In organizational terms, this translates into better talent attraction, enhanced productivity, better talent management, reduced work stress, reduced absenteeism, better motivation, employer branding and efficient work practices (Byrne, 2005). A mismatch between work and non-work roles can be dysfunctional and disadvantageous for both the employees and the employers. It is because of this reason that many organizations are increasingly adopting work-life policies such as introducing greater work flexibility, providing child-care facilities and offering emotional support (Lapierre and Allen, 2006). Organizations should come up with effective and efficient work-life balance policies and programmes and foster an organizational culture that supports the use of available policies. Thus in present scenario organizations indeed have to rope in some innovative strategies to build a competitive advantage, work-life balance strategies being one of them.

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ABSTRACT

Micro, small and medium enterprises (MSMEs) are amongst the strongest drivers of the economy with a vast network of about six crore enterprises, contributing about 45 per cent to manufacturing output, 50 per cent to exports, around 30 per cent to GDP, and creating employment for about 11 crore — second only to agriculture. This sector mirrors the diversity in the economy in terms of the size of these enterprises, the variety of products and services, and the levels of tech employed. MSMEs have been inordinately affected by the COVID-induced lockdown, transport disruptions, severance of supply chains, social distancing measures owing to their dominant presence in economic sectors like retail, trading and services. This disruptive effect has been compounded due to their limited financial resources and borrowing capacity. The government has introduced a slew of legislative, regulatory and financial measures to support the MSME sector amidst this unprecedented crisis unleashed by the pandemic. The area of review mainly focuses of MSME and sustainable development of MSMEs. The paper was also trying to focuses the new definition toward MSMEs sustainable development.

Keywords: MSME, Sustainability, Issues of MSME.

INTRODUCTION

On 26th June 2020, the Ministry of Micro, Small and Medium Enterprises notified certain criteria for classifying enterprises as micro, small and medium enterprises (MSMEs) and specified the form and procedure for filing the applicable memorandum (the Udyam registration), with effect from 1st July, 2020. The change in the classification of MSMEs is a part of the relief package offered to the MSME sector amid the COVID-19 outbreak. This reclassification has been well received across sectors as it will help MSMEs to increase in size without losing their entitled benefits. The expanded ambit now allows a larger pool of enterprises to get the benefits of the MSME Act and pandemic-induced reforms. Micro, small and medium enterprises (MSMEs) are amongst the strongest drivers of the economy with a vast network of about six crore enterprises, contributing about 45 per cent to manufacturing output, 50 per cent to exports, around 30 per cent to GDP, and creating employment for about 11 crore — second only to agriculture. This sector mirrors the diversity in the economy in terms of the size of these enterprises, the variety of products and services, and the levels of tech employed.

MSMEs have been inordinately affected by the COVID-induced lockdown, transport disruptions, severance of supply chains, and social distancing measures owing to their dominant presence in economic sectors like retail, trading and services. This disruptive effect has been compounded due to their limited financial resources and borrowing capacity. The government has introduced a slew of legislative, regulatory and financial measures to support the MSME sector amidst this unprecedented crisis unleashed by the pandemic.

IMPORTANCE OF MSMEs FOR INDIAN ECONOMY

- **Employment:** It is the second largest employment generating sector after agriculture. It provides employment to around 120 million persons in India.
- **Contribution to GDP:** With around 36.1 million units throughout the geographical expanse of the country, MSMEs contribute around 6.11 per cent of the manufacturing GDP and 24.63 per cent of the GDP from service activities.
 - MSME ministry has set a target to up its contribution to GDP to 50 per cent by 2025 as India becomes a \$5 trillion economy.
- **Exports:** It contributes around 45 per cent of the overall exports from India.
 - **Inclusive growth:** MSMEs promote inclusive growth by providing employment opportunities in rural areas especially to people belonging to weaker sections of the society.
For example: Khadi and Village industries require low per capita investment and employ a large number of women in rural areas.
- **Financial inclusion:** Small industries and retail businesses in tier-II and tier-III cities create opportunities for people to use banking services and products.
- **Promote innovation:** It provides opportunity for budding entrepreneurs to build creative products boosting business competition and fuels growth.

Thus, Indian MSME sector is the backbone of the national economic structure and acts as a bulwark for Indian economy, providing resilience to ward off global economic shocks and adversities.

MSME REDEFINED

The Micro, Small and Medium Enterprises Development (Amendment) Bill, 2018 proposes to reclassify all MSMEs, whether they are manufacturing or service-providing enterprises, on the basis of their annual turnover.

| Earlier and Revised Definition of MSMEs | | | |
|---|---|--|---|
| Earlier MSME Classification | | |  |
| Criteria: Investment in Plant & Machinery or Equipment | | | |
| Classification | Micro | Small | Medium |
| Manufacturing Enterprises | Investment < ₹ 25 lac | Investment < ₹ 5 cr. | Investment < ₹ 10 cr. |
| Services Enterprise | Investment < ₹ 10 lac | Investment < ₹ 2 cr. | Investment < ₹ 5 cr. |
| Revised MSME Classification | | | |
| Composite Criteria: Investment and Annual Turnover | | | |
| Classification | Micro | Small | Medium |
| Manufacturing & Services | Investment < ₹ 1 cr. & Turnover < ₹ 5 cr | Investment < ₹ 10 cr. & Turnover < ₹ 50 cr. | Investment < ₹ 20 cr. & Turnover < ₹ 100 cr. |
| <i>Source: Ministry of Finance</i> | | | |

- The bill was introduced in the Lok Sabha and further referred to the Standing Committee which tabled its report on 28th December, 2018.

BENEFITS OF PROPOSED RECLASSIFICATION

- The new classification would eliminate the need for frequent inspections which was earlier required to check the investment in plant and machinery.
- It would be a non-discriminatory, transparent and objective criterion.

FACTORS WHICH LED TO GROWTH OF MSMEs

- Campaigns like Skill India, Startup India, Digital India and Make in India aim to provide MSME players with a level playing field and a definitive push towards enhanced productivity.
- Digitization – Increasing internet penetration, customer’s familiarization with digital payments fuelled by B2C ecommerce players facilitate MSME sector growth.
- Tie-ups with new-age non-banking finance (FinTech) companies allowed access to timely collateral free finance to MSMEs.
- Changing employment patterns – Younger generation shifting from agriculture towards entrepreneurial activities creating job prospects for others.

ISSUES FACED BY MSMEs AND STEPS TAKEN TO IMPROVE THEIR CONDITION

| Issues and Challenges | Steps Taken |
|---|--|
| <p>Access to Credit</p> <ul style="list-style-type: none"> ● 90 per cent of the MSMEs are dependent on informal sources for funding ● Lack of sufficient collateral and high working capital needs | <ul style="list-style-type: none"> ● Launch of the 59 minute loan portal to enable easy access to credit for MSMEs. ● 2 per cent interest subvention for all GST registered MSMEs, on fresh or incremental loans. ● Trade Receivables e-Discounting System (TReDS) to enable access to credit from banks, based on their upcoming trade receivables from corporate and other buyers. |
| <p>Access to Markets</p> <ul style="list-style-type: none"> ● Low outreach and non-availability of new markets. ● Lack of skilled manpower and ineffective marketing strategy ● Difficult for MSMEs to sell products to government agencies ● Competition from MNCs and other big industries | <ul style="list-style-type: none"> ● Union Government announced to launch an e-commerce platform on the lines of “Amazon and Alibaba” to sell products from MSMEs and the Khadi and Village Industries Commission. ● Public sector companies now compulsorily procure 25 per cent, instead of 20 per cent of their total purchases, from MSMEs. ● More than 40,000 MSMEs registered on Government e-Marketplace (GeM) portal. It provides transparency in procurement and facilitates MSMEs to directly reach out to the buyers. |
| <p>Technology Access</p> <ul style="list-style-type: none"> ● Limited human resources and weak financial standing ● MSMEs, particularly in the unorganized sector, show lower adaptability of new technology and innovation | <ul style="list-style-type: none"> ● 20 hubs and 100 spokes in the form of tool rooms will be established across the country. This will facilitate product design and easy access to latest technology to MSMEs. ● Financial assistance is provided for implementation of lean manufacturing techniques to enhance the manufacturing competitiveness of MSMEs. |
| <p>Quality and Export Issues</p> <ul style="list-style-type: none"> ● Low quality products impact export competitiveness ● Inadequate access to quality raw materials ● Use of traditional machines causes low productivity | <ul style="list-style-type: none"> ● Financial support to MSMEs in ZED (Zero Defect Zero Effect) certification to improve quality of products. ● Government provides subsidy towards the expenditure incurred by enterprises to obtain the product certification licenses from national and international bodies. |

| | |
|--|---|
| <p>Ease of Doing Business</p> <ul style="list-style-type: none"> ● Cumbersome government procedures and rules for establishing new units ● Bureaucratic delays in getting clearances ● Poor litigation system in the country | <ul style="list-style-type: none"> ● The return under 8 labor laws and 10 Union regulations must now be filed only once a year. ● Computerized random allotment for inspector visits to the establishment. ● Environmental Clearance under air pollution and water pollution laws, have been merged into one. Also, the return will be accepted through self-certification. ● For minor violations under the Companies Act, the entrepreneur will no longer have to approach the courts, but can correct them through simple procedures. This signifies simplification of government procedures and instilling confidence among entrepreneurs. |
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GOVERNMENT SCHEMES TO PROMOTE MSMEs

- **Udyami Mitra Portal:** Launched by SIDBI to improve accessibility of credit and handholding services to MSMEs.
- **MSME Sambandh:** To monitor the implementation of the public procurement from MSMEs by Central Public Sector Enterprises.
- **MSME Samadhaan:** MSME Delayed Payment Portal will empower Micro and Small entrepreneurs across the country to directly register their cases relating to delayed payments by Central Ministries/Departments/CPSEs/State Governments.
- **Digital MSME Scheme:** It involves usage of Cloud Computing where MSMEs use the internet to access common as well as tailor-made IT infrastructure
- **Prime Minister Employment Generation Programme:** It is a credit-linked subsidy program under Ministry of MSME.
- **Revamped Scheme of Fund for Regeneration of Traditional Industries (SFURTI):** It organizes traditional industries and artisans into clusters and make them competitive by enhancing their marketability and equipping them with improved skills.
- **A Scheme for Promoting Innovation, Rural Industry and Entrepreneurship (ASPIRE):** It creates new jobs and reduce unemployment, promotes entrepreneurship culture, facilitates innovative business solution etc.
- **National Manufacturing Competitiveness Programme (NMCP):** To develop global competitiveness among Indian MSMEs by improving their processes, designs, technology and market access.
- **Micro and Small Enterprises Cluster Development Programme (MSE-CDP):** It adopts cluster development approach for enhancing the productivity and competitiveness as well as capacity building of MSMEs.
- **Credit Linked Capital Subsidy Scheme (CLCSS):** It is operational for upgradation of technology for MSMEs.

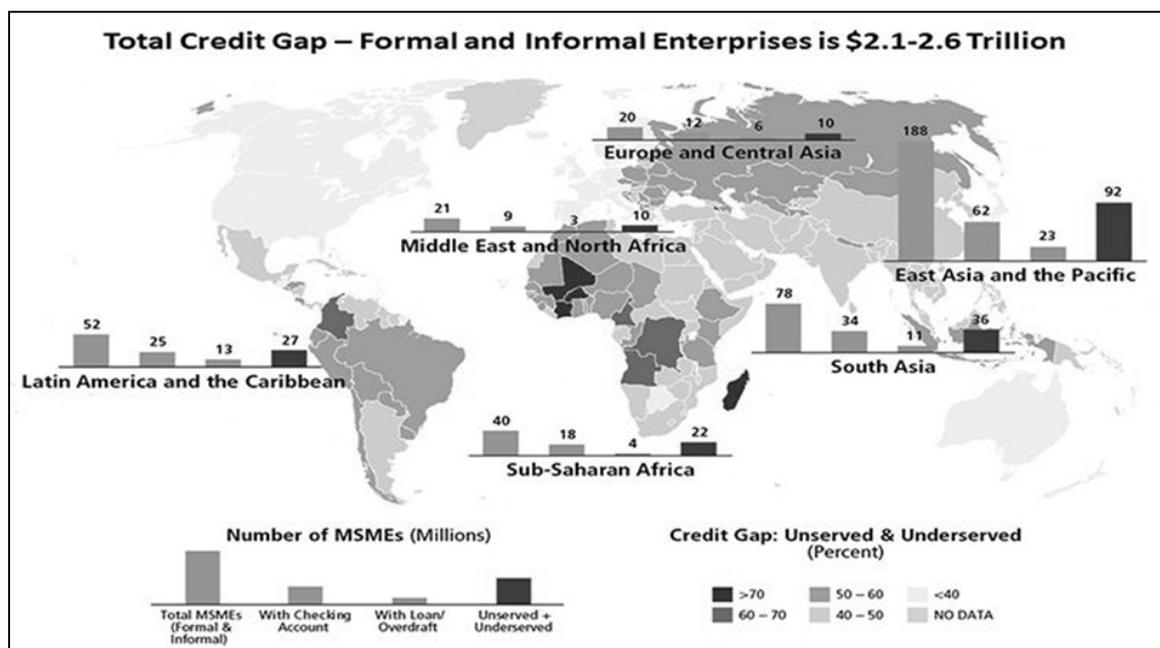
OTHER RECENT INITIATIVES TO PROMOTE MSMEs

- In June 2019, **RBI Committee** headed by former **SEBI Chairman UK Sinha** suggested a ₹ 5,000 crore stressed asset fund for the MSME sector to provide relief to small businesses hurt by **demonetization, GST**, and an ongoing **liquidity crisis**.
 - It has also recommended doubling **the cap on collateral-free loans to ₹ 20 lakh** from the current ₹ 10 lakh extended to borrowers falling under the Mudra scheme, self-help groups, and MSMEs.
- MSME Ministry announced in June 2019 to lift the ban on entry of **corporates and private players** in the MSME sector to pave way for the formation of **700 clusters** to reduce dependence on imports as well as for job creation.
- MSME Ministry is also planning to set up **enterprise facilitation centres** across the country to make smaller businesses more competitive and help them integrate with big enterprises.

Therefore, the government should continue to put concerted efforts for holistic development of MSMEs in key areas like **human capacity development, knowledge services, access to finance, technology, infrastructure, market access, and ease of doing business**.

INTERNATIONAL EXPERIENCES

- According to World Bank, formal SMEs contribute up to 60 per cent of total employment and up to 40 per cent of national income (GDP) in emerging economies.
- 600 million jobs will be needed in the next 15 years to absorb the growing global workforce, mainly in Asia and Sub-Saharan Africa. In emerging markets, most formal jobs are generated by SMEs, which also create 4 out of 5 new positions.
- However, access to credit remains a major problem to the MSME sector globally.



In globalized world, it is imperative to enable MSMEs to adapt and thrive in a more open environment and participate more actively in the digital transformation, to boost economic growth and deliver a more inclusive globalization.

Way Forward

- Today, enterprises need to adopt best practices and follow international standards to go forward for offering innovative solutions.
- Focus should be on transfer of information and skill development to effectively use the transferred technology.
- There is an urgent need to upgrade infrastructure utilities (like water, power supply, road/rail) for any enterprise to run its operations successfully.
- Entrepreneurs need to develop quality conscious mindsets embedded in the organizational culture.
- Sensitization and handholding of MSMEs at different and upgraded level of certification is the need of the hour.

Finally, as recommended by **India MSME Report 2018**, we need an entitlement approach that can have the potential of compelling all related stakeholders to work on a common national agenda and solutions under a scientifically structured framework. This approach demands the identification and analysis of major security threats to the MSMEs, and entrepreneurship at the grass root level.

In light of this new classification criteria and definition of an MSME, all MSMEs in India will now be known as an '*udyam*' since that term aligns more closely with the meaning of an enterprise. The new definition of an MSME has resulted in the enhancement of the investment and turnover limits, which in turn has led to the reversal of the traditional policy bias in favour of units staying small in order to qualify for benefits.

At a time when India's economy is experiencing unprecedented effects due to months of a nationwide lockdown to prevent the spread of COVID-19, the new definition of MSME is a major step towards recovery on both the domestic and export fronts.

COMPOSITE FORMULA

A major structural reform, in this direction, has been undertaken by the government by adopting a new composite formula of classification for manufacturing and service units in the MSME sector with effect from 1st July, 2020. India defined Small Scale Industry (SSI), first in 1950s, as an industry with investment of up to ₹ 5 lakh in fixed assets and employment of 50-100 people with or without power.

By the 1960s, the employment criterion was dropped and the investment ceiling thereafter was constantly increased. The MSMED Act in 2006, last laid down the definitions based on investment limits for 'micro and small' and added a definition of 'medium'. A static investment limit for a period of 13 years led to an increasing demand for change from many sectors where MSMEs have substantial share such as pharmaceuticals, auto-component, food processing, among others.

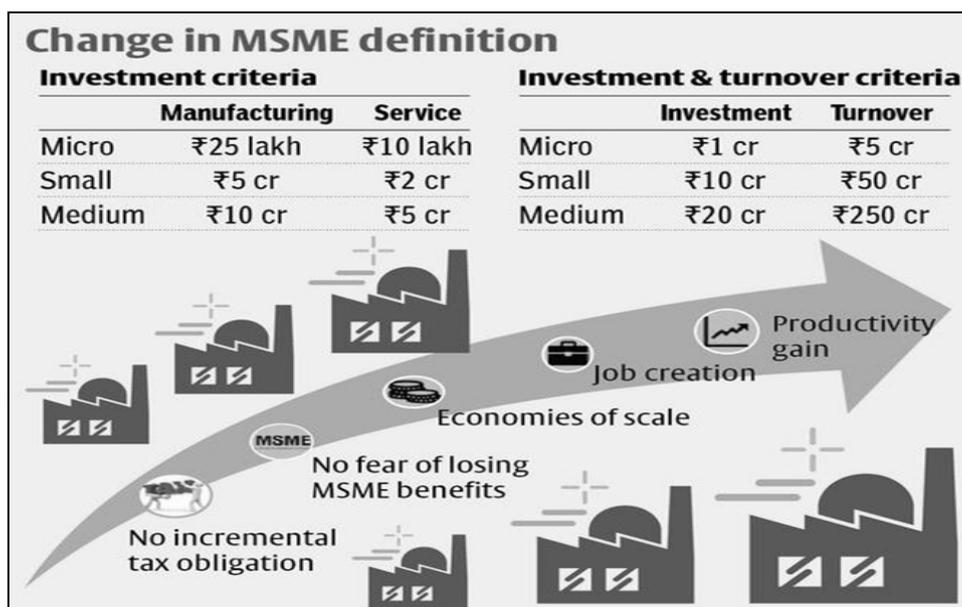
The investment-based definition gave an undue 'first-mover' advantage to older enterprises *vis-à-vis* new enterprises and discouraged investments in new technology. It also required certification from authorities on the value of plant and machinery creating a window for

‘rent-seeking’. Under the new definition, an enterprise qualifies as an MSME depending upon the broadened thresholds of amount of investment made with respect to: (i) plant and machinery in case it undertakes manufacturing; or (ii) equipment in case it provides services (see Graphic). In addition to this existing investment conditionality, a new criterion for turnover has been introduced.

The turnover details of enterprises are being captured by Goods and Services Tax Network (GSTN) and enables MSMEs to reduce the burden of record keeping for compliance or for availing themselves of benefits. The distinction between manufacturing and services industries has been done away with and is likely to benefit retailers and contractors. The provision of excluding the exports from counting of turnover will encourage the MSMEs to increase their exports without the fear of losing the benefits of an MSME unit.

The change in the definition of MSME is one of the most significant enabling changes made to the legal regime governing MSMEs, since the enactment of the MSME Act, 2006. The expanded ambit of the MSME Act has now allowed the larger pool of enterprises to get the benefits of the Act as well as of the reforms introduced by the government for the MSME sector during the pandemic, without any additional tax liability. It is likely to improve the ease of doing business in operation for MSMEs, and in the process make it easier for them to attract investments and create more jobs.

A series of reforms undertaken across sectors also creates suitable circumstances for the MSME sector to grow. The two laws on agriculture sector issued recently aim at deregulating agriculture markets and foster robust farm-firm linkages towards a robust supply chain. This reform is set to open the window of opportunity for processors, aggregators, large retailers and exporters who can now build long-term mutually rewarding relations with farmers. It will enable the agro sector to move up the value-added chain and create wealth for themselves and the economy. An agro-MSME policy is under progress, with a focus on entrepreneurship development in rural, tribal agriculture and forest areas for manufacturing products using local raw materials.



FOUR CODES

The government has also been working extensively to simplify, amalgamate and rationalize 44 Central Labor Laws into broad four codes — wages, industrial relations, social security, and operational safety, health and working conditions. The Wages Bill was enacted last year and the other three codes have been passed by the legislature. This is another step which will go a long way in promoting ‘ease of doing business’ and instil investor confidence in the MSME sector as it intends to reduce the burden of compliance of labour regulations.

The government has taken various complementary steps in designing a policy ecosystem for MSMEs to enable them to grow and contribute more effectively to the economy. The need is to support MSMEs to tide over this crisis and benefit from the enabling framework to give impetus to their and the economy’s growth.

CONCLUSION

MSME significantly contributes to the economic and social development of Indian economy by fostering entrepreneurship development employment generation. The available literature and data show that this sector is continuously growing the passage of time and promoting employment opportunities for the youth. Government of India has taken many new initiatives and makes policies for the development of MSMEs with sustainability, the advancement of technology and the upgradation of small business keeping in mind the future of the Indian economy.

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