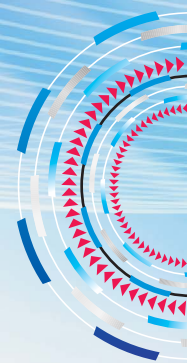




BARODA MANAGEMENT ASSOCIATION

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The Bulletin of BMA
SAMANVAYA



An Interview with **Mr. Darshan Patel**

Director - LIBRA Chemical Exports Company

TETE –TET WITH SHRI DARSHAN PATEL

Is it just a co-incidence that one after the other I get to meet and interview two businessmen from Rajkot (read Saurashtra) settled in Baroda, or is it that they are really more enterprising? I was wondering, but after I met Shri Darshan Patel Director of Libra Chemical Exports Company, I am convinced about their innovative entrepreneurship and here is another outstanding example.

MG : Darshanbhai, kindly let me know something about the establishment of your company.

DP : My father had a Pollution Control Consultancy, but I was not at all interested in it. I had done my early education in Rajkot, but after my B.Sc., I shifted to Vallabh Vidya Nagar since there wasn't much scope and choice of subjects for higher education at my home town. So I did my masters degree in Synthetic Dyes in 2001.

In 2002 I went to Mumbai and tried to do some business, but for a whole year I only made losses. Actually got no proper breakthrough. Then we got an inquiry for wet indigo and a big order from France. We procured the material from a manufacturer in Udaipur.... And that set the ball rolling. A friend who became my mentor and guide, advised me to get into export of Dyes.

MG : Then business started flowing?

DP : No, it was not that simple. I invested a lot of time and money but we didn't have many contacts. From 2004 to 2011 I participated in CHEMSPEC, the international exposition for the Chemical Industries which takes place in Europe. I used to go and promote our company and our products. That ground work helped and now things are smooth. I don't need to go there any more.

MG : That means now you have fixed buyers?

DP : Yes. Some of our earliest customers are still buying from us. But how much can they buy? I need to expand my business. So I do a lot of home work. In my spare time, I surf the internet for marketing portals and study various possibilities and opportunities for doing business. Explore newer countries ... seeking out people who use these dyes and then contact them. I love travelling so I look for new countries to visit also.



MG : Are you still in business with your old clients?

DP : Well our company is as you know relatively young. We are only 14 years old. But we are still supplying material to our earliest buyer. Building a bond of trust is very important and I myself give a lot of weight age to that.

MG : Tell me more about this buyer.

DP : It was actually a lady who came to me at the end of the second day (closing time) during 2004 and asked if we could supply her with Dyes. I didn't know anything about her, but took the risk as we were pretty desperate for business. Luckily everything went off well. After couple of years of doing business with that lady, one day she called me to Bulgaria and introduced me to the client directly as she wanted to retire from the business. Today I am still supplying them the raw materials – Dyes that go into making some of the world's best brands like **Zara, Armani, LaCoste** and others.

MG : Wow! And you still purchase from Udaipur?

DP : No. Now we have to manufacture near Ahmedabad. They work exclusively for us and we keep renewing their contract. That way we are assured of quality also.

MG : Great. Any bad experience which you would like to share?

DP : We normally have a 60 day credit period for the payments. I am happy to tell you that in most cases we receive our payment on the 59th day, never on the 61st day. But once I had a bad experience with a Turkish client and lost a lot of money. I guess there was some

miss communication. I sent him two containers... and after they reached the destination he said he had asked only for one. I tried to persuade him to take the second one also...but he said he had no money to buy that. Ultimately I gave him all the material for the cost of one container, as bringing it back would have cost me much more money.

MG : That must have shaken you pretty much?

DP: Yes. We learnt from our mistake. But it is not always like that. Most people are good and like to do clean business. Most foreigners are transparent in their transactions and our business is through banks so rarely we have any such problems. We are doing business with USA, Japan, China, Taiwan, Africa and almost 90% of the European countries. We never had any major problems.

I have been working since I was 24; most people in western countries are still in college at that age. I have an Italian client who is so impressed with me that at the end of the year if we are short of target sales for some reason, I only have to tell him and he purchases more material just to help us.

MG : Sounds really good. Happy to hear this. If only more people could be so helpful, the world would be a better place. It's been nice talking to you. Would you like to give a message for our readers?

DP: Yes. I love nature and travelling (apart from listening to music and seeing action movies.)

I learn a lot from travelling so I want to say – go out and do things you love. It is never too late to start something new. Enjoy life.

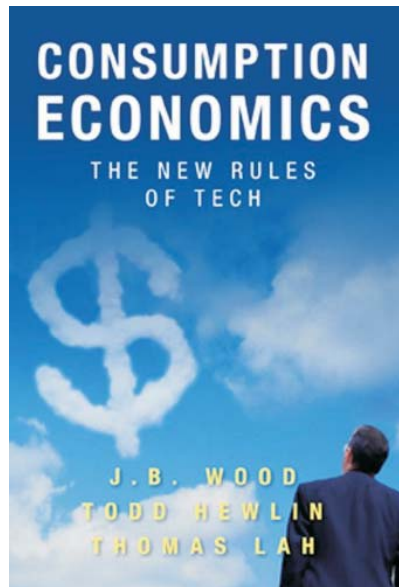


- Interviewed by
Malti Gaekwad

BOOK REVIEW

Consumption Economics – The New Rules of Tech

By J B Woods, Todd Hewlin and Thomas Lah



Authors describe the existing trends for delivering capabilities and features to customers and how companies get compensated for it. It also paints a detailed picture of the future of the technology business, combining vision with practical steps to realize it.

Currently all the software companies deliver a large package of software and customers pay up front, whether they need all of that capability or not.

Customers are force-fed a bunch of capabilities and it is up to them to digest it. In the meantime, the software companies the payment and don't really have a big stake in customer success.

All of that is about to change with the cloud. "Consumption Economics" articulately describes this kind of profound change in the relationship between customers and companies. One big impact of the cloud is to change software delivery and business models to more closely match customer consumption needs.

In Contrast to the current (foie gras) model, in a term-based model enabled by the cloud, customers can get exactly what they need and then purchase more capability as their needs grow. This inverts the previous economic relationship. Software companies get less compensation up front and get more only as their customers are successful in adopting and using the technology.

One consequence of this change is that in this new model, customer support and customer experience – two "nice-to-haves" in foie gras model – now becomes imperative for driving revenue. In other words, software companies will now be successful only to the degree that their customers are successful – which is as it should be.

Consumption Economics describes these changes

- Business Risk will transfer from the client to the vendor – a la carte pricing, often pennies per transaction, meaning tech companies will need volume
- Simplicity will be king – customers want tech products to function neatly and cheaply
- Tech firms will compete with cloud customers aggregators – e.g. Amazon will sell data storage directly to the dismay of 3Par, EMC and Symantec
- The Channel Ecosystem will evolve – tech giants will be able to sell directly to even the smallest of prospects
- Software prices will decline – note how Apple prices its services

- End uses will dominate – the popularity of electronic mobile gadgets will dictate corporate IT policy instead of the other way around
- User data will drive solutions – information once stored on corporate servers will be in the cloud and handy to tech suppliers who can analyze “every click of every mouse on every screen”

The book covers topics like

How Good We Had It? • Shifting Clouds and Changing Rules • Looking Over the Margin Wall • Learning to Love Micro-Transactions • Data Piling up in the Corner • Consumption Deployment: The Art and Science of Intelligent Listening • Consumption Marketing: Micro-Marketing and Micro-Buzz • Consumption Sale : After a Great Run, The Classic Model Gets and Overhaul • Consumption Service : Will They Someday Own “The Number”? • Customer Demand vs. Capital Markets : How Fast Should You Transform • The “S” Stands for Services

The book articulates the impact of such changes on software companies -- changes in financial models, use of customer data, marketing, sales, development, support, services, and more. The authors -- who are affiliated with an industry organization called TSIA -- describe a model of the software business of the future. One author, Todd Hewlin, is a consultant with TCG advisors, a company that has worked with Autodesk.

If one looks closely, Agile Development and SaaS model are already causing paradigm changes in software industry driven by consumption model, subscription pricing, customer feedback, reduction in service revenues.

There is more focus today to listening to customers and developing a minimum value proposition (MVP) and then adding features based on product adoption. Here consumption data is driving the product features and consumption. This also has impact on “Margin Wall” – master of complexity versus master of consumption. Complexity is now draining bottom line.

Users are opting for more productive, easy to self-administer applications. End-users are fast turning the dominating factor in purchase decision making as well as the corporate IT policies. BYOD – Bring your own device is a classic example of how new Corporate IT and Security policies are shaping up.

As a response, IT companies have started putting up Accounts Service Organization (ASO) in conjunction with Consumption Professional Services (CPS). Sales sell the trunk, CPS prepares the customer and ASO grows the tree. Automation of the services and a converged service model is becoming the new norm.

The power of this book is that it provides an overall point of view and a detailed model of how the cloud is changing business models and -- as a consequence -- entire companies. One might argue with some of their conclusions but that, in and of itself, is actually another positive aspect of the book: it spurs thought and discussion about the organizational and business implications of moving to the cloud.

Some of the potential downsides of the book are that it comes mostly from an enterprise software perspective. Nevertheless, it is worth reading for Software Service Industry leaders because it will inspire thought-provoking discussions about how they will need to respond to the opportunity presented by the cloud.



- By **Atul Garg**

Imagination Can Help Humans Outgrow Hunger

Eshwarn is a rank holder in university. A scientist, he has the opportunity to work with many international agencies, but he chooses to work in India and teach at local collage. His work is published around the world and he is recipient of many grants, all of which he has refused, much to the annoyance to his wife. “With grants come obligations” he explains. He values his freedom and his simple life in ancestral home more than anything else. He nurses no ambition and has no desire to live lavish lifestyle. His wife argues that he is missing out on many golden opportunities. “But I do not feel deprived, I am content with what I have. Must supply always generate demand?” His wife has no answer. She never sees her husband complain or fret or fume about the life he has chosen. He feels no envy for those scientists living a more glamorous lifestyle. She feels that he could win the Noble Prize, to which his reply is, “Like it matters to me. I enjoy the physics, not the fame that comes with it.” Mrs. Eshwaran calls her husband Shiva(Business context meaning – he who is independent but withdrawn from the world) in her irritation, as his contentment makes her insecure.

Source – Business Sutra, A very Indian Approach to Management

Few questions arise

- ♦ What is Mr. Eshwarn’s motivation?
- ♦ Where does carrot and stick (motivation) stands?
- ♦ Where does his personality fits in the Maslow’s Hierarchy of Needs?
- ♦ Where does Mrs. Eshwaran’s personality fits in Maslow’s Hierarchy?



- By **Dr. Devdutt Pattnaik**

MIND STIMULUS Migration

US cracks down on H-1B visas

Front page headline appeared, in Indian industry related newspaper. What is so important about it? What are consequences? Why this visa (immigration document) is in debate?

Because it touches to industry and individuals of those industry who are there to get wealth. Cracking down is hurting. It is repulse. This situation is hurting someone while benefitting another. It is an effort to rebalance or finding a new equilibrium, by host country. US firms are arguing and long been complaining that they lose out in the race to acquire highly skilled immigrant's talent to large outsourcing firms to few biggies of Indian origin. This is restriction on migration.

What is migration?

Seasonal movement of animals from one region to another. Movement of people to a new area or country to find work or better living conditions. In nutshell, it is looking for greener pasture. If considered further then it lacks where they are. It includes basic requirement of food, safety and sex (reproduction for furtherance of species). We can find example for birds, animals on land, aquatic, marine and not to forget human being.

Why do birds migrate?



Birds has two basic requirements, food and nesting. Seasonal climate change makes them fly. So, it is cyclic and most fixed routine and path too. What is hazard during migration? Not sufficient food on the way, stress of long distance round trip, crossing weather zones and predators on the way.

Migration of sea, river and land animals.

All of those has same requirement of food and reproduction. All face hazard from predators. However, the option is – what is the better condition to survive?



Human migration

Peeping into history - Earliest human migrations and expansions of archaic and modern humans across continents began 2 million years ago with the migration out of Africa of Homo erectus. This was followed by the migrations of other pre-modern humans including H. heidelbergensis, the likely ancestor of both modern humans and Neanderthals.

Finally, Homo sapiens ventured out of Africa around 100,000 years ago, spread across Asia around 60,000 years ago and arrived on new continents and islands since then. (source; Wikipedia)

Fast forward on migration

Human being has more requirement than those we read, for animals and birds, in earlier text. It can be best explained by "Hierarchy of Needs by Abraham Maslow". Thus, migration has more factors besides, hunger, safety and sex (reproduction). Human is praying for POWER – Durga (muscle), Lakshmi (money) and Saraswati (Mind). History of migrations shares tales of repulsions and attractions.

We live in the world of inequality. A very simple example in our country is west and southern states are receiving migrants for east and north east. Indian western and southern states people migrating to Europe and west countries. Bangladesh populace to India. Middle East to Europe. This gives rise to politicians Ms Raj Thackrey, Ms Theresa May, Donald Trump and alike. Migration induced fear among local of being getting deprived and feeling of onslaught by migrants. While we see Angela Merkel who is welcoming migrants (refugees). Migration of Mexicans to USA (highly debated issue by Donald Trump) and stark difference in living standard along national border.

Politics and economics are interdependent. An excellent book – Why Nations Fail, Origins of power, prosperity and poverty by Daron Acemoglu.. It deals with the history about how it shaped nations (1500 -2000). Early in 1516 Spanish entered in S America and wanted gold, silver and not interested to till soil. Spanish created web of institutions to exploit. They exploited local people, resource and got rich. Spain conquered most of central, western and southern S America while Portugal Brazil. English attempted colonization in N America (1585 but first settlement in 1607) not because it was attractive but only left over. (link to hear the author - <https://economics.mit.edu/faculty/acemoglu/other>)

History of Australia - January 1788, eleven ships packed with criminals reached to Australia (forced migration).

An historical episode of invaders and then migrators is a case best told through tele-



serial "Chanakya by Chandraprakash Dwivedi. Chanakya was a teacher of Political science and Economics. His fight with invaders (migrants) is well televised.

Migration acquiring new shape – world is getting connected, increasingly, by road, rail and air in physical form. In a wireless virtual world, is it necessary to move / shift physically when the purpose of acquiring wealth is possible from remotest point on earth. Listen to geopolitical futurist Parag Khanna on TED – "Connectography – mapping the future of global civilization". Link http://www.ted.com/speakers/parag_khanna

History of hazards for human migration, few examples

Uganda – Asians given 90 days to leave in 1972. Read "General Amin and Indian exodus from Uganda.

Indians rescued – India stuns world with brave Yemen rescue mission, US, France, Germany seeks help. Link - <http://www.firstpost.com/politics/india-stuns-world-with-brave-yemen-rescue-mission-us-france-germany-seek-help-2187645.html>

Germany – why is Germany ready to take so many refugees and asylum seekers? Link - <https://www.quora.com/Why-is-Germany-ready-to-take-so-many-refugees-and-asylum-seekers>

Demography of India for migration – One of the biggest issue is employment and employable people. It seems difficult to generate employment within country while few countries are getting old. Migration of people to those countries, with proper education /skills, is the solution.

So, tease your brain to find out that what happens to Indians for H-1B visa?



Pradip Pofali, Short duration migration to Israel

AIMA Management Olympiad 2017

Date : FEB 28 & March 1, 2017 | **Venue :** ITM Universe

EXPERIENCE OF HOST UNIVERSITY

Hosting first National Management Olympiad in Gujarat was our privilege and enriching experience. There is a tradition to hold Olympiads for Mathematics and Science subjects and now for Management, is a novel idea and we never wanted to miss this opportunity.

It is a need of hour to sharpen the overall management acumen of future managers and conceptualizing an event with focus by All India Management Association apropos. Aligning the event for building / enhancing decision making capability of students by posing them for Business Simulation Management Games having real life scenario, actual numbers, statistics to deal with. Another feature was Case study competition and they were to share their experience on current topics like Digital India, Rampant Corruption and more issue of immediate relevance. The section of Quiz Competition tested the knowledge of students about Current Affairs, Brands, HR and Finance. Besides, an integral part of business, being creativity, was tested in Poster Making on A2 size chart.

National Management Olympiad was the baby of AIMA but the event would not have been executed to perfection without the support of Baroda Management

Association which played the role of coordinating the whole event flawlessly. BMA facilitated the whole event right from marketing to inviting the jury as well as coordinating with the host university.

The Event saw participation from 350+ teams from 35+ colleges from all over Gujarat. The students enjoyed the



learning experience from the event. As a host university, we were mighty satisfied with the overall proceedings and hope to host the same event next year also.

The competition flagged off on February 28, 2017 with an Inaugural session in which Mr. B K Basu, Vice President and Head, Corporate Centre & Technology, L&T Power was the Chief Guest.

On the 2nd day of the competition, there was a valedictory session at the ITM Universe, The Chief Guest for this session was Padmashri Dr. Subroto Das, founder of Highway Helpline Foundation, Ahmedabad.

The valedictory session was followed by the award ceremony where 132 students bagged certificates and medals (GOLD, SILVER AND BRONZE) in different competitions as mentioned above.

There was a special award for - Ms. & Mr. Young Leader Award. This award was given to Ms. Kalyani Chavan of Faculty of Social Work, M S University, Baroda and Mr. Nitish Saxena of Navrachana University respectively.

Apart from this "The Rolling Olympiad Champion Trophy" was won by The Faculty of Social Work, M S University of Baroda as maximum medals were won by the students of this Institute in all the competitions.



Panel of Judges :

A) Case Study Competition :

Amit Karandikar

General Manager HR (Netafim)

Rama Moondra

Corporate Trainer

Rajeev Bhargava

Sr. VP Business Excellence (RR Global)

Romi Bhatia

Ex General Manager HR (GETCO)

B) Poster Making Competition :

Nimisha Rao

Artist

Jay Merchant

Theatre & Social Activist

Giri Sharma

Business Partner at Capital Plus

Dr. Devendra Shah

Practicing as a General Surgeon & interested in Art

Vandana Nanavati

Art Director (Tiger Advt.)

Sachin Kaluskar

Art Promoter

Manjit Khurana

Senior Copywriter (Cognito)

Kakoli Sen

Freelance Artist

Alok Desai

CEO (Aadharshila)

Powered by



Supported by



Host University



By Mr. Rahim Munshi

Special Talk Explore the Unexplored City - Vadodara

Speaker : Mr. Rajendra Shah

Date : March 3, 2017 | Venue : Dr. I G Patel Seminar Hall, Fatehgunj



Mr. Rajendra Shah highlighted the culture of our city, evolution and growth. The culture nurtured by Maharaja Sayajeerao Gaekwad and prospering architecture in the form of historic monument, rich heritage and on top of it, world famous University.

The list of accomplishments goes on related to fields like Science, Art, Literature, Technology, Education, Transport, Recreation and Tourism. He provided substantial data to explain those points. The presentation was lucid and in the manner so that a common man can understand and be interested. Every point was made to collaborate the activities of king and kingdom with a vision. The results are with us today.

Naturally, the talk was received and appreciated by Barodians and they numbered more than 75 in audience. Ms. Zelum Tambe from BMA served as MoC.

Mr. Rajendra Shah is a retired tourist officer and currently working as OSP heritage cell of VMC. He wore many hats for his personality, like radio talk show, columnist etc.

AIMA Zero Defect Zero Effect

Industry Awareness Programme on Financial Support to MSME's in ZED Certification Scheme

Date : March 16, 2017 | Venue: Baroda Management Association

The All India Management Association (AIMA) in association with the Baroda Management Association organized an **Awareness Workshop** on Zero Defect Zero Effect (ZED) Certification Scheme on 16th March 2017, between 3:00 pm to 05.00 pm at the Baroda Management Association. Mr. Arun Kapoor, Deputy Director, AIMA, Delhi was faculty. More than 50 professionals from different companies participated and thus a great success.



About the ZED program

The **Financial Support** to ZED Certification Scheme is an extensive drive of the Government of India to enhance global competitiveness of MSME's by providing them financial support in assessment rating and hand holding of its manufacturing processes on quality & environmental parameters. The ZED Certification Scheme is a holistic initiative to include the major interventions like ISO, Kaizen, lean management, clean development, supply chain, IPR and energy efficiency under one umbrella.

The programme is designed for to create awareness regarding the ZED Certification Scheme launched by the Quality Council of India. There is no registration fee. Members, both Large and SME units, are requested to mail their nomination for participation in the programme. As the number of seats are limited, first 35 participants will be registered.

The Ministry of MSME has decided to implement the ZED **Certification scheme** with the help of the Quality Council of India and other implementing agencies. The objective of the Scheme includes - inculcating Zero Defect & Zero Effect practices in manufacturing processes, ensure continuous improvement and supporting the Make in India initiative.

Benefits of the ZED scheme are

- Credible recognition of MSME's for International investors seeking investment in India
- Streamlined operations and lower costs
- Superior quality, reduced rejection and higher revenues.
- Increased environmental consciousness and social benefits
- "ZED Mark" to enable an MSME to be seen as a company with a difference.

Forthcoming Events

Round Table Conference on IT

Date : April 07, 2017
Time : 09:00 am to 05:30 pm
Venue : The Hote Gateway (Taj)

One Day MDP on Get Ready for the Future "WITH DIGITAL BUSINESS TOOLS FROM GOOGLE"

Date : April 13, 2017
Time : 09:00 am to 05:00 pm
Faculty : Mr. Vimal Solanki
Venue : BMA, Vadodara

One Day MDP on Graphopsychology

Date : April 18, 2017
Time : 09:00 am to 05:00 pm
Faculty : Mr. Pradeep Pofali
Venue : BMA, Vadodara

For Registration Contact Us : BMA
 (0265) 2344135, 2353364, 6531234
 bmabaroda2@gmail.com

From Editor's Desk

Dear Friends

Few features, we trying to continue and the one among those is an interview of stalwart from industry. This time you are reading the mind of Mr. Darshan Patel, Director – LIBRA chemical export company. The idea is that someone of you may appear here, in future.

To reach higher position in hierarchy, you need to supplement quest for knowledge. Books are those best friends, you need to be with. We request industry experts to select and review book for you and Mr. Atul Garg has helped us.

Identify, as to what motivates you to perform better? We have taken an example from book "Business Sutra, A Very Indian Approach" by Dr. Devdutta Pattnaik who is medical doctor. In the end, I have raised few questions and you must try to answer, since those pertains to you.

Greener pastures attract and most often reward but it is not devoid of hazards. Read the current issue, raised by newly elected President Donald Trump, about Visa and most relevant for Indians.

In army, they say – "More you sweat in peace, less you bleed in war". Olympiads, help us to test the capabilities and AIMA + BMA gave that opportunity to budding managers. Excellence is always desired and rewarded and thus our product should never ever be defective (Zero defect)

We live in Vadodara but how much we know about it? Our city is rich in many ways and thanks to erstwhile ruler Sir Sayajeerao Gaekwad.

Best Wishes

Pradip Pofali

FRIDAY EVENING TALKS

SR	DATE	TOPIC & SPEAKERS
1.	07.04.2017	Disruption by Mr. Milind Bhatt, Mr. Abhinavdeep Saxena, Ms. Raini Saiman Team from L&T Technology Services
2.	14.04.2017	Habits of Achievers by Mr. Rohit Dave
3.	21.04.2017	The Planet Earth, Man and Environment by Dr. (Prof) Krishna C Tiwari
4.	28.04.2017	Swachh Bharat : Onus on Us or Admin only? by Mr. Bhushan Patil, Ms. Garima Singh, Mr. Pranshu Singh from Reliance

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

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Ms. Malti Gaekwad Director

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