



THE INSTITUTE OF MANAGEMENT CONSULTANTS OF INDIA CONSULTANTS FORUM

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NO 147



PRESIDENT'S MESSAGE

Dear Members,

As the year draws to a close, I reflect with immense pride and gratitude on all that we have achieved together in 2024. This year has been a testament to the strength, resilience, and innovation of our consulting community.

In the face of a rapidly evolving business landscape, consultants have continued to lead the way—delivering solutions, driving transformation, and fostering growth for clients across industries. As consultants we can take pride in the fact that our dedication and expertise have not only elevated the consulting profession but also contributed significantly to the broader economy.

December is a time for both celebration and preparation. As we celebrate the successes of this year, we must also prepare for the opportunities and challenges of 2025. The New Year promises exciting possibilities, from advancements in technology and sustainability to evolving client needs. By staying committed to lifelong learning, collaboration, and adaptability, I am confident that we will continue to thrive. I am hoping that we can start a new chapter in Jaipur. We had a super meeting there and was pleased with the response and interest. We are actively collaborating with practicing CA's and will soon launch a course for them to be ingrained deeper in the management consulting profession.

I encourage you to take time to reflect, recharge, and reconnect with what inspires you. Whether it's spending time with loved ones, exploring new ideas, or setting ambitious goals for the future, let's embrace this season with a spirit of gratitude and hope.

Thank you for your unwavering commitment to excellence and for being an integral part of this vibrant community. I look forward to all that we will accomplish together in the coming year. Wishing you and your families a joyful holiday season and a prosperous New Year!

Warm regards,
Anuj Bhargava,
President

EDITOR'S NOTE



Dear Readers,

Wishing you a very Happy and Prosperous New Year 2025!

We are delighted to present the December 2024 issue of the Consultants Forum of IMCI. This allows you to share your views, ideas, and experiences, fostering a vibrant knowledge-sharing community and professional growth.

We are happy to share the contributions made by Dr. A.R. Aryasri, Mr. Prashant Upadhyaya Mr. Ashok Prabhakar, Ms. Radhika Parthasarathy, Mr. Sukant Ratnakar, Ms. Arti Mathur, Mr. Vijay Karna, Mr. K.J. Johnson, and Mr. Sanjay Pituri, Mr. Shrikant N Pangarkar and Mr. Alok Dube. Their insights have significantly enriched the present issue of the Consultants Forum. Our well-known member, late Sharu Rangnekar, regularly contributed to the Consultants Forum.

The present issue focuses on essential topics, including the recognition of the role of artificial intelligence (AI) and automation for effective consulting, Blockchain for operational technology, developing network safety, from multi-tasker to single-tasker (focussed approach), Building large language model for business, work-life balance (sharing personal experience), effective leadership in Micro, Small and Medium Enterprises (extracts from the book), growth conclave for Micro and Small Units in India, contract procedures management and others.

As an effective consultant, you must be a professional. As a professional, you must commit to the quality of consulting work and dedication to the client's interests. The consulting profession is in great demand in the present economic environment. Your knowledge and skills are essential to be successful in the present competitive environment. You need to have up-to-date knowledge and crucial skills in your area of operation. IMCI provides you the opportunity and advantage to network with the thought leaders and the management consulting community members. The code of conduct and ethics laid down by IMCI governs you, and the clients trust you implicitly. Effective consulting should result in constructive and tangible results. The consulting process is effective when it meets the requirements, goals, and objectives of the consulting project and satisfies the client. Technological advances such as Artificial Intelligence (AI) and Digital Transformation have dramatically changed the consulting sector.

To create value via consulting services, consultants should be able to provide significant customer benefits and meet their requirements.

Your active participation is appreciated and crucial to making the Consultants Forum a vibrant platform for knowledge sharing and professional growth. To allow readers to focus, writing the essentials in about four to five pages is best. Most of the writers do that. Your contributions are valuable and integral to shaping the content and direction of the Consultants Forum. We eagerly look forward to your continued involvement in the forthcoming issues.

With best wishes,
Ramesh Tyagi

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ARTIFICIAL INTELLIGENCE (AI): A SNAPSHOT

DR. A.R. ARYASRI

Introduction

Here are some key statistics related to management consultants and AI:

- 30% of consultants have adopted AI at work, making it the third most common industry to adopt AI, after marketing and advertising (37%) and technology.
- Over two-thirds (68%) of business leaders feel they have struggled to attract adequate talent to manage their AI solutions.
- 29% of business leaders approve of AI in the workplace, with a further 12% strongly approving.

These statistics highlight the growing adoption of AI among management consultants and the benefits it brings, such as increased productivity and efficiency. However, they also reveal concerns around job replacement and the need for adequate talent to manage AI solutions.

The consulting industry is undergoing a significant transformation with the advent of Artificial Intelligence (AI). AI-powered client engagement is becoming increasingly important for consultants to deliver more value to their clients. This requires a fundamental shift in how consultants interact with clients, design services, and leverage technology. To remain competitive, consultants must adapt to this new reality and harness the power of AI. This guide provides a comprehensive framework for consultants to manage the transition to AI-powered client engagement. By leveraging AI, consultants can enhance client experience, improve efficiency, and drive growth.

Here are two contexts where AI was implemented for better results:

1. McKinsey & Company: AI-Powered Client Engagement

McKinsey & Company, a global management consulting firm, implemented AI-powered client engagement tools to enhance their client experience. They developed an AI-driven platform that:

- Analyzed client data and preferences to provide personalized recommendations.
- Used natural language processing (NLP) to automate client communication and respond to queries.
- Applied machine learning algorithms to identify potential client needs and opportunities.

The implementation of AI-powered client engagement tools resulted in:

- **25% increase in client satisfaction.**
- **30% reduction in response time to client queries.**
- **15% increase in new business opportunities.**

2. Boston Consulting Group (BCG): AI-Driven Supply Chain Optimization

Boston Consulting Group (BCG), a global management consulting firm, implemented AI-driven supply chain optimization for a leading retail client. They developed an AI-powered platform that:

- Analyzed large datasets to identify patterns and trends in supply chain operations.
- Used machine learning algorithms to predict demand and optimize inventory levels.
- Applied advanced analytics to identify bottlenecks and areas for improvement in the supply chain.

The implementation of AI-driven supply chain optimization resulted in:

- **12% reduction in inventory costs.**
- **15% improvement in supply chain efficiency.**
- **8% increase in customer satisfaction due to improved product availability.**

These examples demonstrate how AI can be implemented in various contexts to drive better results and improve business outcomes.

How to Leverage AI

Management consultants can leverage AI in various ways to enhance their services and deliver more value to clients. Here are some examples:

1. Data Analysis and Insights

- Use machine learning algorithms to analyze large datasets and identify patterns, trends, and correlations that may not be apparent through traditional analysis.
- Apply natural language processing (NLP) to analyze text data from various sources, such as social media, customer feedback, and industry reports.

2. Process Automation

- Implement AI-powered tools to automate routine tasks, such as data entry, report generation, and document review.
- Use robotic process automation (RPA) to automate tasks that involve interacting with multiple systems or applications.

3. Strategy Development and Implementation

- Utilize AI-driven scenario planning tools to help clients develop strategic plans and anticipate potential outcomes.
- Apply AI-powered predictive analytics to forecast market trends, customer behaviour, and other factors that may impact a client's business.

4. Operational Improvement

- Use AI-powered simulation tools to model and analyze complex systems, such as supply chains, manufacturing processes, and logistics networks.
- Apply AI-driven optimization techniques to improve operational efficiency, reduce costs, and enhance customer satisfaction.

5. Change Management and Adoption

- Leverage AI-powered analytics to track and measure the effectiveness of change management initiatives.
- Use AI-driven chatbots and virtual assistants to support employees during times of change and provide personalized guidance and support.

6. Client Engagement and Experience

- Utilize AI-powered tools to analyze client feedback, sentiment, and behavior.
- Apply AI-driven personalization techniques to tailor the client experience and provide targeted recommendations and insights.

7. Knowledge Management and Sharing

- Implement AI-powered knowledge management systems to capture, organize, and share knowledge across the organization.
- Use AI-driven content generation tools to create high-quality, relevant, and up-to-date content for clients and stakeholders.

By leveraging these AI-powered capabilities, management consultants can enhance their services, deliver more value to clients, and stay ahead of the competition.

Conclusion

In conclusion, the transition to AI-powered client engagement is a critical imperative for consultants to remain relevant and competitive. By following the framework outlined in this guide, consultants can effectively manage this transition and harness the power of AI to deliver more value to their clients. AI-powered client engagement is no longer a nicety, but a necessity for consultants to thrive in today's fast-paced and increasingly digital business landscape. With AI, consultants can unlock new opportunities, drive innovation, and build stronger relationships with their clients. The future of consulting is AI-powered, and this guide has provided a roadmap for consultants to navigate this exciting new frontier. By embracing AI-powered client engagement, consultants can create a brighter future for themselves, their clients, and the industry as a whole.

References

<https://www.aiprm.com/ai-in-workplace-statistics/>

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BLOCKCHAIN FOR OPERATIONAL TECHNOLOGY: A CASE STUDY OF REAL-TIME ASSET TRACKING IN PROCESS MANUFACTURING

PRASHANT UPADHYAYA

Executive Summary

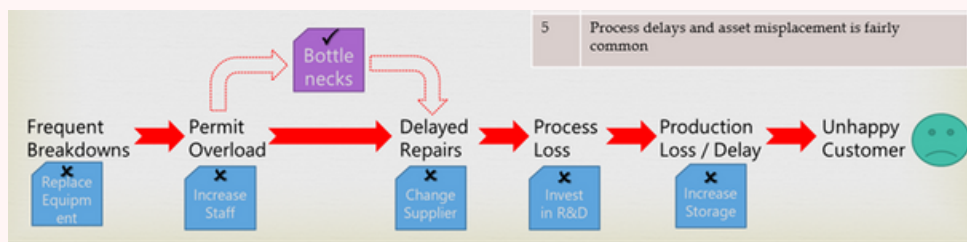
This case study examines the implementation of a blockchain-based Real-Time Location Tracking System (RLTS) in a methanol production facility. The solution addresses critical operational challenges including equipment downtime, process losses, and maintenance efficiency. Through the implementation of Elfware™ Tracker Tags, a decentralized application (dApp) leveraging Ultra-Wide Band (UWB) technology, the facility achieved significant improvements in asset management and operational efficiency.

Challenge

A leading methanol producer in the ME region, operating with state-of-the-art patented technology, faced severe operational challenges:

- Process leaks exceeding 8% (industry standard: <5%)
- Inconsistent Mean Time To Repair (MTTR) due to inefficient spare parts location
- 12-20 maintenance permits issued daily
- Customer complaints regarding shipment delays and product quality
- Risk of losing major customers to competitors
- Threat to maintenance contractor's agreement due to performance issues

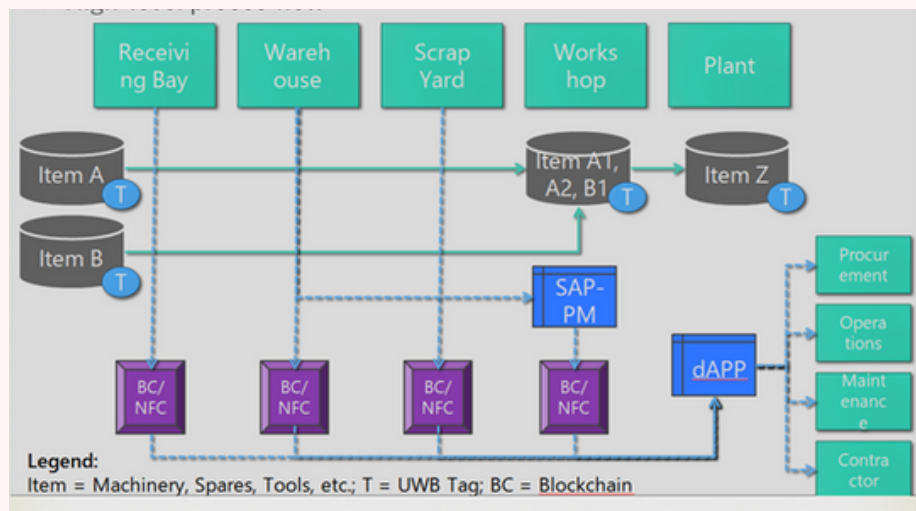
An overview is provided below for reference:



S#	Bottlenecks
1	High volume of assets and spares (> 50,000 SKUs excluding consumables)
2	Assets & tools spread over 2 acres of land
3	Several spares cannot be barcoded due to their size & some are look-alike
4	Standby equipment available for major breakdowns, but usually increases the cost of production
5	Process delays and asset misplacement is fairly common

Solution: Elfware™ Tracker Tags System

A high-level process flow is given below for reference:



The implemented solution combines blockchain technology with UWB transceivers in a comprehensive RLTS:

Technical Architecture

1. Asset Tagging System

- UWB transceiver tags attached to all plant assets
- Near Field Communication (NFC) enabled passive communication
- Global peer-to-peer network for location updates

Real-time asset mapping within plant battery limits

2. Blockchain Integration

- Decentralized Autonomous Organization (DAO) framework
- Smart contracts for asset transformation tracking
- Automated geofencing alerts
- Multi-location scalability

Implementation Process

1. Asset Registration

- UWB tag installation at receiving bay
- Digital asset creation on blockchain
- Integration with existing inventory systems

2. Transformation Tracking

- Smart contract implementation for asset movements
- Automated update of asset status and location
- Real-time verification of maintenance activities

3. Process Integration

- Connection to UWB network infrastructure
- Digital twin creation for physical assets
- Automated transfer protocols for asset handovers

Technical notes are given below for those interested:

Parameter	UWB Tags
Accuracy	~1 m to ~10 cm
Range	<u>Upto</u> 100 m
Data Transfer Rate	<u>Upto</u> 27 Mbps
Scalability	Very high
Application	Localized & precise asset tracking
Security	Unique radio signature, avoids multipath propagation
Reliability	Non-interference with other RF signals
Functionality	Transcends obstacles like walls / partitions
Software: Smart Contract for Asset Tracking Platform – Zilliqa Language – Scilla Token – EAT (Elfware™ Asset Tracker) dApp – Elfware™ RLTS (Realtime Location Tracking System) DAO – EAM (Elfware™ Asset Management)	
Hardware: NFC Device – UWB (Ultra-Wide Band Passive Transceiver)	

Limitations:

Physical inspection required at the point of entry / registration
(affixing/ changing/ swapping the tag to a given item / equipment)

Results and Benefits

Operational Improvements

- Reduced equipment downtime through faster spare part location
- Decreased process losses to within industry standards
- Improved maintenance response time
- Enhanced workforce efficiency
- Zero asset shrinkage/pilferage

Business Impact

1. For Production Facility

- Consistent methanol quality
- Improved customer satisfaction
- Better inventory management
- Enhanced operational security
- Reduced maintenance delays

2. For Maintenance Contractor

- Reduced operating costs
- New revenue stream development
- Enhanced service portfolio
- Improved client relationships
- Scalable solution for multiple clients

Project delivery KPIs are given below:

Area	Metrics
Overall Project Success	Completed in 12 months as per schedule
<u>Blockchain Network (on-premise)</u>	Asset Tracking = 99.99% (verified)
Client Benefit	<p>Before: 0.72 MTPD loss = \$ 2,400/hour (@market price)</p> <p>After: 0.36 MTPD arrest = \$ 21,024,000/ annum</p> <p>~ 50% loss prevention</p>

Conclusion

The implementation of blockchain-based RLTS demonstrates how digital transformation in operational technology can address critical manufacturing challenges. The solution not only improved operational efficiency but also created new business opportunities for the maintenance contractor while ensuring the production facility's competitive advantage.

Key Success Factors

- Integration of blockchain with existing operational technology
- Real-time asset tracking and location management
- Automated maintenance workflow
- Scalable and secure architecture
- Cost-effective implementation through reusable UWB tags

The success of this implementation provides a blueprint for similar applications across various industrial sectors, particularly in process manufacturing where asset tracking and maintenance efficiency are critical for operational excellence.



Dr. Prashant Upadhyaya (CMC) has two decades of experience across several industry sectors and has authored three books viz. Ternicode: Law of Three (genre: Business & Leadership), ManusCrypt: Designed for Mankind (genre: Strategy & Information Systems) and Swarbhanu Rahasya: Role of Nodes in Destiny (genre: Indology). He has served over two hundred clients across four continents. He holds double doctorate, is a post-doctoral senior fellow and an executive alumnus of IIM, Indore and IIT, Kanpur. His LinkedIn profile is – <https://www.linkedin.com/in/prashantau>



EMBRACING THE FUTURE: THE ROLE OF ARTIFICIAL INTELLIGENCE AND AUTOMATION IN MANAGEMENT CONSULTING

ASHOK PRABHAKAR

The management consulting industry is on the cusp of a revolution driven by the rapid advancement of artificial intelligence (AI) and automation. These technologies, once seen as futuristic concepts, are now integral to how consultants deliver value to their clients. For Institute of Management Consultants of India (IMCI) members, understanding and leveraging these tools is not just an option—it's necessary to remain competitive in an ever-evolving marketplace.

Transforming data into insights

Consultants have always been relied upon to decipher complex data and provide actionable insights. However, the sheer volume of data generated today is far beyond what traditional methods can handle. AI-powered tools like natural language processing (NLP), machine learning algorithms, and predictive analytics are now helping consultants sift through vast datasets in real-time.

Consider the case of a mid-sized retail chain that approached a consulting firm to address declining sales. Instead of relying solely on manual analysis, the consultants deployed an AI tool to analyse sales patterns across all stores, considering weather conditions, local events, and consumer behaviour trends. The AI revealed that specific products sold significantly better during certain weather patterns, enabling the firm to suggest an optimised inventory strategy. Sales improved by 15% within six months—an outcome that would have been difficult to achieve with traditional methods.

Enhancing Efficiency and Reducing Costs

Automation is another pillar transforming the consulting landscape. Repetitive and time-consuming tasks such as financial modelling, report generation, and even initial diagnostics are now streamlined using automation. This saves time and reduces errors, ensuring higher accuracy in deliverables.

Take, for instance, a global manufacturing company that engaged consultants to streamline its supply chain. By employing robotic process automation (RPA), the consulting team automated tracking shipments and inventory levels, cutting processing times by 40% and saving the client millions annually. This allowed the consultants to focus on more strategic aspects of the project, such as optimising vendor relationships and logistics planning.

Democratising advanced insights

One of the most exciting aspects of AI and automation is their ability to democratise advanced analytics. What was once accessible only to large corporations with deep pockets is now within reach for smaller organisations. Cloud-based AI solutions provide cost-effective options for businesses to analyse data, forecast trends, and make informed decisions.

For example, a startup in the healthcare sector sought guidance on market expansion. The consulting firm, leveraging a cloud-based AI platform, conducted a detailed market segmentation analysis that identified underserved regions and untapped customer demographics. The insights provided actionable strategies that allowed the startup to double its revenue within a year.

Adapting to New Skills

For consultants, the rise of AI and automation doesn't spell obsolescence—it necessitates adaptation. The role of the consultant is shifting from being a problem solver to being a problem framer. In other words, consultants are now tasked with asking the right questions and guiding AI tools toward meaningful insights.

A senior consultant shared an anecdote during a recent conference. “When I started using AI in my practice, I worried it might replace me. Instead, I had deeper, more strategic conversations with my clients because the AI handled the grunt work. It's like having an incredibly smart assistant who never sleeps.”

Ethical Considerations and the Human Touch

While the benefits of AI and automation are clear, consultants must navigate the ethical challenges they bring. When deploying these tools, transparency, data privacy, and accountability are critical considerations. Moreover, the human touch remains irreplaceable. Machines cannot replicate the empathy, creativity, and strategic judgment that consultants bring.

As one consultant aptly said, “AI can tell you what will happen, but it takes a consultant to understand why it matters.”

Call to Action for IMCI Members

1. Invest in Continuous Learning

Stay ahead by upskilling in AI and automation tools. Explore certifications and training programs focused on data analytics, machine learning, and automation technologies.

2. Incorporate AI into Your Practice

Start small by integrating AI-powered tools like data visualisation software, predictive analytics platforms, or process automation solutions into your consulting processes.

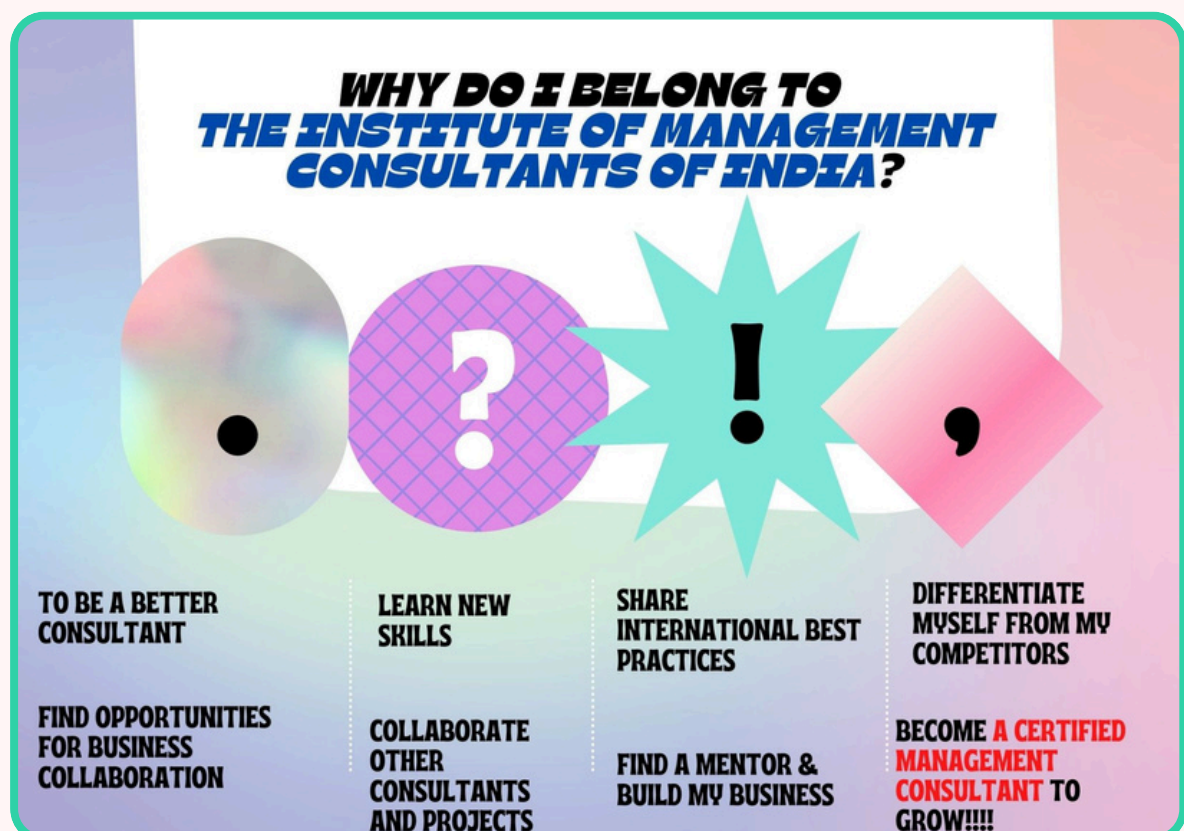
3. Collaborate and Share Insights

Join the IMCI online forums and share success stories, tools, and techniques that have worked for you. Together, members can build a knowledge base that benefits the consulting community.

Conclusion

Integrating AI and automation in management consulting is not just a trend—it's a paradigm shift. For IMCI members, embracing these technologies will drive innovation, deliver unparalleled value, and stay ahead in a competitive industry. By combining AI's power with consultants' uniquely human qualities, the future of consulting is brighter than ever.

Let us all take this opportunity to harness technology as an enabler, not a replacer, of our craft.





DEVELOPING A NETWORK SAFETY PLAN FOR INDIA: DRAWING LESSONS FROM VICTORIA RADHIKA PARTHASARATHY

India, with its sprawling network of highways and urban roads, is at a pivotal juncture where road safety demands immediate attention. Drawing inspiration from Victoria's Network Safety Plan (NSP), a model that has significantly contributed to improving road safety in Australia, we can envision a comprehensive framework tailored to India's unique challenges. This article explores how such a plan could be conceptualized and implemented, fostering safer roads for all.

Understanding Victoria's Network Safety Plan

Victoria's NSP is built on the foundational principles of the "Safe System" approach, which aims to eliminate fatalities and serious injuries on roads. Key pillars include:

1. **Safer Roads:** Designing infrastructure that minimizes risks for all road users.
2. **Safer Vehicles:** Promoting the use of vehicles equipped with advanced safety technologies.
3. **Safer Speeds:** Implementing speed limits that align with road conditions and surrounding environments.
4. **Safer People:** Educating and enforcing safe behaviors among road users.

Victoria's success lies in its evidence-based strategies, strong governance, and robust stakeholder collaboration, which have collectively led to a steady decline in road fatalities.

Adapting the Model for India

India's road safety landscape is marked by complexity—diverse traffic compositions, varying infrastructure quality, and a high incidence of road crashes. The recent tragedy on the Jaipur-Ajmer highway underscores the critical need for a comprehensive Network Safety Plan (NSP) in India. On December 20, 2024, a catastrophic collision between an LPG tanker attempting a U-turn and a speeding truck resulted in a massive explosion and fire, claiming 14 lives and injuring 42 others. This incident highlights the systemic failures in road design, traffic management, and emergency preparedness.

1. Data-Driven Approach

India's NSP must prioritize building a reliable and comprehensive database of road crash statistics. Currently, fragmented and inconsistent data impede effective policy-making. A centralized system for collecting, analyzing, and sharing real-time data across states and agencies will be critical.

2. Safe System Approach in Infrastructure

The Jaipur-Ajmer highway crash highlights critical flaws in road design. Unsafe maneuvers, such as the U-turn attempted by the LPG tanker, could be mitigated through:

- **Highways:** Introducing median barriers, restricting U-turns on high-speed roads, and adding dedicated turn lanes.
- **Urban Roads:** Focusing on pedestrian safety with features like footpaths, zebra crossings, and traffic calming measures.
- **Rural Roads:** Ensuring proper signage, lighting, and speed management.

3. Leveraging Technology for Safer Vehicles

Promote the adoption of advanced driver-assistance systems (ADAS) and electronic stability controls (ESC) in vehicles. The LPG tanker and truck involved in the Jaipur-Ajmer crash likely lacked collision avoidance systems, which could have prevented or reduced the severity of the incident. Incentivize automakers to include these features as standard, especially in budget-friendly models.

4. Speed Management

India's varied road environments demand context-specific speed limits. Leveraging AI-powered systems can enable dynamic speed management based on traffic density, weather conditions, and road quality. For example, enforcing reduced speeds near junctions on the Jaipur-Ajmer highway could have mitigated the impact of the crash.

5. Behavioral Change and Education

Road safety awareness campaigns must go beyond one-off initiatives. Long-term, targeted programs tailored to specific demographics—such as schoolchildren, commercial drivers, and two-wheeler users—are vital. Social media platforms and mobile applications can amplify these efforts, ensuring that drivers are educated on the dangers of unsafe maneuvers and speeding.

6. Enforcement and Governance

Strengthening enforcement mechanisms is non-negotiable. Equipping traffic police with advanced tools like automated violation detection systems can improve compliance. Additionally, a dedicated “Road Safety Authority” with federal oversight could streamline governance and accountability.

7. Emergency Preparedness

The Jaipur-Ajmer crash revealed significant gaps in emergency response mechanisms. Establishing rapid response teams equipped to handle hazardous material incidents, along with regular drills and public awareness campaigns, would enhance readiness and minimize casualties in the event of accidents.

Key Considerations for Implementation

While designing India’s NSP, the following challenges must be addressed:

- **Funding:** Establish a dedicated road safety fund, supported by fuel cess, toll revenues, and international grants.
- **Equity:** Ensure that interventions benefit all, particularly vulnerable road users like pedestrians, cyclists, and two-wheeler riders.
- **Monitoring and Evaluation:** Set measurable targets and conduct regular audits to assess the effectiveness of implemented measures.

Conclusion

The Jaipur-Ajmer highway incident serves as a stark reminder of the systemic issues plaguing road safety in India. A meticulously crafted NSP, addressing these specific failures, could play a pivotal role in preventing such tragedies in the future. By leveraging Victoria’s NSP as a guiding framework and adapting it to India’s context, we can lay the groundwork for safer, more inclusive roads. The journey will require sustained effort, innovative thinking, and unwavering commitment from all stakeholders, but the rewards—in terms of lives saved and economic benefits—are well worth the endeavor.



FROM MULTITASKERS TO SINGLE-TASKERS: RECLAIMING FOCUS IN A DISTRACTED WORLD

SUKANT RATNAKAR

Humans didn't start as multitaskers. We evolved that way because the modern world demands it. The question is: Is it worth it? And if multitasking is here to stay, how do we work smarter, not harder? Let's explore this by asking three key questions: How did we get here? Why does multitasking hurt us? And what can we do to take back control?

Question 1: How We Got Here?

Early humans were laser-focused. Hunting for food or building shelter required full attention—survival depended on it. Sure, they might scan for predators while foraging, but life didn't pull them in a million directions like it does now.

Things changed with the Industrial Revolution. Repetitive factory work and regimented schedules introduced task-switching. Then came the Information Age and digital tools. Smartphones, Slack notifications, emails, and social media now demand our attention—all at once. Multitasking is no longer an option; it's the default.

Question 2: Why Multitasking Isn't All It's Cracked Up to Be?

Despite how “productive” multitasking feels, science says otherwise:

- Task-switching kills focus:** A Stanford study shows that multitasking reduces productivity by up to **40%**. Every time you switch tasks, your brain burns energy refocusing.
 - Cognitive overload:** Workers toggle between apps more than 1,000 times a day. That's like rebooting your brain non-stop.
 - Lower accuracy:** Constant switching increases errors and fatigue.
- But here's the kicker—multitasking isn't going anywhere. Technology, hyper-connected workplaces, and global competition mean you're expected to keep up. Trying to “reverse” this trend is like putting the genie back in the bottle—it's just not happening.

Question 3: So, What's the Fix?

If we can't escape multitasking, we need to get better at managing it. Here's how:

1. Work in Focused Bursts Techniques like **Pomodoro** (25 minutes of focus, 5 minutes off) can improve efficiency and give your brain breathing room. Deep work periods mixed with short breaks combat cognitive fatigue.

2. Declutter Your Tech Use tools that streamline your workflow. Unified platforms (like all-in-one communication apps) reduce task-switching. Turn off non-critical notifications—you don't need Slack buzzing every two minutes.

3. Prioritize Like a Pro Don't just work faster—work smarter. Tackle critical tasks first when your energy is high. Save the shallow work for low-energy times.

4. Make Room for White Space - White space is time to think, create, and reset—it's not wasted time. Block off quiet moments to brainstorm ideas or reflect. That's where innovation happens.

Redefine What “Productive” Means

Being busy isn't the same as being productive. Instead of chasing output, aim for impact:

- Focus on **quality** over quantity.
- Measure progress by results, not hours worked.
- Build workflows that balance efficiency with mental well-being.

The Bottom Line

Multitasking isn't going anywhere, but it doesn't have to control you. By working in focused bursts, simplifying tech, and making space for deep thinking, you can reclaim control of your time—and your brain. It's not about doing more; it's about doing what matters most.



BUILDING A LARGE LANGUAGE MODEL FOR BUSINESS CONSULTING: A COMPREHENSIVE GUIDE

VIJAY KARNA

Introduction

As organizations increasingly rely on data-driven decisions, the need for effective business consulting has proliferated. Large language models (LLMs), like OpenAI's GPT series, have emerged as powerful tools to enhance consulting practices. This article explores how to build an LLM tailored for business consulting, presents valuable use cases, and examines the potential benefits and challenges.

Understanding Large Language Models

LLMs are deep learning models designed to generate human-like text based on the input provided. They are trained on vast amounts of text data and can perform various tasks, including text generation, summarization, translation, and more. In the context of business consulting, LLMs can streamline processes, provide insights, and enhance decision-making.

Components of a Business Consulting LLM

Building an LLM for business consulting involves several steps:

1. Define Objectives

The first step is to clearly define what the LLM should achieve. Objectives may include:

- Streamlining market research.
- Enhancing data analysis and reporting capabilities.
- Providing strategic recommendations.
- Facilitating internal communications.

2. Data Collection

The effectiveness of an LLM depends significantly on the quality and relevance of the training data. For a business consulting LLM, consider collecting:

- Industry-specific reports and whitepapers.
- Market analysis documents.
- Financial statements and audit reports.
- Internal organizational data (e.g., past consulting projects, team communications).

3. Model Selection

Choose a suitable base model for training. Options include:

- **Fine-tuning Existing Models:** Models like GPT-3 or BERT can be fine-tuned on your specific dataset. This approach leverages the existing knowledge embedded in these models while adapting them to the consulting context.
- **Building Custom Models:** If you have sufficient data and resources, you can build a model from scratch. This approach is often more resource-intensive and complex.

4. Training the Model

When training, ensure that the model learns to perform specific tasks relevant to consulting. Techniques include:

- **Supervised Learning:** Utilize labeled data to train the model explicitly on various consulting tasks.
- **Reinforcement Learning:** Implement feedback loops where the model improves its performance based on the outcomes of its previous recommendations or prediction

5. Evaluation and Iteration

Once trained, evaluate the model's performance using metrics like accuracy, precision, and recall. Gathering feedback from actual business consultants can help:

- Identify gaps in the model's understanding.
- Adjust its training data to improve relevance.
- Continuously refine its outputs.

Use Cases for Business Consulting LLMs

1. Market Research Automation

Example: A consulting firm could utilize the LLM to analyze vast amounts of market data, summarizing trends and providing insights for clients.

Use Case: An LLM can scrape news articles, reports, and social media to generate comprehensive market analysis reports, identifying emerging consumer trends and competitive movements.

2. Strategic Recommendation Generation

Example: The model can analyze a client's current positioning and provide tailored strategy recommendations.

Use Case: After inputting financial data and market conditions, the LLM can generate multiple strategic options, including market entry strategies or product diversification routes, helping consultants advise clients effectively.

3. Enhanced Communication

Example: Internal documentation can be streamlined using an LLM to draft reports and presentations.

Use Case: Consultants often face tight deadlines. An LLM can generate first drafts of reports or presentations based on bullet points and key data provided by consultants, reducing preparation time significantly.

4. Training and Development

Example: New consultants can be trained using the LLM as a knowledge base.

Use Case: The LLM can simulate consulting scenarios, allowing new hires to practice their skills in a risk-free environment. By asking questions and receiving real-time responses, they can learn the ropes of effective consulting methodology.

5. Personalized Client Interactions

Example: The LLM can help personalize communication with clients based on their history and preferences.

Use Case: By analyzing past communications and project data, the LLM can craft personalized emails, proposals, and follow-up messages, improving client relations and consultancy efficiency.

Benefits of LLMs in Business Consulting

- Efficiency:** Automating routine tasks allows consultants to focus on higher-value activities, leading to increased productivity.
- Scalability:** LLMs can handle multiple clients simultaneously, providing insights and recommendations at scale.
- Consistency:** They ensure a consistent level of response and service quality, reducing variability in outcomes.
- Data-Driven Insights:** LLMs can process vast amounts of data faster than human analysts, uncovering insights that may not be evident at first glance.

Challenges and Considerations

- Data Privacy and Security:** Handling sensitive business data requires robust security measures to comply with regulations.
- Model Bias:** LLMs can inherit biases present in the training data, leading to skewed recommendations. Continuous monitoring is essential.
- Implementation Costs:** Developing and maintaining an LLM can be resource-intensive, requiring investment in infrastructure and talent.
- Human Oversight:** While LLMs are powerful, they should complement rather than replace human consultants, as nuanced decision-making often requires human intuition and ethics.

Conclusion

Building a large language model for business consulting can transform the way consultancy firms operate, driving efficiency and enhancing insights. By automating repetitive tasks and providing data-driven recommendations, LLMs empower consultants to focus on strategic initiatives. However, businesses must navigate challenges related to data privacy, bias, and implementation costs. With thoughtful design and continuous improvement, LLMs can become invaluable assets in the ever-evolving landscape of business consulting.

About author:

Vijay Karna

Vijay Karna is a seasoned Digital Transformation Practitioner with over 30 years of experience in the industry. He has a proven track record of leading large-scale Digital transformation programs and driving digital initiatives across various sectors, including energy, utilities, chemicals, and manufacturing. His expertise includes management consulting, account management, business process change management, and pre-sales consultancy, with a strong focus on delivering maximum business value through innovative solutions. Vijay has also authored and co-authored several books on digital transformation and business process change, showcasing his thought leadership in the field. He has held senior leadership positions at leading organizations such as Cyient Ltd, Capgemini, HCL Technologies, IBM, and Infosys, where he has spearheaded SAP delivery excellence, managed technology risks, and led strategic deals worth over \$100 million. His extensive experience is complemented by certifications as a Chartered Engineer, Distinguished Architect, and GRI practitioner, making him a highly respected figure in the industry. Additionally, Vijay is deeply involved in industry-academia collaborations, mentoring students, and delivering guest lectures on topics such as AI, IoT, and sustainability.

WORK LIFE BALANCE

ARTI MATHUR



“NAVIGATING WORK-LIFE BALANCE: MAKING CHOICES & ENJOYING THOSE CHOICES”

Professional journey from a Management Trainee to
a **Certified Management Consultant**

Very aptly said: “Balance is not better time management, but better boundary management”

Work-life balance is a concept that resonates with almost everyone in today's fast-paced and demanding world. With over three decades of experience in the corporate and consulting roles, I've learned that achieving a healthy work-life balance is not a one-time goal but an ongoing journey of conscious choices and evolving oneself. My professional journey has been shaped by experiences and decisions that have taught me how to navigate this delicate balance, and I've come to realize that maintaining it requires continuous introspection, flexibility, and a conscious effort.

From City of lakes, Udaipur--to the Mahakal Nagri, Ujjain--& finally to the Pink city, Jaipur

CAREER CHOICE: “A Pivotal Decision: From Engineering to Business Administration”

After completing my higher secondary school examination from St. Mary's Convent Higher Secondary School, Udaipur in 1986, I pursued a Bachelor's degree in Science Mathematics at Mohanlal Sukhadia University, Udaipur. Engineering was my first choice, but not making it through the entrance exam in my first attempt left me at crossroads — repeat the exam or explore another path. During this time, I discovered the emerging field of Master of Business Administration (MBA), and after learning more about it, I found it intriguing. Deciding to pursue it, I continued my graduation studies while also preparing for MBA entrance exams.

Immediately after completing my graduation in 1989, I had to relocate from Udaipur to Ujjain due to my father's transfer.

At that time, Vikram University in Ujjain did not offer a degree course in Management. My plan B was to pursue a Master's in Physics, but unfortunately, my previous university had not declared the results before the application deadline at Vikram University. Since I wasn't inclined to pursue a Master's in Mathematics or Chemistry, I decided to enrol in Master's in English Literature.

A few months into the course, Vikram University announced the admission test for its first-ever batch of the Master's in Business Administration. Seizing the opportunity, I successfully cleared all three stages—written test, group discussion, and interview—and thus began my journey towards pursuing an MBA.

I successfully completed my Master's in Business Administration (MBA) with a specialization in Personnel Management. Around the same time, my family relocated to Jaipur owing to my father's transfer.

At this juncture, instead of staying in Ujjain or Indore, or moving to metros, I chose to start my career in the Pink City.

Journey in the Pink City

Jaipur was already thriving with institutions like the Poddar Institute of Management, which offered excellent placement opportunities, ensuring that its students were quickly absorbed by leading companies in the city. I managed to connect with an acquaintance holding a senior position at a prominent company in Jaipur, and approached his company regarding a potential opening in Human Resource department. During that period, the boom was in Exports and Marketing. That company offered me a Management Trainee position in their Exports department instead of HR department.

CHOICE-1: "Charting my Career Path"

No to the offer & waiting for the right opportunity-not going with the wind at the start of my career. I utilized my time and cleared UGC NET for eligibility for Lecturer ship in Management.

Takeaways-Clarity on career path, staying calm and waiting for the right opportunity.

Soon after, a growing manufacturing company based in Jaipur advertised an opening for the Executive HR position. Since they were accepting applications from freshers, I applied and was shortlisted for an interview.

I arrived at the company office on the scheduled date and time, but I had to wait for almost two hours as the HR manager was delayed due to a court case. While waiting at the reception, the company President noticed me and, after inquiring with the HR department, personally conducted my interview. I was subsequently selected for the position of Management Trainee.

I learnt my first lesson on that day – always respect the candidate.

Joining the company proved to be the perfect launchpad for my career. As they were in the process of obtaining ISO certification, I had the chance to dive deep into the entire gamut of HR operations—learning about HR SOPs, HRIS, training and performance management systems, as well as handling trade unions, wage negotiations, and conducting domestic inquiries. I was also involved in the administrative side of the Personnel function.

After 2.5 years with the company, I was extremely satisfied with my learning and professional development. On personal side, I was happily married and settled in Jaipur. However, as the saying goes, 'Change is the only constant'...

CHOICE-2: “Embracing Pause- A Step Back for Personal Evolution”

Our joint family moved into our own home in the city outskirts, but it was situated at a considerable distance from my office. At the same time, as I was expecting, the long commute coupled with poor road conditions became increasingly challenging. Professionally, we were in the final stages of an ISO audit, and I was also overseeing a domestic enquiry as the Enquiry Officer. Managing these multiple responsibilities became quite overwhelming.

After much thought and deliberation, I made the decision to take a break—one that came as a surprise to both my management and colleagues. I had become known as someone who was "well-settled," and my departure was unexpected, as most had assumed I would leave only at retirement!

The management kindly offered me an extended leave with the option to return later. However, I felt it would be better to step away entirely and potentially rejoin in the future, depending on the situation at that time.

Leaving wasn't easy, and I did so with a heavy heart. Nevertheless, I ensured a smooth transition by staying involved in key responsibilities, including the ISO audit for my department and the domestic inquiry. I took a break for almost a year.

Takeaways- Time for self, mental & physical wellbeing, enjoying motherhood.

Comeback-Just when I felt ready to return to work, a placement company reached out with an HR position at a gemstones and jewellery company. I had absolutely no idea of this sector, but I decided to explore the opportunity. It was a growing company in a largely unorganized sector, with around 150 employees. The management was in the process of establishing an HR department and implementing systems. That was the defining moment—I saw the chance to build the HR department from scratch. I decided to take the leap and joined immediately.

The company was growing steadily, and with just 150 employees in 1996, expanded to over 1,000 globally by 2004. I took great satisfaction in building strong HR systems while managing HR for its two units and an IT subsidiary.

CHOICE-3: “Balancing Career Success and Family Priorities: A Harmonious Approach”

Career-wise, I was growing by leaps and bounds alongside the company's expansion and on Personal front, leading a busy but a happy family life – our kids in good schools of our choice.

In October 2004, after around 8.5 years with the company, we realized that our kids were missing out on evening sports for which their school was well known for in Jaipur. Since their school was in centre of city, it was not feasible to take them for evening sports. As my husband's office was also close to their school, we thought of moving somewhere closer to their school. By sheer luck, we found an apartment directly across from their school, and just five minutes from my husband's office. However, this move meant leaving our well-established joint family setup for a more nuclear one, which was a big challenge. Since the kids were still young, I decided to take a step back from my work. Albeit this choice meant taking a break at the peak of my career but I decided to go for it. I parted on excellent terms with my company and, although I submitted my resignation in October 2004, I stayed until May 2005—right up until the day before our housewarming party!

Takeaways- Priority setting (Personal Vs professional career), Parenting- ensuring kids enjoyed a fulfilling childhood

CHOICE-4- “From Corporate to Consulting: Creating my Path forward”

Three months into my move, just as things were beginning to settle, my last company director approached me with a new opportunity. A Diamond manufacturing unit had been setup in the city centre, and he wanted me to develop systems for it as well. After discussing the details, it worked out, and I transitioned into a consultant role on a retainership basis. This arrangement allowed me to work from the office while the kids were at school, balancing my professional and personal life.

And that’s how my journey as an independent consultant began.

The choice of keeping a relatively low profile as a freelance & independent consultant over the choice of advancing in Corporates has, so far, proved to be the best decision of my life. The unwavering support of family all through has been a backbone of all my choices.

For almost two decades now, I have had the privilege of associating as an HR Consultant, partnering with a variety of growing organizations and social sector entities to streamline and enhance their HR functions.

Takeaways- Relaxed lifestyle, able to manage relations better, able to run my day instead of the day making me run

TO THE PRESENT...

As my children transitioned into their professional lives, I saw the perfect opportunity to deepen my contribution to the HR domain. Guided by my mission to "Update and be Visible," I enrolled in the Cohort-1 of the Strategic HR Leadership course of XLRI Delhi-NCR in May 2023. Successfully completing the course in February 2024, I launched my website in April 2024, fully equipped for this exciting new phase of my professional journey. Recently, I received the prestigious recognition of “**Certified Management Consultant**”, which has further strengthened my dedication to continuous learning and reinforced my commitment to making a meaningful impact in the field of management consulting.

And so, the journey continues...

To conclude, in both our professional and personal lives, we are constantly faced with decisions and choices. While it’s not always possible to label a decision as "good" or "bad," the key is to choose the best option available at any given moment, based on our priorities at that time. It’s also very important to stay optimistic and fully embrace the choices we make.

Achieving a balance between our professional and personal lives is essential. We must remember to pause, reflect on our emotions, reassess our priorities, consider alternatives, and make choices as necessary in order to create a sustainable and fulfilling work-life balance.

Ultimately, Work-life balance is about managing ourselves. The key to true work-life balance isn't just more time management techniques or tighter control over one's calendar. It means taking responsibility for our well-being, knowing when to step back, and understanding that no amount of time optimization will work if our boundaries are consistently violated. Setting clear boundaries allows us to create a life where work and personal commitments can coexist harmoniously, reducing stress and enhancing both productivity and happiness. The more we practice boundary management, the more we'll see that balance isn't something we find, it's something we create.

Success redefined- It is not just about fame and money- it is the sense of fulfilment, being of value and inner happiness!

About Me:

Arti Mathur, CMC®

I am an Independent Management Consultant and HR Strategist, based in Jaipur, Rajasthan. I possess more than 3 decades of experience (12 years leading HR department in manufacturing companies and 18 years as consultant) in entire gamut of HR activities ranging from the soft aspects of Talent acquisition, Training & Development, Performance Management System to the hard aspects of dealing with Trade Unions, Recession & handling a strike. I hold an Executive Postgraduate Program in Strategic HR Leadership from XLRI Delhi-NCR (2023-24), in addition to a Postgraduate Degree in Management with a specialization in Personnel Management, completed in 1991. I am also UGC NET qualified for Lectureship in Management.



MANAGEMENT CONSULTING LESSONS INSPIRED BY THE BHAGAVAD GITA: A TIMELESS GUIDE FOR MODERN CHALLENGES

VIJAY KARNA

The Bhagavad Gita, a spiritual and philosophical masterpiece, has long been revered as a guide to life, leadership, and decision-making. Its teachings transcend time and are remarkably relevant to the world of management consulting. By integrating its principles, consultants can navigate complex organizational challenges with clarity, purpose, and ethical grounding. Let's explore how the Bhagavad Gita can inspire management consulting, supported by examples and use cases.

1. Dharma (Duty) and Purposeful Consulting

The Gita emphasizes dharma, or one's duty, as a guiding principle in life. For management consultants, this translates to staying true to the purpose of consulting: enabling organizations to achieve their goals ethically and sustainably.

Example:

A consultant working with a manufacturing client might face pressure to recommend cost-cutting measures that compromise employee well-being. Guided by dharma, the consultant would prioritize solutions that balance cost-efficiency with ethical labor practices, ensuring the organization's long-term sustainability.

Use Case:

A consultant advising a struggling firm can help redefine its vision and mission, ensuring alignment with core values while devising a realistic turnaround strategy.

2. Nishkama Karma (Detached Action)

Lord Krishna advises Arjuna to perform his duties without attachment to the results, known as nishkama karma. For consultants, this means focusing on delivering high-quality recommendations without becoming overly attached to specific outcomes, which may be influenced by factors beyond their control.

Example:

While advising a tech startup, a consultant proposes a digital transformation roadmap. Despite their meticulous effort, market dynamics lead to unexpected challenges. By practicing nishkama karma, the consultant accepts the outcome, analyzes lessons learned, and refines future strategies.

Use Case:

A consultant implementing an ERP system for a client ensures diligent execution but remains open to pivoting strategies if the initial implementation faces resistance.

3. Self-Realization and Continuous Learning

The Gita emphasizes self-awareness and introspection as paths to wisdom. Consultants must continuously evaluate their skills, biases, and approaches to improve and remain relevant in a dynamic business environment.

Example:

A consultant specializing in sustainability realizes through introspection that they need deeper expertise in circular economy frameworks to better serve clients. This leads to continuous upskilling and more impactful consulting engagements.

Use Case:

During a post-project review, a consultant identifies communication gaps with the client's leadership team. By addressing this in future projects, they ensure more effective collaboration.

4. Leadership and Decision-Making in Chaos

Arjuna's dilemma on the battlefield mirrors the indecision faced by leaders during crises. Krishna's guidance teaches the importance of calm, rational thinking and ethical decision-making, which consultants can impart to clients.

Example:

A consulting team helping a company through a hostile takeover scenario provides frameworks to prioritize stakeholder interests, minimize disruptions, and uphold ethical standards, echoing Krishna's teachings on leadership in turmoil.

Use Case:

A management consultant working with a healthcare firm during a pandemic helps establish crisis management protocols, balancing immediate needs with long-term strategic goals.

5. Embracing Change and Uncertainty

The Gita underscores the inevitability of change (anitya). Consultants, often tasked with driving transformation, can draw from this teaching to help clients embrace change and view uncertainty as an opportunity for growth.

Example:

When a traditional retail company resists e-commerce adoption, a consultant uses the principle of anitya to demonstrate the necessity and benefits of adapting to digital trends, fostering a mindset shift.

Use Case:

A consultant guiding a client through digital transformation ensures buy-in from employees by emphasizing growth opportunities, reskilling programs, and a positive vision of the future.

6. Equanimity in Success and Failure

Krishna advises maintaining equanimity in success and failure, treating both as part of the journey. For consultants, this translates to resilience and balanced perspectives, even when faced with setbacks or criticism.

Example:

A consultant develops a marketing strategy for a new product launch, but market reception is lukewarm. By staying composed and analyzing feedback, they refine the strategy for future campaigns.

Use Case:

A consultant working on a public-sector project faces delays due to bureaucratic challenges. By maintaining equanimity, they navigate the complexities patiently and deliver value despite the hurdles.

7. Collaboration and Shared Knowledge

The Gita highlights the importance of collective wisdom. Consultants often act as facilitators of knowledge sharing, helping organizations harness the collective intelligence of their teams.

Example:

A consultant implementing an agile framework for a software development company fosters collaboration by organizing cross-functional workshops, breaking silos, and creating shared goals.

Use Case:

While designing an innovation strategy for a client, a consultant incorporates input from diverse stakeholders, ensuring the strategy reflects collective insights and is more likely to succeed.

Conclusion: The Gita as a Consultant's Compass

The Bhagavad Gita offers timeless wisdom that aligns seamlessly with the ethos of management consulting. Its teachings on duty, detachment, adaptability, and ethical leadership provide a compass for consultants navigating the complex challenges of modern organizations.

By embodying these principles, consultants not only enhance their professional effectiveness but also contribute to building organizations that are resilient, ethical, and purpose-driven—true to the spirit of the Gita. As Lord Krishna says, “You have the right to perform your duty, but not to the fruits of your actions.” This perspective ensures that consultants focus on meaningful contributions, leaving a lasting impact on their clients and society at large.

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CONTRACT PROCEDURE MANAGEMENT

SANJAY PITURI

Introduction:- Being a Consultant in the HRM & OB area, lean manufacturing and Institutional Management feels to eradicate the old school concepts of manual working coming out from the social science process and to have a greater role in the automation of all the functional management processes, thereafter to get linked it with the ongoing process of core manufacturing / Industrial processes with all different parameters of Management Services which can get amalgamated into a total technology transformation as for formulating Zero defects with optimum utilization of resources in enhancing productivity. The concepts of lean Manufacturing can play a vital role in every aspect of achieving highly productive outcomes and no manual productive parameters are required to be taken into consideration for delivering the best productive process, to reach the epitome of success in delivering Quality outputs.

I strongly believe that the ongoing tech-gen can be trusted better as a part of functioning management and doing the needful transformation of all non-technical working activity into core technology processing of work integration and the brief process of Contract Management Procedure mentioned below can be applied for the needful application for floating a contract, for implementing with all the needful amalgamation of all the service sector non-technical work modules into the core technical mode of operation.

The core outcome will be: -

- 1) Total technology implementation abolition of non-productive manpower
 - 2) Greater accountability with quality management
 - 3) Cost optimization and enhancing digitization and automatization of processes
- Such as the enhanced role of S/W applications, AI & ML procedures for measuring organizational behaviours and procedures outcomes in place of manual evaluations

Techno Commercial Methods /Procedures: -

- 1) **Formulization of Tendering Documents: -** General Terms of Contract (GST)/TS/Eligibility Criteria/GCC/SCC/SBD-for turnkey Contracts/NIT

GTS- General Technical Specification:

It is a standard document for work of a particular nature, such as civil, structural, electrical, etc. Like GTS- Civil, GTS-Structural, GTS-IT, GTS-HRM, GTS-Electrical, GTS-System,

Eligibility Criteria:

It is formulated in Open tender / Global Tender cases based on which bidders were evaluated for accessing techno-commercial suitability for that particular project or not. It is unique for that particular project.

For turnkey contract- The tender document consists of: -

Section - I

i) Invitation for Bid (IFB):

Salient features of the bid like tender no., Description of job, Cost of Bidding Document, Sales of tender documents from date....to date....., Pre-bid conference, Tender Submission by which date, Place of Submission of Bid, date of tender opening and time, Bid Security, Time for Completion, Validity of Bid etc. details are mentioned in IFB documents.

ii) Bid Data Sheet (BDS):

Bid-specific data for the Facilities including plant and equipment to be procured is mentioned here:

Name of Facilities, Contract Name, Name of Employer, Employer details, Name of Consultant, Language of bid, Eligibility/ Qualification requirements for Bidders, Consortium bidding is applicable or not, conditions of consortium bidding, leader of the consortium, Format of consortium etc. Bids on licensing arrangement, Bids inclusive of 2 years O&M Spares, Amount of Bid, Bid Currencies, Amount of Bid Security, Bid Validity Period, Deviations in Bid ITB 20.3, Techno-commercial evaluation, Price bid evaluation, Time Schedule, Performance Guarantees, Undertakings for compliance with Company Law ITB 38, Integrity Pact, Mandatory % towards Erection & Site activities, Part PAC / Part Commissioning, Mobilization Advance, Pre-bid conference etc. are mentioned there.

iii) Special Conditions of Contract (SCC)

That condition is specific to a particular project and is not mentioned in the GCC or we want to formulate any clause that contradicts GCC. SCC requirement shall supplement the General Conditions of Contract [GCC]. In case of any disputes between GCC & SCC, SCC shall prevail over GCC.

iv) Technical Specification No. and details:

Consultant prepares the TS for particular projects for which the details of technical specifications are mentioned as per the need of the organization or the work assignment to be taken

v) General Technical Specifications (GTS), if any-

It is a standard document for work of a particular nature, such as civil, structural, electrical, etc. This may be like GTS-Civil, GTS-Structural, GTS-For Electrical System, GTS-IT, GTS-HRM, GTS-Systems etc.

Section - II

i) Instruction to Bidders (ITB)

Here it is defined who are Eligible Bidders- Defined and is open to all the Bidders (Domestic, International or a consortium thereof) meeting the eligibility criteria stipulated in the Bid Data Sheet. Conditions are mentioned like bidder shall comply with a restriction under Rule 144 (xi) in the General Finance Rules (GFRs) 2017' issued on 23rd July 2020 and subsequent amendments thereto, compliance of clauses regarding the Country of Bidder sharing a land border with India. In cases of Consortium bidding, the above certificate/undertaking shall be submitted individually by each member of the Consortium.

Bidders (including all the members of their consortium) who are associated for this Tender with the Consultant or any of its associates that have been engaged by the Employer to provide Consultancy Services for the preparation of design Specifications & other documents to be used for procurement of the Facilities to be purchased and installed under this Invitation are ineligible to bid for this tender.

Bidder (including all the members of their consortium) shall not directly or indirectly, take any service or assistance from the above-referred Consultant for the above work if he becomes a successful Bidder.

The Employer's Consultant(s) for the Facilities shall not be eligible to submit their bid

The bidding documents

Content of Bidding Documents

The Facilities required, bidding procedures, Contract terms and technical requirements are prescribed in the Bidding Documents. The Bidding Documents include the following sections:

- 1) Invitation for Bids (IFB)**
- 2) Bid Data Sheet (BDS)**
- 3) Instructions to Bidders (ITB) and Annexure 1-10**

Annexure-1: Bid Form

Annexure-2: Bid Security Bank Guarantee Form

Annexure-3: Guidelines for Indian Agents of Foreign Suppliers

Annexure-4: Consortium Agreement

Annexure-5: Undertaking by Licensor

Annexure-6: Checklist for submission of Bid

Annexure-7: Self Certification and Undertaking by Bidder (by each member if bid is by a Consortium) regarding the Insolvency/Liquidation Process under NCLT

Annexure-8: Non-Collusive Tendering Certificate

Annexure-9: Bid-Securing Declaration

Annexure-10: Compliance from a bidder on 'Country sharing land border with India'

Form of Contract Agreement and Appendices 1-6

Appendix-1: Price Schedules

Appendix-2: Time Schedule

Appendix-3: Terms of Payment

Att.1 to Appendix 3: LC Format

Appendix-4: Price Adjustment Due to Variation in Price Indices

Appendix-5: Performance Guarantees

Appendix-6: List of Approved Vendors

5) Special Conditions of Contract (SCC)

6) General Conditions of Contract (GCC) & Annexure I-XIII

Annexure I – Performance Bank Guarantee

Annexure II – Bank Guarantee for release of payment against Commissioning Certificate; Performance Guarantee Certificate; Final Acceptance Certificate

Annexure III - Performa for Custody cum Indemnity Bond

Annexure IV - Form of Preliminary Acceptance Certificate

Annexure V - Form of Commissioning Certificate

Annexure VI - Form of Performance Guarantee Certificate

Annexure VII - Form of Final Acceptance Certificate

Annexure VIII - Form of Change Order

Annexure IX - Bank Guarantee for Interim Advance

Annexure X - Joint Deed of Undertaking (Licensor & Licensee)

Annexure-XI – Bank Guarantee for taking out material from concerned Organization/Unit

Annexure-XII - Form of Deferred Supply of Goods

Annexure-XIII- Format for Hindrance Register

7) Safety in Contract Works (as per IPSS: 1-11-011-14)

8) Safety in Contract Works in Mines (as per IPSS: 1-11-011-14)

9) Guideline for settlement of the claim for compensation in respect of an accident at Plants/ organization/Units/ Mine area due to Employer's negligence

10) Technical Specifications (TS)

11) General Technical Specifications (GTS), if any

4.2 The Bidder is expected to examine all instructions, forms, terms, specifications and other information in the Bidding Documents. Failure to furnish all information required by the Bidding Documents or submission of a bid not substantially responsive to the Bidding Documents in every respect will be at the Bidder's risk and may result in the rejection of its bid.

Eligible Bidders are defined, Facilities - Plant, Equipment, & Services defined, Cost of Bidding, The Bidding Document, Content of Bidding Documents, Clarification of Bidding Documents, Amendment of Bidding Documents, Preparation of Bid, Language of Bid, Documents Comprising the Bid, Bid Form and Price Schedules, Bid Prices, Bid Security, Period of Validity of Bid, Format and Signing of Bid, Submission of Bids, Sealing and Marking of Bids, Deadline for Submission of Bids, Late Bids, Modification and Withdrawal of Bids, Opening and Evaluation of Bids, Opening of Bids by Employer, Clarification of Bids, Techno-Commercial Evaluation of Bid, Techno-Commercial Evaluation of Bid - Review of Alternative Bids, Qualification., The Employer will ascertain to its satisfaction whether Bidders determined as having submitted responsive bids are qualified to satisfactorily perform the Contract, Clarification Meeting, Clarification of Bids and Review of Bidders' Proposed Deviations & Alternative Solutions, Updated Technical, Commercial and Price Bid, Price Bid Evaluation, Conversion to Single Currency, Contacting the Employer, Award of Contract, Changes in Qualification Status, Award Criteria, Employer's Right to accept Any Bid and to reject Any or All Bids, Notification of Award, Signing of Contract Agreement, Performance Security (Performance Bank Guarantee), Risk Purchase Action, Transfer of Bid Document,

Transfer of Bid Document, Funding by Bidder, Compliance with Company Law, Bid Form, Bid Security Bank Guarantee Form, Guidelines for Indian Agents of Foreign Suppliers, Consortium Agreement, Undertaking by Licensor, Check list for submission of Bid, Self-Certification and Undertaking by Bidder regarding NCLT, Non- Collusive Tendering Certificate, Bid-Securing Declaration, Compliance from bidder on 'Country sharing land border with India', Format for price schedule for Design and engineering, supply, erection, refractories are given. Bidder has to submit the details in that format after award of contract, Drawings / Documents for Approval, Drawings / Documents for Information / Review, As-Built Drawings and Documents etc. are to be mentioned by bidders, terms of payment, Format of Letter of Credit, price variations formulas to be applicable is mentioned under different item category like for supply, erection, civil works, supply of electrical items etc.

ii) Form of Contract Agreement:

Format of contract agreement is given where the language of the agreement is defined and vetted by Law The format is as below:

Contract no. made on datedat..... BETWEEN

Company / Organization Name (hereinafter referred to as the "Employer")

AND

M/s. , (hereinafter referred to as "Contractor"),

In which contract documents are defined, Order of Precedence, Contract Price and Terms of Payment, Price Adjustment due to Variation in Price Indices, Effective Date, Scope of Facilities, Time for Completion, Consultant, Subcontracting, Liquidated Damages, Arbitration, Liability of Govt. of India, different annexures like Price Schedule, Schedule time, Terms of Payment, Price Adjustment due to Variation in Price Indices, Performance Guarantees, List of Approved Vendors for Indian Component.

No modifications of this Contract including Appendices hereto, shall be valid unless the same is agreed to in writing by the parties and specifically mentioned as an amendment to the Contract.

iii) General Conditions of Contract (GCC): The general conditions mentioned apply to all contracts. In case of any special requirement or non-applicability of particular conditions mentioned in GCC then such conditions are mentioned in SCC.

iv) Safety code for contractors

Standard documents are there for dealing with safety conditions for contractors in which detailed guidelines for safe working are mentioned. In case of non-fulfillment of safety conditions, the contractor can be penalised or banned depending upon the situation.

Inter Plant Safety Standards for plant and mine safety conditions for mine areas are standard documents uploaded along with tender documents.

v) Integrity Pact, if any-

Applicable for cases ≥ 20 crores. It is an agreement between bidders and Procuring Authority i.e., Principal. The principal values full compliance with all relevant laws of the land, rules, regulations, economic use of resources and fairness/transparency in its relations with its Bidder(s) and Contractor(s). It has various sections:

Section 1 – Commitments of the Principal

The principal commits to taking all necessary measures to prevent corruption and to observe certain principles to avoid it.

Section 2 – Commitments of the Bidder(s)/ Contractor(s)

The Bidder(s)/ Contractor(s) commits themselves to take all measures necessary to prevent corruption. The Bidder(s)/ Contractor(s) commits themselves to observe certain principles during participation in the tender process and during the contract execution mentioned in this section.

Section 3 - Disqualification from the tender process and exclusion from future contracts

If the Bidder(s)/Contractor(s), before award or during execution has committed a transgression through a violation of Section 2, above or in any other form such as to put their reliability or credibility in question, the Principal is entitled to disqualify the Bidder(s)/Contractor(s) from the tender process or take action as per the procedure mentioned in the “Guidelines on Banning of business dealings”.

Section 4 – Compensation for Damages

A principal can demand and recover the damages for during the tendering stage/ or execution stage from the Contractor equal to the Contract value or the amount equivalent to the Performance Bank Guarantee.

Section 5 – Previous transgressions

Bidder declares that no previous transgressions and in case of any incorrect statement on this subject, he can be disqualified from the tender process or action can be taken as per the procedure mentioned in “Guidelines on Banning of business dealings.”

Section 6 – Equal treatment of all Bidders / Contractors / Subcontractors

The signing of IP with all Bidders / Contractors / Subcontractors and if anyone is not agreeing then rejection of the bid.

Section 7 –Criminal charges against violating Bidder(s) / Contractor(s) / Subcontractor(s)

In the case of the above, the same will be reported to the CVO / COO / CFO / CEO /Directors

Section 8 – Independent External Monitor

The principal appoints a competent and credible Independent External Monitor for this Pact after approval by the Central Vigilance Commission. The task of the Monitor is to review independently and objectively, whether and to what extent the parties comply with the obligations under this agreement.

Section 9 – Pact Duration

This Pact begins when both parties have legally signed it. It expires for the Contractor 12 months after the last payment under the contract, and for all other Bidders 6 months after the contract has been awarded. Any violation of the same would entail disqualification of the bidders and exclusion from future business dealings

Section 10 – Other provisions

This agreement is subject to Indian Law. The place of performance and jurisdiction is the Registered /Corporate Office of the Principal,

Changes and supplements as well as termination notices need to be made in writing. Side agreements have not been made.

If the Contractor is a partnership or a consortium, this agreement must be signed by all partners or consortium members.

Should one or several provisions of this agreement turn out to be invalid, the remainder of this agreement remains valid. In this case, the parties will strive to agree with their original intentions.

Issues like Warranty / Guarantee etc. shall be outside the purview of IEMs.

In the event of any contradiction between the Integrity Pact and its Annexure, the Clause in the Integrity Pact will prevail.

Guidelines for Indian agents of foreign suppliers

Disclosure of particulars of agents/ representatives in India. If any.

Guidelines on Banning of Business Dealing

Normally Companies/ Organizations deal with Agencies, that have a very high degree of integrity, commitment and sincerity towards the work undertaken. It is not in the interest of any company/Organization to deal with Agencies who commit deception, fraud or other misconduct in the execution of contracts awarded / orders issued to them. To ensure compliance with the constitutional mandate, it is incumbent on the organization to observe principles of natural justice before banning business dealings with any Agency Scope, Initiation of Banning / Suspension, Suspension of Business Dealings, Ground on which Banning of Business Dealing can be initiated, Banning of Business Dealings, Removal from List of Approved Agencies- Suppliers/ Contractors etc. Show-cause Notice, Appeal against the Decision of the Competent Authority, Review of the Decision by the Competent Authority, Circulation of the names of Agencies with whom Business Dealings have been banned

3) Tendering Platform: - Offline/Online Supply Resource Manager SRM:

Tendering can be done through offline mode or online portal. These days tendering is being done through Online portals like through ERP module, through SRM (Supply Resource Manager) platform, or the GeM portal, or can be done with any other software.

4) Mode of Tenders: - Limited Tender /ST/Non-Proprietary/Proprietary/Open Tender Global Tender etc.

These are the methods of selection of vendors.

Single tender- can be of two type-Proprietary or non-proprietary (nomination basis)- Here the condition is restricted or single bidder availability and urgent requirement.

Limited Tender- can be of two types-

1. LTR-i.e., Limited tender registered- Vendors are already registered with the procuring entity.

2. LTE-i.e., Limited tender un-registered- Vendors are new and not registered with the procuring entity. - For this guideline are there for the selection of vendors for tendering through the LTE route? Here the eligibility of bidders has been established before the issue of tender enquiry.

Open Tender- can be of two types-

1. **OTE (India.)** - Vendors are selected through eligibility criteria and only indigenous vendors are allowed to participate. No foreign bidders are allowed to participate in the tender.
2. **OTE (Global tender)** - Vendors are selected through eligibility criteria and here Indigenous vendors as well foreign bidders are allowed to participate in the tender

Techno Commercial Procedures:

1) Appointment of Consultant /Role of Key Driver & Project Manager:

A consultant was selected for a particular project. The role of the consultant is defined in the consultancy agreement. What will be the scope of the consultant and what will be the scope of the purchaser? The scope varies from contract to contract. Mainly it includes formulation of FR, TS, EC, assistance in Tendering, evaluation of offers, evaluation of price, design and engineering, approval of drawings with purchaser, modification in design in case of requirement, vetting of design and drawings in case of turnkey contracts, Inspection of supply of plant and machinery, PMC of project, Certification of deviations in contract, progress monitoring, witnessing the erection as per drawings, involvement in PAC, CCM FAC, Contract closure etc. However, these roles can vary depending on the consultancy agreement.

Role of Key Driver & Project Manager

A key driver is from the Shop side which is the person authorized on behalf of the shop who is going to run that plant. He is an expert in shop operation and maintenance activities and he advises the project manager, consultant and contractor about the requirement which is important for running and maintenance of the plant.

Project Manager: The person who is key to the success of projects. He coordinates with all stakeholders like consultants, and contractor's internal departments like, electrical, mechanical, operation and central dept. He is responsible for the execution and closure of the contract

2) Formulation of Notice Inviting Tender (NIT) / Invitation to Tender (ITT)

It is already defined for turnkey contracts.

For the non-turnkey contract, it consists of the following:

- a) NIT
- b) TS
- c) Item-wise tender estimate
- d) Price schedule for quoting the price in a particular format
- e) Taxes and duties clause
- f) EC-In case of Open tender
- g) SCC
- h) GCC
- i) Bidding procedures
- j) Online bidding process
- k) Safety conditions for contractors
- l) Design & Drawings etc.

3) Evaluation of Tender Tech/Commercial/General Terms including Statutory Compliances

Tenders are evaluated based on eligibility documents to assess whether the particular bidder is fulfilling all the conditions like technical expertise and financial capability for that particular job or not. Based on which technical and commercial evaluations are being done and the bidder declared techno-commercially suitable for that particular job.

4) Price discussions Online/offline

Consultant recommends the price reasonability quoted by bidders. The bidder quotes the price in the prescribed format uploaded along with tender documents. If the price quoted by the bidder is beyond the acceptable range, then only negotiation with the bidder is done.

5) Negotiations Skills:

Negotiation is done only in case if bidder quotes the price which is beyond the acceptable range. In case if quoted price is higher than the acceptable range the price negotiation is conducted with the bidder. The negotiation is conducted based on certain technical inputs with the help of a consultant. If the price quoted is much lower side and beyond the acceptable range and employer feels that whether the quoted price is reasonable or not. In that case, bidders were asked to justify their price. On non-acceptance of justification submitted by the bidder, the employer or purchaser can ask for submission of PBG. The format and guidelines for PBG are there with an employer. On acceptance of justification, an employer can go for an award of that particular contract based on recommendations of the tender committee.

6) Kick-off meeting (KOM)/ Start of Meeting (SOM)/Communications Protocol etc.

The first stage after the award of the contract is the contract signing with the bidder. In kick-off mode the scope and expectation of execution i.e., execution schedule is discussed and commitments were made regarding execution. The billing procedures and communication protocol were handed over to the bidder. In the Bill procedure, the procedure of billing is mentioned and in the communication protocol, different official names along with details were provided to the contractor along with the responsibility of the individual officer.

7) Execution of Contract agreement work/ Scope of Work /Extra work/Deviations, etc.

Then site execution starts and before this contractor has to get permission from the project manager to start the execution. The execution was done as per TS, Drawings and execution schedule.

8) Payments / Stationary Compliances & Regulations:

The payment is released as per the contract-based execution of the project duly certified by the project manager. All statutory compliance is ensured before making payments to contractors.

9) Project Monitoring Stage Wise Evaluations and follow-up procedures:

The progress of site execution is monitored on a day-to-day basis and reported to management.

10) Preliminary Acceptance Certificate/ Commissioning Certificate/ Performance Certificate:

Based on on-site execution as per the contract the preliminary acceptance certificate or milestone payment is released. Commission certificates issued by an employer based on contract terms and conditions envisaged for the commissioning of the project. A performance certificate is issued after meeting the PG parameters defined in the contract.

11) Delay Analysis:

The execution of the project is monitored regularly as per the execution schedule and any delay in execution is recorded in the delay register. At last, the delay analysis was performed by employees to ascertain the delay in execution.

12) Statutory Compliances & Closure of Contract

All statutory compliance is ensured before the closure of the contract. PG parameters ensured and delay taken into account for levy of LD for the delay in execution as per contractual terms.

13) Final Payments

The final payment is released after the fulfilment of all statutory compliance envisaged in the contract and the fulfilment of promises mentioned in the contract.

14) Project Completion Report

After completion of the project PCR is made in which learnings from projects are mentioned.

15) Settlement of disputes

The Arbitration and Conciliation Act, 1996 and amendment thereof:

Conciliation:

In case of any conflict or dispute arising out of or in connection with the Contract, the Parties shall endeavour to settle such disputes amicably. Suppose a dispute is not resolved within 30 (thirty) days after written notice of any dispute by one Party to the other. In that case, the same shall then be resolved through the mechanism of Conciliation through the Dispute Resolution Committee which shall comprise representatives/nominees of:

- 1 Employer:
- 2 Contractor

If the Dispute Resolution Committee cannot resolve the matter within 30 (thirty) days of its formation, the Conciliation shall be deemed to have failed. It is further provided that Arbitration shall only be resorted to after the failure of Conciliation.

Arbitration:

a) For Domestic Contracts (where the Contractor is an Indian Party):

After the failure of Conciliation, the aggrieved Party may invoke Arbitration by sending a written notice to the other Party. The arbitration shall be conducted in the English language. Arbitration proceedings can also be conducted online, as per the discretion of the Arbitral Tribunal. The cost of the Arbitration shall be equally borne by both the Parties. The arbitration shall be governed by the Arbitration and Conciliation Act, 1996, as amended from time to time. The seat of arbitration shall be at the place where the concerned Plant/Unit of the Buyer department/organization is located. The Contract shall be interpreted and governed in all respects under the laws of India. All disputes in connection with or arising out of the Contract shall be subject to the exclusive jurisdiction of the Court within the local limits of whose jurisdiction the concerned Plant/Unit of the Buyer Department/Organization is located. Where the arbitral award is for the payment of money, no interest shall be payable on the whole or any part of the money for any period till the date on which the award is made.

b) International Contracts (where contractor/Service Provider is a foreign party):

1) For such Contracts after the failure of Conciliation, the aggrieved Party may invoke Arbitration as per the procedure laid down in the rules of the International Chamber of Commerce (ICC) and the rules of ICC shall apply concerning such Arbitration.

2) The seat and venue of such Arbitrations shall be New Delhi and the Arbitration shall be governed by the Laws of India. The language of the Arbitration shall be English.

3) The Courts at New Delhi shall have the exclusive jurisdiction concerning disputes arising out of such Contracts.

Details mentioned in the technical specifications TS:

- Introduction
- Intent of the specification
- Overall Scope of work
- Layout and Site Conditions
- Completion Schedule
- Inspection/ Review
- Handing over site/ Project work
- Progress Report
- Schedule of Quantities
- Drawings/ Statistics





EFFECTIVE LEADERSHIP IN MICRO, SMALL AND MEDIUM ENTERPRISES (MSMES).

SHRIKANT N PANGARKAR

Success in business is fundamentally driven by the efficacy of its leader. Operating a business successfully requires collaborative efforts from a team comprising both internal and external members. The leader plays a pivotal role in guiding and garnering the willing cooperation of these individuals. This book elucidates strategies for preparing the team to deliver their optimal performance toward the realization of the enterprise's Vision and Mission while upholding its core values. Alarming, the mortality rate of Micro, Small, and Medium enterprises stands at approximately 50%, signifying a pressing concern. The repercussions of failed businesses extend beyond mere financial losses to encompass profound disillusionment among those involved. Frequently, leaders lack the requisite understanding of management principles essential for business sustenance. This book underscores the significance of Articulating the business objectives to the team members, empowering them to contribute with Accountability and authority, nurturing the leaders and members through training and development, and fostering team motivation via appreciation, recognition, and rewards. The ultimate objective is to elevate the success rate of business ventures initiated. By offering established principles, methodologies, and illustrative case studies, the book aims to equip entrepreneurs with the necessary tools for enhancing their ventures' viability. India has around 63 Million MSMEs. Even a marginal increase in the success rate of ventures can yield a substantial boost in entrepreneurial morale, save investment, and boost the economy, employment, and prosperity. Cultivating the creative and innovative minds of team members is highly productive and satisfying to the members also

Glimpses of the content of the book.

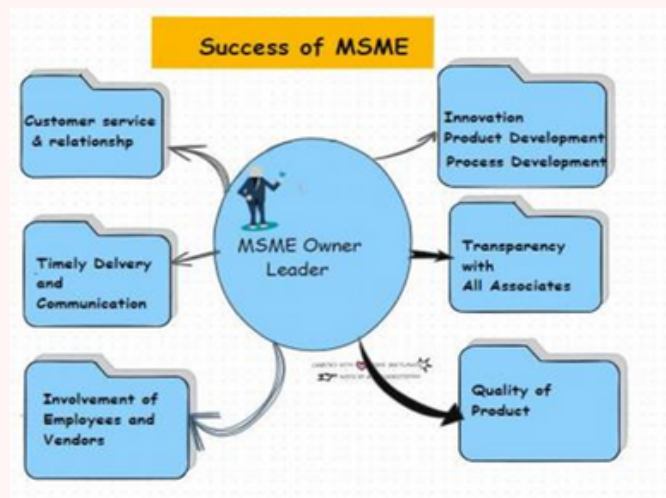
Definitions of MSMEs

Micro, Small, and medium industries (MSMIs) play a crucial role in the economy, contributing significantly to employment and economic growth. These enterprises are typically defined by their size, with small industries having fewer than 50 employees and medium industries having between 50 and 250 employees. Their success depends on their ability to improvise, guide, and control all activities. It could also be a traditional family-managed enterprise. **The leader makes all the key decisions and gives directions to solve problems, satisfy customers, and expand the customer base to achieve growth. The leader has to juggle around the limited resources to keep the show running.**

A defining characteristic of MSMEs is their close-knit organizational structure. Unlike larger corporations, where employees may feel disconnected from top management, employees in MSMEs often have direct access to company leadership.

The factors that matter and must be considered by the leaders for success are shown in the figure below. These include

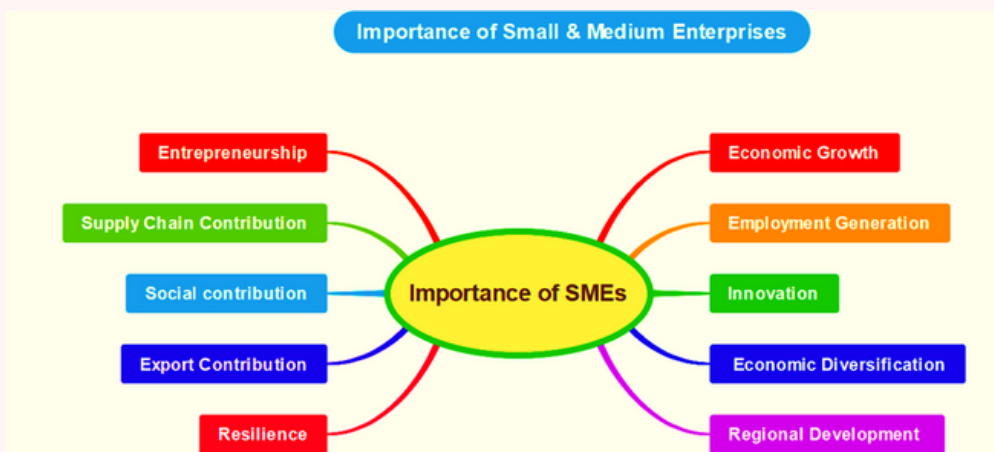
1. Customer is the purpose of the business venture. He expects goods and services and a good supporting relationship with the vendor to satisfy his needs.
2. Vendors who are important extensions of the business resources.
3. Timely delivery and service to customers
4. Involvement of employees and vendors to meet the goals
5. Innovation, Product, and Process Development to stay ahead in the market
6. Transparency with all associates to build trust and bond
7. Quality of Product to meet/exceed customer expectations
8. These factors apply to the majority of enterprises MSMEs and big enterprises.



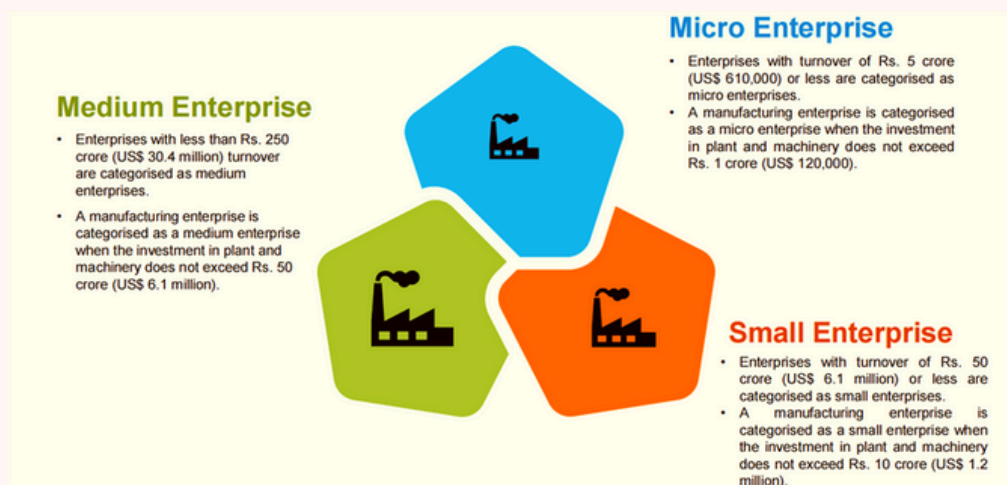
The figure below depicts the importance of SMEs for any economy.

1. Entrepreneurship-It provides opportunities to people who have the passion to start their enterprise rather than seek employment and lead it.
2. These are essential as vendors because they have niche expertise.
3. They employ a large number of people and keep them engaged.
4. Since they are adaptable and flexible, they can produce for exports according to different customer needs in specifications and quantity.
5. Since they are agile, they can make course corrections fast and therefore resilient.
6. They are essential for widespread economic growth.
7. They can innovate quickly because of a simple decision-making structure.
8. They provide economic diversification and regional development.

The MSMEs currently at about 6.3 Crore (63 million) in numbers are expected to grow to about 2.5% per year to about 7.5 Crores (75 million). As of the end of March 2024, the number of MSMEs registered on the Udyam portal were about 4 Crores (40 million). The total bank credit given to this sector is \$297 billion. This shows the huge size and importance of this sector.



Definition of MSM enterprises.



They have many weaknesses despite assistance from the Government Agencies which preclude their advance from becoming big. Their weaknesses are

- 1 Low risk-taking ability because mostly it is personal money. (shallow pockets)
- 2 Low exposure to formal knowledge of management
- 3 Low exposure to technology
- 4 Weak financial muscle.
- 5 Poor abilities to think ahead and plan

Objective of the BOOK

Therefore, this book should provide them at least the vision and knowledge about what they need to embark on, to sustain and grow, and NOT fail. The success rate should grow. If the success rate grows by 1%, nearly 600000 more units will survive.

One of the potential ways to increase survival and sustenance rates is by adding to the capabilities of their leaders to face and win over the challenges encountered in the market forces like the volatility of demand, technological difficulties, facing clients who are bigger and stronger economically, and most importantly management of cash.

The Micro, Small, and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. It contributes significantly to the economic and social development of the country by promoting entrepreneurship and generating large employment opportunities at comparatively lower capital costs, next only to agriculture.

MSMEs are complementary to large industries as ancillary units and this sector contributes significantly to the inclusive industrial development of the country. The MSMEs are widening their domain across sectors of the economy, producing a diverse range of products and services to meet the demands of domestic as well as global markets.

The large size of the sector indicates the enormity of the task of finding and developing leaders capable of guiding their enterprises into successful, self-sustaining, and growing outfits, in India. The leaders are observed to be very busy handling a multitude of routine problems because of frail infrastructure, lack of qualified, independently thinking manpower, and commanding position of industrial customers. This leads to perpetual firefighting mode and short-term decision-making to solve immediate problems. It causes stress for the owner/leader, sub-optimal performance and leaves them very little time for the expected tasks of Setting Long- and Short-Term Goals, making a Strategy to achieve them, keeping customers and other stakeholders satisfied, and keeping focused on growth.

India must labour to generate 78.5L non-farm jobs every year

TEAM TOI

The Indian economy needs to generate an average of nearly 78.5 lakh jobs annually until 2030 in the non-farm sector to cater to the rising workforce, the survey has estimated.

It said that to meet the demand of 78.5 lakh jobs in the non-farm sector per year, there is scope to supplement the existing schemes of production linked incentive (60 lakh employment generation over 5 years), MITRA textile scheme (20 lakh employment generation), MUDRA, and others while boosting their implementation.

The survey said that state govts can grease the wheels of hiring by businesses by easing the compliance burden and reforming laws on land, etc, to suit the priorities



Source: Calculated using PLFS, MoFW population estimates

es of development. It said the jobs are created in the private sector and India's corporate sector has never had it so good as now, with profitability at a 15-year high in FY24. Profits had quadrupled between FY20 and FY23.

"Businesses have an obligation to themselves to strike the right balance between deployment of capital and deployment of labour. As important, capital and labour

shares of income have to be fair," said the survey.

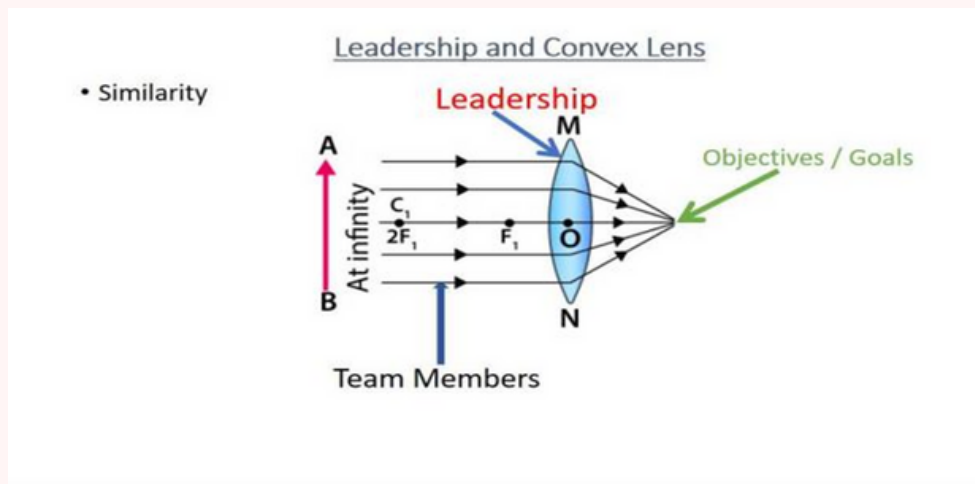
"In their fascination for AI and fear of erosion of competitiveness, businesses have to bear in mind their responsibility for employment generation and the consequent impact on social stability," it added.

Calling for a rebalancing of labour regulations for generating employment, the survey said current labour regulations have unintended adverse repercussions for the general workforce, and women specifically.

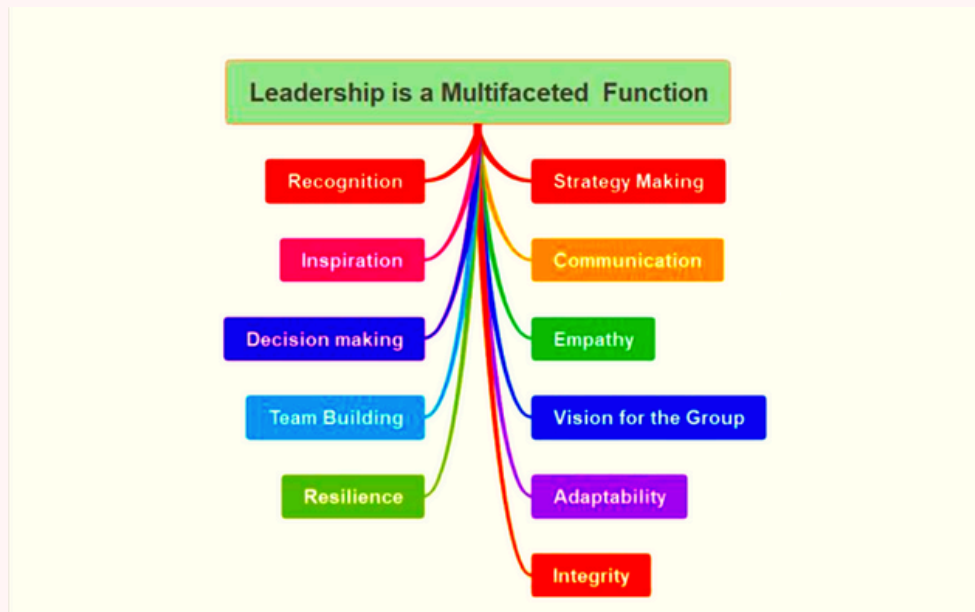
The report showed that a comparison with other countries reveals that India's stricter overtime wage regulations are potentially hindering the growth of the manufacturing sector by driving production to nations with lower overtime costs.

Role of Leadership

Leadership is required almost everywhere, starting with family. The head of the family is generally the leader who has to keep all responsibilities and objectives of the family in view; and make decisions from time to time, to guide the family members as and when solicited. The same principle applies to groups of people, communities, organizations, and even nations. Leaders are expected to lead the group toward its objective/mission and ensure all actions are within the boundaries of the core values, of the group. One can easily observe such phenomenon in sports regularly and also when the business performance is discussed.



The figure below shows the broad expectations from a leader. The success or failure of any group activity is normally attributed to the leader and he/she has to own that responsibility.



The role of a leader is to think ahead, set objectives and time-bound goals, and motivate the team to achieve the goals. The team has to be inspired by guidance and recognition. The performance of the group depends on the quality of its leader. After the event, the appreciation or blame generally is assigned to its leader. The most important task of the leader is to develop a dedicated and efficient team. Success cannot come except with the joint synchronous efforts of team members, and this is an important and challenging role of the leader. Human minds are complex, and the leader has to deal with them. His skill and success depend squarely on managing the mindsets of team members. This depends on the inspiration of the leader and the trust and confidence he generates among them.

Leaders must be able to anticipate trends and opportunities in the market and develop long-term strategies to capitalize on them. This requires a combination of analytical skills, creativity, and a deep understanding of the industry landscape. Effective leaders are forward-thinking, supportive, and proactive in their approach to business planning. Some important qualities of leadership are shown.



Conclusion and takeaways

Effective leadership in MSMEs is extremely important for ensuring the continued success and growth of these businesses, ultimately benefiting the economy as a whole. The key to success is to focus on the Customer Delight. This objective is the best business strategy for sustenance and growth. MSMEs have generally a small pool of leaders who shape the strategy to grow and implement the same with great detail. MSME success is beneficial to all.



About the Author

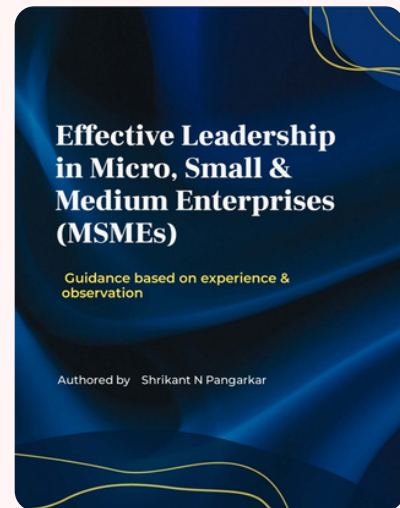
I have post graduate qualifications in Mechanical Engineering and Business Management from reputed institutions in India and work experience of more than 37 years in various functions and various types of industries in India. After retirement from active service I operate as a Management Consultant and member of IMCI.

Functions Handled

Production & PPC
Materials Management
Operations Management
General Management & Business Head
CEO & Executive Director

Industries worked In

Auto & Auto Ancillary
Projects Management
Electrical Engineering
Plastics Industry
Earth Moving Machinery
Small Industry in Instruments



This book is available at following sites.

1) Astitva Store:

<https://astitvaprakashan.com/product/effective-leadership-in-micro-small-medium-enterprisesmsmes-guidance-based-on-experience-and-observation>

2) <https://www.amazon.in/dp/9358383623> ,

I have handled **technical, operational and commercial functions, leadership functions and relationships with suppliers, customers and collaborators**. Identified collaborators, completed technology transfer, development of market & products I built the factory, successfully established the business in new factory, and worked as Executive Director & CEO of multinational company. I have personally created the market from concept stage.

Having worked in different types of industries I am confident of producing results in a given project. **I was chargeable for Complete P & L responsibility and running the company**. I was instrumental in tying up 5 collaboration agreements.

<https://in.linkedin.com/in/shrikant-pangarkar-5a890a18>



CONCEPT PAPER ON "GROWTH CONCLAVE FOR MICRO AND SMALL UNITS IN INDIA"

K J JOHNSON

Background of the Proposal - The Indian Economy as on date reached the 5th Position in the World .To a great extent this is due to the contributions from the Corporate Sector Companies in India as well as Public Sector (Government owned) Companies in India . Yet the Contributions from the MSME Sector is about 45 % of the G D P .Hence it has achieved the Position of " Backbone of Indian Economy " , which is Remarkable !.

Registered M S M E Units as per the information from the M S M E Ministry, Government of India is 6.14 Crores. Out of this Medium Scale Units are only 67000 (Sixty Seven Thousand) !. That means 0.1 % of the total.

May be the above Scenario is due to Reclassification on the basis of Investment and Business Turnover. Accordingly for Micro Units the Investment is up to Rs.1 Crore, with a Business Turn Over up to Rs.5 Crore. For Small Scale, the Investment is from 1 Crore to Rs. 10 Crores, with a Business Turnover up to Rs.15 Crores. In the case of Medium Scale Units the Investment is from Rs. 10 Crores to Rs.50 crores with a Business Turn Over up to Rs. 250 Crores. Above Rs 250 Crores are classified as Large Scale Units In India.

In the above context the Relevance for Growth Enclave for Existing Micro and Small Units to Sustainability and Progress is Unavoidable. While we look from another side the Micro and Small units are pulling on with " Poor Economies of Scale of Operations ". The Exceptions are those Micro and Small Units based at Cities / Metros in India, where there are good Industrial Infrastructure and facilitating Growth Factors. Recently certain Start up Ventures based at Metro Cities had grown even to Medium Scale Units, in achieving Good Business Turn Over !.

Apart from the above Units those Micro and Small Units based at Sub- urban Towns and Rural areas of India are not having enough Growth for Sustainability. In this context with out going for heavy Investment, to Scale Up " Economies of Scale of Operations " of Micro and Small Units " Adoption of COBOTICS TECHNOLOGY " becomes Ideal, for Growth and Sustainability.

The Definition of COBOTICS is " Collaborative Robots with out Displacement of Labour .The origin and Development of this Technology is from Netherlands. Almost all Robots manufacturing Companies are manufacturing Cobot s also . The 2 Popular Companies who implemented this Technology in India are M/s Universal Robots and M/s Wired Works . M/s Universal Robots had its India Division based at NOIDA , and franchise agents based at Mumbai, Calcutta, Bangalore and Hyderabad .M/s Wired Works has no offices in India.

Considering the above leverages in applications of COBOTICS a Couple of large Scale Companies in India had already implemented this technology for their day to day Production. They are M/s Bajaj Auto Ltd, Pune and a Spectacle glass manufacturing Units run by a charitable Hospital group at Madurai in Tamil Nadu. In M/s Bajaj Auto about 100 Cobots are used for their daily Production Motor Bikes / Scooters, with an Investment of about Rs. 20 Crores.The average Price of a Cobot is about 25000 \$s .

Unlike Robots the Practical Implementation of Cobots is possible only after a Feasibility Study conducted by a Team of Professionals in Software, Industrial Engineering with Ergonomics Specialisation, Quality Control Systems , and Professional marketing and Management.

While meeting expenses for the Feasibility Study is not that difficult for Medium and Large Scale Units in India , it is very much difficult for Micro and Small Scale Units in India. But if Financial Support given by M S M E Ministry , Government of India,, or Organisations such as SIDBI, N S I C etc., this problem can be over ride with out difficulty, because the number of Cobots required for Small Scale units is very much limited compared with medium and Large Scale Units.

The Expert Team who conduct the Feasibility has to further develop Software Functioning of Cobotics Machines, Train the Entrepreneurs for Functional Management and Successfully operate the Systems as part of the " Technology Transfer Agreements" !

The M S M E Ministry , Government of India was having a Subsidy Scheme, a Couple of Years back in the name of " Technology Up gradation and Modernisation Fund. !. Recently this Fund was stopped due to lack of Entrepreneurs to avail this Subsidy from MSM E Ministry !.The setback for this Subsidy Scheme was that , to avail the Scheme " SIDBI Project Loan was Mandatory " . This was possible only on the basis of a Project Report highlighting Assets of the existing Unit (Land , Building and Stock of materials) as well as Financial liabilities . Thus this Scheme was not feasible for the Micro and small Units in India!

The above experience give us an Insight that, the the above Subsidy Scheme would have been a Success for SIDBI , if they would have adopted a " Machinery Loan Scheme" , similar to that of their old Parent" I D B I 's Bill Discounting Scheme " mandatory for Industrial Machinery Purchases. The same can be linked to avail funds form M S M E Ministry in accordance with " Technology Up gradation and Modernisation Fund" !. Hope M S M E Ministry and SIDBI may take steps to Revive this fund, and subsequent Scheme can become very attractive for Micro and Small Industrial Units in India !

Annexure :- Advantages of Cobotics Technology in Micro and Small Units in India

- They are Light weight and easy to move in the Shop floor of a Factory .
 - Built is Safety Measures such as Safety Stops Using Sensors .
 - Cobots can be handled with Physically handicapped (People with one arm)
 - The System can be easily assembled and handled with Software Apps
 - Able to handle difficult Tasks , normally not possible with human hands.
- eg. Picking up bricks form Hot Kelan / Ovens with out putting of the Fire, and there by saving Energy !
- Cobots makes possible continued production Day and Night, with Software Programmes , where Single Shift Employees can take 3 times Production .
 - Cobots helps production with consistence (uniqueness) in Quality !

Hope the above can make a Change Making Scenario in Manufacturing at Micro and small Units to achieve " Action for successive Progress of India!

The same has been accepted by M/s Ind frag Bio Sciences Ltd , Bangalore, to implement at their Factory at Kndumaranapally, Off Houser. A study Team from M/s Universal Robotics, NOIDA will be visiting on 15 nth of January 2025 ! Comments from Chairman Mr. Philip Samuel " Kaipallil Johnsn's Proposal for Adoption of COBOTICS Technology " is an Inspiration to Us.

With best Wishes .

Kaipallil Johnson,

Business & Management Consultant , Cochin.

+ 91 9895692805 (Watts App)

Site - www.kjjohnson.in

REMEMBERING LATE SHARU RANGNEKAR



शरू रांगणेकर को उनकी पुन्य तिथिपर शत शतनमन
"चुन-चुन लेरे कन-कनसे
जगती की सजगव्यथाएँ
रह जायेंगी कहने को
जन-रंजन-करीकथाएँ।"
जयशंकर प्रसाद की कविता 'आंसू' की इनपंक्तियों को शरूरांगणेकर ने अपनेमराठी कथासंग्रह 'जोकर' के 'लेखकाचे मनोगत' में 'या कथारसिकांचे रंजन करतीलही आशा' केसाथ प्रयोग किया।शरू खुद भीकविताएं लिखते थे औरउनका मराठी कवितासंग्रह 'पहिल्यांदा तू गीतऐक है' आपकोउनके मराठी जाननेवाले प्रशंसकों केपास मिल सकतीहै।
शरू के प्रशिक्षण के क्षेत्र में प्रवेश के पीछे भी उनका कविता के प्रति रुझान ही था। उनके खुद के शब्दों में:

"Like most important events in life, my wandering into the field of training was a matter of accident. Before 1947, the Government was not teaching Hindi. So Gandhiji started Rashtrabhasha Pracharak Sabha and I became a Pracharak to propagate the national language. Out of the topics in the curriculum, I was asked to teach Hindi and Urdu poetry - because I was one of the junior-most Pracharak and there was no great demand for teaching poetry.

"I was fond of poetry. In teaching poetry, there is a scope for using imagination. This gave me a chance to talk from the right side of the brain controlled by imagination rather than the left side controlled by organized thinking."

Sharu was adept at both - organized thinking (that he must have sharpened while pursuing his chemical engineering and management education) and imagination (that he must have fuelled by reading literature and poetry). And he was a keen observer and thinker. When asked for tips for becoming successful managers by final year management students, Sharu advice them: "The first tip is: do not ask for tips. The second and final tip is: keep a note-book in which you note any good management or bad management practised around you. For example, if a boss appreciated a subordinate in the presence of others, please note it. If a boss shouted at his subordinate or quarrelled with a colleague in public, please note that also. Before going to bed every day, read the notes and check whether you yourself practised any of these 'good' or 'bad' managements - on appropriate occasions.

This will give you, to start with, 'hindsight' - understanding after the event. After some time you will acquire 'midsight' - realisation of the way you are moving during the movement itself. Ultimately you will acquire 'foresight' - the ability to anticipate problems and opportunities and plan your strategies. This is the crux of management."

Most of us don't feel much pain when our favourite cricketers have to leave captaincy or announce their retirement. But when it comes to trainers and writers, we somehow assume they should never retire, and in most cases they don't. Sharu Rangnekar too worked till his very last days but his public appearances declined noticeably during the last few years.

In a letter published in Business Standard on October 31, 2016 (it was about Cyrus Mistry's removal from Tata Sons) Sharu Rangnekar was referred to as 'yesteryear management guru'. In a speech delivered at a programme organised by FTAPCCI at Hyderabad in August 2017 (where Sharu Rangnekar appeared with all but one of his upper front teeth missing), he ascribed Sahir Ludhianvi's famous poem 'Taj Mahal' to some poet from Hyderabad and he was unable to recall the exact wordings of another Urdu couplet. Obviously, the years were catching up with Sharu Rangnekar. But even though his memory for names and other trivia might be fading, his firm grip on concepts was evident. In the later part of his speech, he unravelled the mystery of the power and politics citing tough decisions regarding the unification of princely states and linguistic division of the country giving examples of Rajgopalachari and Vallabhbhai Patel to drive home the interplay of power and politics with his usual effervescence. In the same talk, he mentioned Virat Kohli's example to drive home the difference between sports and politics.

Remembering Late Sharu Rangnekar on his 1st Death Anniversary by Shri Alok Dube of Bhopal Chapter.

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