



Baroda Management Association

Volume - II

JULY 2015

High Tech

Digitization of the Enterprise

By Mr. Raju Shah,
CEO - Rishabh Software



With the introduction of SMAC (Social, Mobile, Analytics & Cloud) in the Enterprise, Businesses can now leverage these newer technologies to improve overall productivity and efficiency. Internal and external operations have now become easier to quantify and monitor, enabling them to take improved business decisions faster.

- Social – Companies today can track consumer behaviors and patterns through social networks (Facebook, Twitter). This has not only opened new channels for companies to manage consumer perception and complaints, but has also created new avenues to recruit and increase brand recognition.
- Mobile – Firms are also able to better direct employee activities with the help of mobile apps. For example, sales reps can use an enterprise app to submit time sheets or daily sales reports. The information gathered from these apps can then be used to track productivity.
- Analytics – Data insights can help businesses make intelligent predictions. In manufacturing, analytics can help forecast product demand or check plant performance. Big Data, in particular, can help your organization keep a check on product quality and check delivery accuracy.
- Cloud – Companies can move their CRM and ERP systems to the cloud. An integration of both over the web ensures customer inquiries and orders are handled promptly, which may not be the case when both are managed in silo and off the web.

Thus, it is the convergence of all the above technologies that is revolutionizing the enterprise by digitizing it.



CorpCircle

Corporate Strategy

By Mr. Saurabh Vakil,
Management Consultant



Corporate Strategy is the top level strategy concerned with the overall scope of an organization. There are as many definitions of corporate strategy as there are practitioners. However; here is one, put forward by Gerry Johnson, which comes closest to my understanding of this complex subject.

*“Corporate Strategy is the **direction** and **scope** of an organization over the **long term**, which achieves **advantage** in a changing **environment** through its configuration of **resources and competences** with the aim of fulfilling **stakeholder expectations**.”*

The aim of this article is to illustrate the key determinants of corporate strategy.

When: A business is first considered disposed to corporate strategy planning and execution when it has gotten off the ground and is off and running. The businesses invoke the process every so often to make sure they are treading the desired path. In most companies this happens annually.

What: Independent of the size of the business or the timing since inception, the main objective the promoters have is to maximize stakeholders' value. At this point, the promoters take a stock of their strengths and analyze the environment to determine what they wish to do, or define their mission/vision/goals, or in other words define their **strategic position**. (For illustration, see Table below)

How: Having determined their strategic position, the promoters/planners get down to exploring ways in which they could accomplish their larger goals or mission. They work hard on defining the alternative ways in which the organization should seek to compete at business level and come up with **strategic choices** to select from (See Table). (Good strategy practice prescribes that an organization

must also make an explicit attempt to include decisions of **not** pursuing a certain line of product or course of action as part of their strategic choices.)

And finally, the promoters are most concerned about ensuring that chosen strategies are put into action. Some of the critical initiatives that come into play at this point include reconfiguration of processes, organizational structure and relationships forming part of the overall **strategic action** plan. (See Table)

Who: Key individual traits of those involved in defining successful corporate strategy are entrepreneurship, passion and perseverance. By default the most qualified for the job are the promoters, with or without formal

management education. Ever since the early days of corporate planning; however; fresh or experienced MBA's have been inducted either through consulting firms or direct employment to provide the crucial research and analysis support for this all important activity. Over time, these planners can turn into corporate strategists in their own right.

For example; during the early days of growth through diversification, the CXO's and board members could be primarily perceived as portfolio managers. But, they were different from "Fund managers" in that these top management honchos knew the business well, versus fund managers (MBA's) who mostly understood numbers.

Table: Corporate Strategy Example

Corporate Strategy Determinants	Stage of the Business Eco- System		
	60's, 70's, part of 80's	Late 80's, 90's and upto 2005	2005 onwards
Strategic Position (Business imperative)	Maximize top line and the top line growth rates	Achieve competitive advantage, be no.1 in their line of business	Develop Unique engines of growth
Strategic Choices	Organic expansion, deversification	Create differentiation, eliminate waste	Explore leading edge technology and develop solutions for problems hitherto unarticulated
Key Strategic Action (Key Governance Process(es))	Business Portfolio Management	Core competence management, lean management, TQM	Innovation Management
Outcome	Upside: Large Profitable conglomerates with huge top lines Downside: High levels of unproductive expenditures and waste	Upside: Gain customer loyalty and satisfaction, high levels of productivity and efficiency Downside: Slower new development activity	Upside :Breakthrough technology based solutions, high stakeholder returns Downside: High investor risk, risk of over valuation
Examples	Philips, Tata	General Electric	Apple, Google

Concluding remarks:

The example above highlights the dynamic nature of corporate strategy over time and in the face of changing situations.

Although the business stages more or less evolved in the order and over time frames shown, it needs to be clarified that they have come to co-exist and you will find them overlapping one another in the real world.

In practice, the determinants of strategic management (Strategic Stand, Strategic Choices, Strategic Action) do not follow a linear sequence – they are interlinked and feed-back on each other.

The above example is for illustration purpose only and represents macro level reality. At micro level, each company has its own nuances and the end strategies of one company would differ drastically from another's.



People Talk



Latest Trends in HR

By Mr. Rajesh Vaidya,
Author, Sr. VP-HR,
Transpek-Silox Industry Private Limited.

1. HRAnalytics:

Gone are the days when HR professionals were expected to make gut or judgement based decisions alone. HR has earned a place as Strategic Business Partner and its practitioners are required to make decisions based on sound data, analysis and interpretations. People intensive industries like IT, ITES followed by B2C and feet-on-street' selling industries like pharma & healthcare, banking and insurance are increasingly dependent on data based decisions in people matters. Predictive analytics that can foretell attrition are increasing becoming popular.

HR however should not go to other extreme of relying on analytic softwares to do everything. Human to human interaction, being in touch, having finger on the pulse etc. are still not out-dated and will continue to be in important till such time human beings are replaced by robots and artificial intelligence.

2. Employer Branding and Employer Value proposition:

Emergence of Gen-Y, internet and explosion in IT/information technology has created an unprecedented combination. In growing economies like India, it has turned the tide in favour of employees. War for talent intensified and so the need to reach out to internal employees and external prospective talent and say it aloud... "What sets me apart as a great employer..." HR professionals are now required to be savvy in using branding concepts, combining various advertising media like print, audio-visual and social media platforms mainly LinkedIn, Tweeter, Facebook and YouTube to create and communicate a compelling Employer Value Proposition story.

Brand communicates what one stands for and its promise; employer branding needs to be realistic and authentic. Disillusioned employees can quickly vent their disenchantment on social media that can earn negative publicity. Also, HR department needs to evolve and communicate elaborate protocols and consequence management policies with respect to participation by its employees in social media.

3. Performance Achievement and Talent Development Systems:

Bell curves are being debated and junked with vengeance. Arguments against force fitting or vitality distribution are getting louder. Systems that foster performance achievement and supporting enablers like Coaching and Mentoring programmes for star talent are increasing gaining positive momentum.

Differentiation has advantages. Force-fitting employees into some mechanistic statistical model is restrictive in tapping employee potential. On the other hand, differentiating and rewarding excellence has its great merits. Hopefully HR continues to advocate Differentiation and Rewarding Excellence.

- These are just few of the activities that HR is trending with. There are areas like customized talent building and L&D programmes, creation of leadership pipeline, culture building, employee engagement, creation of global workforce etc. wherein HR professionals are giving substantive contributions.



Brand

Baroda Prints

by Mr. Kamlesh Valera,
Owner, Baroda Prints

1. Tell us something about your journey so far?

My father, Mr. Natwarlal Valera started 'Baroda Prints', by setting up a small, workshop on block printing. Later he, himself started selling his own printed fabrics.

He received a great response from the customers, as such block printed fabrics were rare.

Learning the basics of this business from my father I added my ideas and went on to increase the volume of work.

Today we supply suits with different sorts of embroidery over the prints, which provides the customers, a huge variety of fabrics to our customers.

2. Give us your views on branding in relevance to Baroda Prints.

'Satisfaction to the customers' is our motto. Focusing on the quality and variety we have consistently maintained the goodwill of our entity, turning it into a brand. As result today a 'Baroda Prints' product no more needs a name tag over its

fabrics as the customers, looking at the fabric straight away pointing out at it say **'This is Baroda Prints suit'**. We believe this is what we have earned and saved by our hard work, and team work all through these years. The brand 'Baroda Prints' and its set up has never been a One Man Show. The credit for the success of Baroda Prints goes to all its stakeholders, right from the workmen to the sales staff and ofcourse the customers.

The 'Baroda Prints', customers have proved and have been proving over the years the authenticity of the ethnic culture can never come to end, infact it grows and becomes stronger with time.

This fact has also been realized by the people coming overseas. People from all over the world come and cherish the textile heritage, from 'Baroda Prints'.

3. What according to you would be the keys to enhance the branding as far as the textile industries are concerned?

The only key according to me, to create or establish the brand would be by focusing on the quality considering the need & demands of the customers. Never compromise on the quality of the product shall be the ultimate objective of the entity.

4. Where do you see your brand in five years from now?

We wish and hope to establish 'Baroda Prints' across the country, so as to spread the sense of Culture, Heritage, Ethnicity and most importantly, Authenticity & Originality of the textiles.



FinWorld



The Tale of Wine & Bottles and Cork

By Mr. Saurabh Dixit,
Advocate

The title to this article is not just to draw the reader's attention, like those cartoon images about paying Income Tax on time, but actually touches upon the basic premises of the introduction of GOODS AND SERVICE TAX (GST), poised to be introduced w.e.f. 1.4.16 in India.

Most of us know by now, or should know, that majority of indirect taxes such as Central Excise, VAT, Sales Tax, Octroi, Service Tax and the like would be subsumed into a single tax, viz. GST. The idea, or as propounded originally, was to have a single point tax, with the VAT structure for allowing set off for each stage of value addition, to avoid cascading effect of

taxation, eliminating separate state taxes and central taxes. The State and Centre were to share, what is correctly called "tax proceeds." But considering the speculated rate of GST being @24% to 26%, "booty" would be unapologetically a more appropriate term

I am trying not to preach or teach GST in this article, but to show the flip side of it. The idea of merging central and state indirect taxes gets muddled in concepts of Inter-state GST (IGST), Central GST (CGST) and State Stage GST (SGST). The present non-vatable CST bothering the trade is also retained (with a promise to phase out eventually) in the GST model. The "sharing of tax proceeds" and "compensating the states of their tax loss" from GST collections is a challenge, which this model, at least in the view of the author, has failed to properly address to, resulting in higher tax rates being speculated and the loss of set-off credit to the extent of 1% in case of interstate trade. In that sense, out of state purchases will continue to be a deterrent and an obstacle in the "make in India" campaign.

At the same time, permitting states to have their own SGST rate structure, as demanded by states, may further compound this anomaly. While doing so, the old tax laws are not being scrapped and done away altogether. For example, state excise on electricity and alcohol will continue. So will the Central Excise duties continue on petroleum, tobacco products etc. these goods, amongst others, are not covered under GST. Why? These are the blue eyed sectors earning major chunk of revenue to the Government under present tax regime.

The CGST credits are usable against CGST liability and SGST against SGST liability without across the board usage. However these can be used to discharge IGST and vice-versa. Pretty much like VAT credits not being allowed as Set off against Service Tax liability. So much for a uniform tax code for indirect taxes across India! It is also rumoured that the scheme of GST will be governed by Central Government, in terms of issues pertaining to assessment, valuation, classification etc. The entire GST system is supposed to piggyback on the amazingly inefficient ACES system used by Centre at the moment for Central Excise and Service Tax automation system. There is no co-ordination between State VAT authorities with Central Excise authorities, assuming the SGST and CGST will be implemented and administered by and through these departments respectively.

There definitely seems to be fair chances of rolling out GST from 1.4.16, although political compulsions weigh more than economic ones in India! Some of the half-baked amendments to Central Excise and Service Tax laws in terms of law and procedure, including hiking of Service Tax rate from 12.36% to 14% and with an additional 2% "Swatchch Bharat Cess" looming on the horizon only give the eerie reminder of what is to follow in terms of tax slabs under GST. The illogical move to differentiate tax rates between excise (peak rate @12.5%) and Service Tax (@14%) as applicable



at present (while for all these years the same rate continued for both these tax levies and which was with an ultimate objective for easy transition into GST regime where the distinction between goods and services for taxation purpose was to be eliminated) has raised a few eyebrows.

Of course, in theory, the benefits of GST are quite substantial. However, let's be honest. We Indians cannot claim to have a good track record when it comes to corruption, whether we like to believe this or not. With such high tax rates, the temptation and the inclination to evade the same will be even higher. This will equally generate higher black money. This will be one major challenge for the Central Government to tackle. You can take out Romans from Rome, but you cannot take out Rome from Romans.

I am not a critic of GST scheme. Change is necessary, if it is well intentioned and to sane minds, it seems to be necessary for overall growth. But to blindly follow nations way more developed than India, who are not really fighting the curse of over population, illiteracy and regionalism, and who have excellent infrastructure as compared to India, one has to think whether it is pre-mature to adopt GST as yet. One cannot also be unmindful of the nations wherein GST has failed, and either strengthen our own GST model sufficiently to meet such challenges faced by others or eradicate the problems which contributed to such failure of GST.

In that sense, GST model is nothing but old wine in new bottle, with the cork hard to open and if opened, harder to fit back in! After compelling the trade to adapt to an entirely new scheme of indirect taxation, with tremendous hardships and overall confusion, this wine appears to be more toxic than intoxicating.



Health & Fitness

By Mr. Gyan Rajput,
Fitness Expert



What is fitness?

The five components of physical fitness are

- Cardiovascular endurance
- Muscle strength
- Muscle endurance
- Flexibility
- Body composition

What is nutrition?

Nutrition is a science of food. Nutrition science is a study of all the macro and micro nutrients which make the human body healthier, stronger and superior.

The combination of exercise and nutrition will always keep you away from all the diseases.

But the little time or no time given to exercise and nutrition in today's fast world make us prone to common diseases like diabetes, hyper tension, asthma, ankylosing spondylitis (AS), back pain, osteoporosis, etc.

SPECIAL POPULATION

What is Special Population?

In health and fitness, Special populations are defined as:

Individuals with disabilities because of factors such as age, occupation, sex or behaviors e.g., Children, pregnant women, and older people are often considered as special population.

Below are some of medical disabilities/injuries generally faced during sports and /or because of certain conditions:

Hypertension

Hypertension is defined as systolic blood pressure of 140mm hg or greater and diastolic blood pressure of 90 mm hg or greater. **Normal Blood Pressure: 120/80 mm Hg.** Even though many times high blood pressure does not have a known cause, the condition can still be treated effectively with both lifestyle changes and medications.

Common Causes: Most of the time, no cause is identified. This is called essential hypertension. High blood pressure that results from a specific condition, habit, or medication is called secondary hypertension. Some reasons for secondary hypertension include:

- 1) Excess sodium (salt) in your diet
- 2) Obesity
- 3) Anxiety or stress Smoking
- 4) Diabetes
- 5) Drugs such as alcohol toxicity or cocaine
- 6) Renal disease
- 7) Use of certain medications (such as appetite suppressants, cold preparations, and migraine medications)
- 8) Habitual alcohol use

Prevention & Treatment

Medication: There are dozens of different medications available for the management of high blood pressure. Diet and Exercise: proper diets, weight loss, exercise (Aerobic Activities) are often recommended for patients with hypertension or pre hypertension. Lifestyle Change: Lifestyle changes include following a low sodium diet, quitting smoking, losing weight and avoiding excessive alcohol intake.

Back Pain

Back pain is one of the most common health problems. Back pain can occur at any age in both men and women.

In any given year, 10% of adults experiences back pain or other symptoms, such as limited mobility or stiffness,

Back pain can be mildly uncomfortable, excruciating or anywhere in between. It can start slowly, sometimes a result of poor posture, or come on suddenly because of injury.

Back pain can last for a few short days or can linger for weeks, months and even years.

Arthritis is a common form of back pain. The earlier arthritis is diagnosed, the more steps can be taken to reduce disability in the future.

Other factors that aggravate back pain include suffering from stress, not getting enough sleep, being overweight, and having poor posture or not being physically fit.

Back pain should not be considered a normal part of aging ; it is a chronic condition that calls for similar lifestyle changes as diseases like arthritis and diabetes do.

Treatment options

More than 85 percent of people with low back pain improve in days to several weeks with minimal treatment. If back problems persist, doctors generally prescribe one or more of the following treatments : rest, heat, exercise, posture training, weight loss, stress management, medication and occasionally, surgery.

Exercise is necessary to keep the back strong and limber. A good conditioning (aerobic) exercise program can be particularly helpful. If you have any medical problems or are over 45 and have not exercised regularly, consult your doctor to get help in devising a specific exercise program.

An effective exercise program includes:

- A warm-up period;
- At least 30 minutes of aerobic activity three times per week;
- Abdominal muscle strengthening; and,
- A cool-down period

Over time, the rewards of regular exercise can include a slimmer waistline and fewer back pain symptoms

Management Development Programs Glimpses

Dynamite Sales Presentations



MDP on 'Dynamite Sales Presentations' By Ms. Rama Moondra

The Management Development Program on "Dynamite Sales Presentations" was held on 7th July, 2015 at the Gateway Hotel, Akota, Vadodara. The topic dealt with, focusing on the ways to handle presentations, this includes dress code as well as body language, face to face presentations, Writing a proposal, Proposal Formats, Expert editing tips, Elements of a successful presentation.

The Program was attended by people from different industries and mainly from the sales background.

Problem Solving Tools



Mr. Y. M. Nanavati along with the participants

The Management Development Program on "Problem Solving Tools" held on 15th July, 2015 at BMA premises. The session covered, Basic 7 Tools, Flow Diagram, Brain Storming, Data Collection, Stratification, Pareto Diagram, Graphs, Cause and effects Diagram, Case Studies.

The Program was attended by people from different industries mainly from the quality & production background.

Forthcoming Events

MDP ON

Enhancing Leadership Effectiveness

By Ms. Nanda Dave

Program Details

Date : Thursday, August 20, 2015

Time : 9:30 am to 5:30 pm

Venue: Baroda Management Association

Fees Details

Patron/Life Members : Rs. 1250/- | Members : Rs. 1500/- |

Non Members : 1800/-

(The above fee is exclusive of Service Tax , 14%)

Etiquette for Global Business

By Ms. Sabira Merchant

Program Details

Date : September 2, 2015

Time : 9:00 am to 4:00 pm

Venue : The Gateway Hotel (Taj)

Fees Details

Student - Rs. 2500/- | Patron/Life Member – Rs. 3500/- |

BMA Member – Rs. 4000/- | Non – Members – Rs. 4500/-

(Above fee is exclusive of Service Tax , 14%)

For Registrations

Baroda Management Association

2nd Floor Anmol Plaza,

Opp McDonalds, Manisha Circle, Old Padra Road, Vadodara

Contact : 0265-2344135

Email us on: **bmabaroda1@gmail.com**



Baroda Management Association

THANK YOU BARODA!! FOR THE OVERWHELMING RESPONSE



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MUSIC EVENTS



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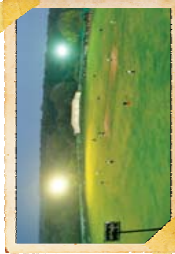
TENNIS



GYMNASIUM



CRICKET GROUND



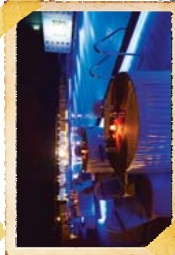
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Leading Change

Mr. Bharat Darjee

Program Details

Date : September 28, 2015

Time : 9:30 am to 5:30 pm

Venue : Baroda Management Association

Fees Details

Patron/Life Member – Rs. 1250/- |

Member – Rs. 1500/- | Non – Members – Rs. 1800/-

(Above fee is exclusive of Service Tax, 14%)

For Registrations

Contact : 0265-2344135 | Email: bmabaroda1@gmail.com

Appeal Note

Dear Members,

For Members who have not renewed their BMA Membership for the year 2015-16, kindly renew your membership at the earliest and avail all the benefits further. The Revised Membership Fees will be applicable as mentioned below:

MEMBERSHIP FEES

Categories	Criteria	Annual Fees Rs.
INSTITUTIONAL		
Patron		225000
Special	Above 20 crores	25000
A	5 to 20 crores	12000
B	1 to 5 crores	10000
C	Upto Rs. 1 crore	5000
D	Multiple Combined Institutional Member of AIMA, amount as per AIMA rules or Rs. 1000/- whichever is more	5000
E	Non-profit organization (Local Bodies, Educational & Professional Bodies)	5000

Categories	OneTime Entrance fees Rs.	Annual Fees Rs.
INDIVIDUAL		
Student	200	600
Associate	300	2000
Professional	300	2500
Life		25000

Service Tax 14% Extra

Contact : 0265-2344135/2353364/6531234 | bmabaroda1@gmail.com

From the Editor's Desk

The July issue of SAMANVAYA brings out a lucid understanding of the term Corporate Strategy in the Corp Circle and the changes in the understanding of the term in the course of time. The

People Talk section talks of how HR has become a more of a Strategic Business Partner and the changes in the role thereof from the traditional HR functions. The Brand Biz brings out the origin of Baroda Prints which is so much a part of Baroda even today despite the changes in textile industry. A lesson to learn for all who aspire to create a brand is not compromise on quality, which will ensure perpetuity of the product and business entity. The Fin world updates on the changes in GST which is one the ongoing discussion in the parliament too. There is also a personal take away on health and fitness and tips on effective exercise program. So here's wishing a happy and fitter future!

Prof. (Dr.) Sunita Nambiyar

FRIDAY EVENING TALKS

SR	DATE	TOPIC & SPEAKERS
1	07.08.2015	Employee Communication – Changing Trends By Dhruwang Mehta
2	14.08.2015	Tax Management- Salary - By Liny Shaji
3	21.08.2015	The New age Manager in the New age Economy, By Team Nav-u-Tkarsh
4	28.08.2015	Mind Servicing By Mr. Ashit Pathak

Venue : BMA, Guru Narayana Centre for Leadership,
2nd Floor, Anmol Plaza, Old Padra Road, Vadodara.

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