



CONTEMPORARY MANAGEMENT CASES



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Contemporary Management Cases

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<i>Content</i>	<i>Page No.</i>
➤ Choco Mini Delights: A Taste of Consumer -Prof. Charu Upadhyaya, Prof. Vishal Sandanshive	1-5
➤ Gen Z in the Workplace: A Case Study of Inter-generational Conflict -Shriya. K, Prof. T Velmurgan, Prof. G Kumar	6-16
➤ Has Political Bond Polluted the Indian Election System? -Prof. K Maran, Prof. R S Anantharajan	17-23
➤ Case Study on Transforming Agri-business: Challenges, Innovations, and Opportunities -Prof. ALMA. Shameem	24-31
➤ A Case Study on the Effectiveness of Physical Learning over online Learning - Prof. S Purushothaman, Preethi M, Poorani C S	32-36
➤ The Impact of Money Laundering in the present Economic, Social and Political Scenario -A Harikrishnan, Prof. G. Rajesh Kumar	37-44
➤ Break the Bottle, not your Life -Madhumitha Vasudevan, R. Gayatri	45-48
➤ Conflict Management in Organization for Effective Performance- A Case Study -Prof. S. Dhanabagiyam, Kavya D.A, Karthi Keyan K, Kashetty Sneha, Jayanthan K	49-53
➤ A Case Study of Netflix's Marketing Strategies -Naveen S, Shridharan V, Sathiya M	54-57
➤ Future of Logistics in India -Kanaga Supriya T, Kanishka S, Kannan S, K Sharan	58-61
➤ A Study on the Dubbawala - Abishek S A, Timple R, Vijay Prasanth K	62-65
➤ A Strategic Review: South Indian Bank's Right Issues -Varsha Saraswathi G	66-70
➤ Unravelling the Amazon Food Delivery Challenge -Arun Nithish C N, Kiruthika N, Mukeshkanna B	71-75
➤ Case Study on Gender Custom that impacts Self and Societal Perception and its Impact on Personal Development -Prof. K R Kolammal	76-82
➤ A Case Study on navigating HR Management Function in Consumer Electronics Industry -Deepa Dharini G, Mohammed Ashif S, Prema Dharshini V	83-85
➤ Third Eye on The Tata Demerger -Arul Selvan V, Jhanani P, Mohana Priya M	86-92

➤ Case Study on Zomato -Aravind R.S, Malarvizhi M, Mohamed Haif P	93-97
➤ The War of Clear Cola -Sudharsana. S, Thenmozhi. S, Shrihari. P. R, Subha shri. K	98-101
➤ Case study on L&T Finance Holding -Sriraj R.S, Preethi V, Prakash A, Priya Dharshini V	102-105
➤ Case Study on Paytm -Pradeep TS, Shunmathi Caroline P, Sabarinathan	106-110
➤ A case study on bringing colour to Indian languages - The case of Movie & Disney+ Hotstar merger -S. Nilober, R. Safrin, B. Roshan Paul	111-115
➤ Optimising Production by Minimising Defectives -CMA. Prof. R Amudha	116-118
➤ A study on Unpacking the Crisis: Understanding “Why Bangalore faces Water Scarcity” -Deepak Kumar R, Siva Pratheesh E, Tharun B	119-123
➤ A Case Study on Yes Bank: Challenges and Strategies -Abhinandana M, Madhu Suriya P, Parthiban C, Paulin Yazhini A	124-128
➤ Ford Motors Expansion Strategy in India -Hariram C, Jackson D, Jeeva Yuktha P, K Shreya	129-133
➤ Human Resource Management Dropping Employee Absenteeism Through IDEAS -Prof. R Alamelu	134-138
➤ Evaluation of Investment Opportunities a Cement Company in Malaysia -Prof. Maran Marimuthu, Prof. Jagathees Kumar Sanna Moorthy, Prof.K Maran	139-156
➤ A Case Study on Awareness and Adoption of Immersive Technologies in Workplace -Janani S	157-167
➤ Equity Linked Savings Scheme – An opulence in mutual fund portfolio -R Arunachalam, Prof. R. Amudha	168-171
➤ Investor Sentiment, Benchmark Price and Price Signals on Land Investments -Prof. M Jayanthi	172-177
➤ Financial performance of Tata Consultancy Services (TCS Limited) – An Analysis -Prof. R Nalini	178-184
➤ The Intriguing World of Dabbawallas -Prof. V Karthiga	185-187
➤ Emotional Intelligence and Interpersonal Relationship: Case of University Students of Sri Lankan Context -Prof. A Saravanabawan, Prof. Methina Sabaratnam	188-203

- Zoomers' Introvert Revolution at Work place -Prof. Shobhana N, Prof. S Manimaran 204-206
- Balancing Nature and Urbanization: A Case Study of Bangalore's Transformation from "Garden City to Concrete Jungle" -Prof. V. Murali Krishna 207-210
- How Affective Commitment do mediates the relationship between High-Performance Work System and Employee Attitudes and Behaviour: Case of Hotel Industry in Sri Lanka -Prof. A. Saravanabawan 211-221
- National Education Policy (2020): ABC MEES – Dusk to Dawn -Prof. M Sathya, Prof. R Alamelu 222-225
- Trans Inclusive Work Place – Challenges of LGBTI (SOGIESC)-An Insight - Prof. V. Karthika, Prof. R. Alamelu 226-229
- Addressing team productivity in innovative- pedagogical learning curriculum among B-school students – A case study -Ashwini Kumar, Prof. Mohammad Irfan, Prof. S Dhanabagiyam 230-235
- Marketing Case Study -Pepsi -Mithran G, Mukilan V, Kavya M 236-239
- Empowering the Workforce: A Paradigm Shift Towards Organizational Excellence -Prof. B Venkateswara Prasad, S S Amrutha, Charulatha 240-243
- Sun Dairy: Navigating Brilliance in the Dairy Horizon -Prof. R Suresh, Sathvika M V, Deepasri S 244-247
- Obstacles in the Operations of Investment Banking -Prof. S Sankar, Karthick Srivatchan K A 248-249
- Operations for Investment Banking -Prof. S Sankar, Thiruvarangan K 250-251
- Technological Innovation's Effect on Investment Banking Activities -Prof. S Sankar, Srimathi S G 252-254
- A case study on Acko General Insurance highlights the digital transformation of India's general insurance sector -Prof. V Dhayalan, Prof. V. Hemanth Kumar 255-258
- Crypto currency Revolution and Innovations in the Financial Environment - Prof. V Dhayalan, Thiruvarangan K 259-262
- Uprightness of Employee Engagement in Minimizing Absenteeism in Automobile Sector -Prof. Usman Mohideen K S, Prof. S Helen Roselin Gracy 263-265

➤ RBI Ban on Paytm Payments bank for KYC issues - Prof. Jeyalakshmi R, Prof. S Helen Roselin Gracy	266-269
➤ Starbucks' Strategic Product Placement in TV Shows -Prof. K Soundarapandiyan, Prof. S Dinesh Kumar, Prof. V. Hemanth Kumar	270-274
➤ A Study on Zoom's Growth During the Covid-19 Pandemic -Prof. P Venkatesh, N Arunachalam, K Priyanka	275-281
➤ A Case Study on Starbucks Marketing Strategy -Prof. P Venkatesh, Karthika S, Swetha S K	282-286
➤ Alok Industries Bankruptcy – Case Study -Prof. P Venkatesh, L Swetha	287-291
➤ General Motors: the history -Prof. Ganesh Kumar R	292-301
➤ Reliance Jio the Indian Telecom Market with Aggressive Marketing Strategies - Prof. K Murugan, Balaji S	302-303
➤ Jio's Mastermind to Capture the Market and Future Plan -Prof. K Murugan, Srinivasan J	304-307
➤ Unleashing Business Excellence: Amazon's Application of Business Analytics and Big Data -Prof. B Keerthana, Prof. V Anitha	308-310
➤ Japan falls into Recession -Prof. M Ramu, Prof. P Venkatesh	311-318
➤ Byju's: An Uncertain Future -Prof. Dinesh Kannaa K V, Sujithra B, Madhumita S	319-322
➤ Paytm Payments Bank: A Fintech Disruptor Navigates Turbulent Waters -Prof. Dinesh Kannaa K V, Akshayram V, Sathyapriya G	323-329
➤ A Case Study on the Acquisition of Air India by Tata Sons -Prof. M Manikandan, O Nithu	330-332
➤ Case Study of General Motors (GM): How a Lack of Innovation can Cause Business Failure - Prof. V Muthu Kumar, Prof. R S Anantharajan	333-336
➤ Study on One97 Communications Cutback in its Shares Price, RBI Implications, UBS Views -Prof. M Ramu, Krithiga T, Sowmiya P	337-340
➤ Nike's Marketing Strategy for Global Success -Prathingara R K, Sandeep Vignesh S	341-342
➤ Case study analysis on Toyota Motors Corporation: Just-in-time (JIT) Management -Prof. Ganesh Kumar R, Sagarika V, Swetha S	343-345
➤ A Case Study on Conflicts and Team Dynamics -M Sangavi	346-350

- Duolingo Case Study: Using AI to Revolutionize Language Learning -Sneha S 351-352
- The Fall of Jet Airways -Prof. M. Ramu, P. Sowmiya, T. Krithiga 353-356
- Adani energy solutions: Shaping a sustainable future by giving an innovative solution to decarbonize -Meena M, Manasa S 357-360
- Case Study on India Semiconductor Mission -Ashwin V, Vignesh A 361-363
- A Case Study on Marketing Missteps and Failure -D Ponvasanth 364-368
- A Comprehensive Analysis of Zudio's Marketing Tactics: Achieving Success in the Competitive Fashion Sector -Prof. B. Keerthana, Prof. Anitha, G Sarguna 369-372
- Navigating Workforce Challenges: Vistara Airlines' Response to Pilot Protests and Merger Pressures -Prof. B Keerthana, Prof. K S Usman Mohideen, Prof. M Manikandan 373-375
- Leveraging Business Intelligence for Enhanced Marketing Strategy in Private Sector Banks - Prof. K Soundarapandian, Prof. S Dinesh Kumar, Prof. V. Hemanth Kumar 376-382
- The Rise of Buy Now, Pay Later (BNPL): A Boon or Borrowed Time for Indian Consumers? -Prof. Dinesh Kannan K V, Gayathri U, Mirudula M 383-385
- Analysing Amazon: The Evolution of an Online Bookstore into an E-Commerce Behemoth -Prof. M Manikandan, Nithu O 386-391
- Supply Chain Management: the success of Zara's Fast Fashion Model -Prof. M. Manikandan, N Yuvadharani 392-397
- Walmart's usage of Data for highly effective Supply Chain -Prof. Ganesh Kumar R 398-402
- Navigating Multimodal Transportation Challenges: A Case Study of SHARK Logistics -Prof. R Suresh 403-407
- The Evolution of Netflix - From Mailboxes to Global Streaming Domination - Prof. Jeyalakshmi R, Logeswari T, Kishore Kumar S 408-414
- ABC Ltd, Strategy for Organizational Development for Modernization -Prof. B. Venkateswara Prasad, Charulatha S 415-418
- Case Study of Haier and Effect of Branding Strategy -Prof. V Muthu Kumar, Prof. R S. Anantharajan 419-420

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CHOCO MINI DELIGHTS: A TASTE OF CONSUMER

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Chocolicious, a prominent brand in the confectionery industry, is owned by Choco Milk, a leading Italian multinational company established in 1946. The brand, introduced in 1968, gained popularity for its distinctive concept of combining a delicious chocolate treat with a surprise toy within its packaging. The product itself is a dual delight, featuring a creamy hazelnut-flavored chocolate with crispy wafer balls on one side and a small toy on the other. This unique combination has positioned Chocolicious as a favorite among children and a preferred choice for parents seeking a joyful and entertaining treat.

Chocolicious success is not confined to a specific region; it has expanded globally and is now available in over 170 countries. The brand's adaptability to diverse cultural preferences and market demands has contributed significantly to its international acclaim. Marketing-wise, Chocolicious emphasizes joy, creativity, and surprise for children. Collaborations with popular animated characters and franchises enhance the brand's appeal, while colorful and playful packaging reinforces the overall message of a fun and enjoyable experience.

Choco Milks' commitment to quality and premium ingredients, such as fine cocoa, milk, and hazelnuts, is reflected in Chocolicious products. This dedication to excellence has solidified the brand's reputation for delivering a delectable and satisfying treat. Beyond taste, Choco Milk and Chocolicious demonstrate social responsibility through sustainable sourcing practices and environmentally friendly initiatives. This aligns with the growing consumer preference for ethically produced and eco-conscious products. Packaging innovation is a hallmark of Chocolicious, with its iconic egg-shaped container that separates the chocolate and toy compartments. This distinctive design not only contributes to the brand's visual identity but also enhances the overall consumer experience. Chocolicious continuously evolves its products to meet changing consumer preferences. New flavors, variations, and limited-edition releases demonstrate the brand's adaptability and responsiveness to market trends.

In the spirit of continuous evolution and responding to the dynamic tastes of our cherished consumers, Chocolicious is thrilled to unveil this new chocolate category. Choco Mini Delights combines the cherished elements of fine cocoa, milk, and hazelnuts that you've come to expect from our brand, delivering a mouthwatering experience that transcends the ordinary. Crafted with the same passion and commitment to quality that has characterized Chocolicious since its inception, Choco Mini Delights promises an irresistible fusion of flavors in every bite. The velvety smoothness of the chocolate, paired with the crunch of the finest hazelnuts, creates a symphony of taste that is sure to captivate your senses.

But it doesn't end there – our dedication to surprise and joy remains at the heart of Choco Mini Delights. As you unwrap each piece, anticipate the delightful discovery of a new world within – an element of surprise that adds a playful twist to your chocolate experience.

In terms of product composition, Chocolicious is recognized for its dual-layered treat that includes hazelnut-flavored chocolate with crispy wafer balls on one side and a surprise toy on the other. On the other hand, Choco Mini Delights represents a distinct chocolate category, focusing on a blend of fine cocoa, milk, and hazelnuts. This results in a velvety smooth chocolate experience complemented by added crunch. Packaging plays a significant role in the consumer experience. Chocolicious is iconic for its egg-shaped packaging that separates the chocolate and toy compartments, adding an element of excitement. In contrast, Choco Mini Delights is designed for bite-sized indulgence, with each piece offering a perfect balance of flavors and textures, eliminating the need for a compartmentalized structure.

The eating experience is another distinguishing factor. Chocolicious provides a unique blend of creamy chocolate and the anticipation of discovering a surprise toy, catering primarily to children. In contrast, Choco Mini Delights focuses on delivering a delightful and indulgent chocolate experience, with the surprise element found in the harmonious blend of flavors and textures, appealing to a broader audience. Target audiences also differ between the two products. Chocolicious is primarily targeted towards children, offering a combination of treats and toys that create a sense of joy and playfulness. On the other hand, Choco Mini Delights aims to appeal to a broader demographic, focusing on individuals seeking an indulgent chocolate experience without the added element of toys.

Innovation and variety have been integral to the Chocolicious Brand. Chocolicious is known for continuous innovation, introducing new flavors, variations, and limited-edition releases to keep the product line dynamic. In contrast, Choco Mini Delights represents a new chocolate category within the Chocolicious brand, showcasing innovation in taste and texture. Pack size is another consideration. Chocolicious typically comes in a single egg-shaped package, providing a complete and compact treat. In contrast, Choco Mini Delights offers various pack sizes, providing flexibility for individual indulgence or sharing.

Consumer perception plays a vital role in the success of these products. As part of its commitment to innovation, Chocolicious venture into the launch of a new chocolate category recognizes the importance of understanding consumer perceptions, the brand has identified the need to conduct a primary survey. By directly engaging with the target audience, Chocolicious aims to gain a deeper understanding of their needs and desires. This consumer-centric approach ensures that the new product aligns with the expectations of the market, enhancing the likelihood of a successful launch and continued consumer loyalty. The management of the company has the concern as to what might be the perception of consumers towards Choco Mini Delights and in order to understand it, they decided to conduct a focus group. A research team, an external agency ABC Ltd, was engaged to conduct the focus group of the following parameters:

- Product Concept and Perception
- Taste and Eating Experience
- Packaging and Presentation
- Comparison with Other Chocolates
- Consumer Concerns and Reservations
- Packaging Convenience

- Incorporating into Daily Routine
- Flavor Preferences
- Appeal Across Age Groups
- Factors for Regular Consumption

Questions:

1. If you are in a research team of ABC Ltd, develop a transcript of Focus group for the purpose of this study and submit your research report.
2. Do you suggest any alternate research design for this study? Explain.

Teaching Note:**Objective:**

The teaching objective is to engage students in a case study discussion focusing on the launch of Choco Mini Delight. This session aims to develop students' analytical skills by evaluating consumer perceptions, identifying marketing strategies, and simulating a focus group activity to gain valuable insights into Choco Mini Delight's potential success.

Materials Needed:

1. Copies of the Choco Mini Delight case study for each student or group.
2. Whiteboard or flip chart.
3. Markers.
4. Projector for multimedia presentations.
5. Laptop or computer for accessing the case study.
6. Sample focus group questions prepared for the activity.

Methodology:

1. Introduction to the Case Study (10 minutes):
 - Welcome students and introduce the case study on the launch of Choco Mini Delight.
 - Briefly outline the background, key challenges, and objectives of the case.
2. Case Study Analysis (30 minutes):
 - Encourage students to read the case study individually or in small groups.
 - Ask them to identify key issues, opportunities, and potential areas for improvement in the Choco Mini Delight launch strategy.
 - Instruct students to take notes on relevant data, consumer feedback, and market trends mentioned in the case.
3. Focus Group Preparation (15 minutes):
 - Divide the class into small groups, assigning each group a specific role in the focus group simulation (e.g., participants, moderators, observers).
 - Provide the participants with information on their roles and distribute the sample focus group questions.

4. Focus Group Simulation (40 minutes):

- Conduct the focus group simulation with each group playing their assigned roles.
- For the participants: Encourage open and honest responses to the sample questions.
- For the moderators: Guide the discussion, probe for deeper insights, and ensure all key topics are covered.
- For the observers: Take notes on participant responses, non-verbal cues, and any noteworthy observations.

5. Group Debrief (15 minutes)

- After the focus group simulation, reconvene the class and allow each group to share their experiences.
- Discuss any surprising findings, challenges faced, and potential implications for Choco Mini Delight's marketing strategy.

6. Classwide Discussion (20 minutes):

- Open the floor for a broader class discussion.
- Integrate insights gained from the focus group simulation into the overall case study analysis.
- Explore how the focus group results align with or differ from the initial case study findings.

7. Summary and Key Takeaways (10 minutes):

- Summarize the key insights and findings from both the case study and the focus group simulation.
- Connect the activities to broader marketing and business concepts.
- Encourage students to reflect on the significance of consumer feedback in shaping marketing strategies.

Additional Tips:

- Emphasize the importance of active listening, empathy, and effective communication in focus group simulations.
- Assess group collaboration and the ability to synthesize information gathered from both the case study and the focus group.
- Discuss the challenges of translating consumer insights into actionable marketing strategies.
- Encourage students to explore ethical considerations related to consumer research and marketing practices.

Transcript for Focus Group Activity

Product Concept and Perception:

- How do you feel about Choco Mini Delights offering a more mature, indulgent chocolate experience without the toy element?

Taste and Eating Experience:

- What are your expectations regarding the flavor and overall eating experience of Choco Mini Delights?
- Is there a specific texture or richness you hope to find in the chocolate?

Packaging and Presentation:

- How does the idea of Choco Mini Delights being presented in bite-sized pieces impact your perception?
- Does the iconic egg shape of the traditional product play a role in your association with the brand?

Comparison with Other Chocolates:

- How do you anticipate Choco Mini Delights will compare to other chocolates you currently enjoy?
- Are there specific brands that come to mind for comparison, and what attributes make them stand out to you?

Consumer Concerns and Reservations:

- Do you have any concerns or reservations about Choco Mini Delights deviating from the traditional format?
- Are there specific elements of the traditional product you would miss with this change?

Packaging Convenience:

- What role does the convenience of the packaging play in your decision to try or purchase Choco Mini Delights?
- Do you find bite-sized pieces more appealing in terms of shareability or portion control?

Incorporating into Daily Routine:

- As consumers of the traditional product, how do you see yourselves incorporating Choco Mini Delights into your snacking or treat routines?
- Is the product intended for individual consumption, sharing, or both?

Flavor Preferences:

- Are there specific flavors or taste profiles you hope to find in Choco Mini Delights, based on your preferences and experiences with other chocolates?
- Does the idea of a more mature treat influence your expectations regarding sweetness or intensity?

Appeal Across Age Groups:

- How do you anticipate Choco Mini Delights being received by different age groups?
- Considering the diverse preferences of children and young adults, what elements of the product do you think will appeal to each demographic?

Factors for Regular Consumption:

- What factors would make Choco Mini Delights a regular choice for you?
- How do you envision its role in the broader chocolate market, and what would set it apart as a preferred option for regular consumption?

GEN Z IN THE WORKPLACE: A CASE STUDY OF INTER- GENERATIONAL CONFLICT

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Abstract

The workplace is constantly evolving, and with each new generation entering the workforce, there comes a new set of challenges. Generation Z, born between 1997 and 2012, is now entering the workforce, and they are bringing with them a unique set of skills, values, and expectations. Many managers are struggling to understand this new generation and how to effectively integrate them into their teams. In this case, we will explore a case study of intergenerational conflict in the workplace, specifically between a Gen Z employee and their older manager. The information related to Gen Z is retrieved from the i. Research Organization Reports ii. Industry Reports iii. Psychology Magazines and online articles. The generation of various employees working in the organization was considered for the case study. Through this case study, we will highlight the challenges that arise when different generations work together and provide practical solutions to help bridge the gap and create a more harmonious and productive workplace environment.

Keywords: GEN Z, old manager, workplace behavior, change management, conflict

1. Introduction

As Generation Z enters the workforce, they are often faced with the challenge of working with older managers who come from a different generation. This can lead to conflicts and misunderstandings, which can negatively impact both the employee and the organization. However, with the right approach, Generation Z employees can learn to effectively communicate and work with their older managers. In this article, we will explore some of the challenges that arise when Gen Z employees work with older managers, and provide tips on how to bridge the gap and build a successful relationship. By learning how to navigate these situations, Gen Z employees can excel in their careers and help to create a more harmonious workplace for everyone.

2. Problem Statement

2.1. The clash: Intergenerational conflict and misunderstandings- The clash between generations in the workplace is not a new phenomenon, but with the rise of Gen Z in the workforce, it has become more prominent. Each generation has its unique characteristics and approaches to work, and this can lead to misunderstandings and conflict between them. For example, Gen Z workers are known for their preference for flexibility, remote work, and work-life balance, while older generations may prioritize punctuality, face-to-face interaction,

and traditional work structures. These differences can cause tension and resentment, as each group feels that the other is not meeting their expectations. Moreover, there can be misunderstandings in communication styles and technology usage.

2.2. The sources of conflict: Different work expectations and communication styles - One of the main sources of conflict between Gen Z and older generations in the workplace is the difference in work expectations and communication styles. Gen Z employees may have different expectations around work-life balance, feedback, and recognition. They may also prefer to communicate through technology rather than face-to-face meetings or phone calls. On the other hand, older generations may have a more traditional approach to work and communication, valuing face-to-face interactions and expecting employees to work long hours to demonstrate commitment to the company. These differences can lead to misunderstandings and frustration on both sides.

2.3. The consequences of conflict: Decreased productivity and increased turnover- Intergenerational conflict in the workplace can have significant consequences, including decreased productivity and increased turnover. Conflict between the generations can lead to a lack of collaboration and communication, which can result in missed opportunities and decreased efficiency. If Gen Z employees feel their ideas are being dismissed or ignored by older generations, they may become disengaged and less motivated to contribute. This can lead to decreased productivity and lower quality work. Additionally, when conflicts are not addressed, they can lead to increased turnover. If Gen Z employees feel undervalued or unappreciated, they may seek employment elsewhere, causing high turnover rates and a loss of valuable employees.

3. Background of the study

3.1. Company Introduction and Different types of employee generation- In this case study, we will be exploring the dynamics between different generations in the workplace. Our focus will be on a company called "Tech Solutions" - a startup that provides solutions for businesses in the technology industry. The company has been in operation for three years and has a team of 20 employees. The founder of Tech Solutions is a Gen Xer named Sarah. She started the company with the goal of disrupting the technology industry and bringing innovative solutions to the market. Sarah is known for her go-getter attitude and her passion for technology. She is a hands-on leader who likes to be involved in every aspect of the company. The team at Tech Solutions is made up of employees from different generations. There are five Baby Boomers, seven Gen Xers, six Millennials, and two Gen Zers. The Baby Boomers and Gen Xers have been with the company since the beginning, while the Millennials and Gen Zers were hired more recently. The Baby Boomers and Gen Xers have a lot of experience in the technology industry and have worked in various roles throughout their careers. They are known for their strong work ethic and their commitment to the company.

3.2 Introducing the Gen Z employees and their work style

3.2.1. Classification of generation of employees

As the source from Mckinsey&company they have prescribed that the source of employees are classified into 4 types they are baby boomer with the year of 1940-59, Gen x with the year 1960-79, Gen y millennial with the year 1980-94, Gen z in the year 1995-2010. The depict was in the thinking each generation have different needs and requirements in the work place. They depict that the classification done on the basis of period they have born and the technological advancement that has been happening from the previous generation to the current generation employees.

3.2.2. Important factor affecting performance by different Generation employees-Part-A

The technology has taken an advancement in affecting the performance of the different generation employees through different age groups and technological advancement in present the Mckinsey & company(2018) had given a report stating the different factors influencing are being listed below as

1. holiste work environment
2. Mental health issues
3. Access to transportation
4. Physical health issues
5. Inablity to share one's full self
6. Access to housing close to work

These factors had a major influence in the work of the all the age group through the traditional work and technology adaption of work through understanding the new world of technology easily

3.2.3. Important factor affecting performance by different Generation employees-Part-B

The important factors to improve the work fore through satisfying the performance by different generation employees is through understanding the list below being specified

1. In ability to learn new skills to learn to meet new job expectations
2. Access to reliable internet speed
3. Access to stable housing
4. Demands at home for adult care
5. Demands at home for child care

These factors influencing might help In overcoming in ablites to transform the workforce to make them to make the performance of work easier

3.2.4. Important factor affecting performance by different Generation employees-Part-C

The other sources from Mckinsey & company(2018) had found the different age generations of millienals whose health found to be at stake and that had proven that traditional workforce people fall sick-even more than the technological workforce generation as the technological work force people found out that they were able to balance their health and house hold activities comparing to traditional workforce people

The Gen Z employees are the newest addition to the workforce, and they come with a unique work style that can sometimes clash with the older generations. Born between 1997 and 2012,

Gen Z has grown up with technology and social media at their fingertips. They are digital natives who prefer to communicate through messaging apps rather than email, and they thrive on instant gratification. They are also a highly diverse and socially conscious generation, valuing inclusivity, diversity, and sustainability. Gen Z employees are not afraid to speak their minds and share their opinions, which can be a refreshing change in the workplace. They are also highly motivated to succeed and make an impact, but they want to do it on their terms. This means that they value work-life balance and flexibility, and they may not see the traditional 9-5 workday as the most productive way to work.

4. Decision Alternatives:

4.1. Solving the conflict: Strategies for intergenerational collaboration and communication - The conflict between generations in the workplace is not uncommon, but it can be resolved. The first step towards resolving the conflict is to create a culture of open communication. Both generations should be encouraged to express their opinions, ideas, and concerns without fear of being judged or ridiculed. Another strategy that can help to solve the conflict is to promote intergenerational collaboration. This can be done by organizing cross-generational teams to work on projects together. Each generation can bring their unique skills, knowledge, and perspectives to the table, which can lead to more creative and innovative solutions. Mentorship and reverse mentorship programs can also be effective in bridging the gap between generations. Younger employees can benefit from the experience and wisdom of their older colleagues, while older employees can gain new perspectives and insights from younger colleagues. Finally, it is important to recognize and celebrate the differences between generations. Each generation has its own values, beliefs, and ways of working. By acknowledging and respecting these differences, both generations can learn from each other and work together more effectively.

4.2. Bridging the gap: Building understanding and empathy between the generations - The workplace is not just a place of work; it's a place of interaction and socialization where ideas and practices are shared. It's important for members of different generations to work together in a harmonious way. When there is conflict, it's essential to seek ways of bridging the gap between generations. One way of building understanding and empathy between generations is by creating opportunities for them to interact and share experiences. This can be done through team-building activities, social events, or even mentoring programs. Mentoring programs provide an opportunity for employees to interact and learn from one another. This allows for a transfer of knowledge from senior employees to the younger generation. Younger employees can also provide insight into new technologies or social media platforms that may be unfamiliar to the older generation. It's a great way for both generations to learn from one another and build mutual respect. Another way to bridge the gap is by providing regular training and development opportunities. This can help employees stay up to date with new technologies, practices or trends. It also shows employees that the company is invested in their growth and development.

4.3. Encouraging diversity and inclusion in the workplace - Encouraging diversity and inclusion in the workplace is incredibly important, especially when it comes to generational diversity. With the rise of Gen Z in the workplace, companies need to create an environment where individuals from all backgrounds can work together and feel valued. One way to encourage diversity and inclusion is to create a culture of understanding and appreciation for different perspectives. This can be done through training and education, such as workshops or seminars that focus on building empathy and understanding for different generations. Another way to encourage diversity is to have a diverse leadership team. When individuals from different backgrounds and generations are in leadership positions, they can bring unique perspectives to the company and help create a more inclusive workplace.

4.4. The benefits of inter-generational collaboration: Enhanced creativity, innovation and productivity - Inter-generational collaboration is one of the most effective ways to enhance creativity, innovation, and productivity in the workplace. When different generations work together, they bring unique perspectives, ideas, and experiences to the table. For instance, Gen Z employees may have a strong grasp of new technologies and social media platforms, while Gen X employees may have a wealth of industry knowledge and experience. This diversity of perspectives and skills can lead to more creative solutions and innovative ideas. Moreover, inter generational collaboration can lead to increased productivity.

6. Conclusion

In conclusion, managing inter-generational conflict in the workplace is a crucial task for companies looking to succeed in today's business world. In this fictional case study, we saw how the conflict between Gen Z and older employees can lead to a breakdown in communication, productivity, and teamwork. However, we also saw how this conflict can be resolved through effective communication, respect, and understanding. To manage intergenerational conflict, companies must create a culture of inclusivity that values diversity and encourages open communication. Managers should also be aware of their own biases and work to overcome them. They should make an effort to understand the perspective of each employee and create an environment where everyone feels valued and respected. In conclusion, managing intergenerational conflict requires effort and commitment from everyone in the workplace. By promoting a culture of inclusivity, encouraging open communication, and valuing diversity, companies can build stronger, more productive teams that are better equipped to compete and thrive in today's rapidly changing business environment.

Teaching notes:

Synopsis of the case:

"Gen Z in the Workplace: A Case Study of Inter-generational Conflict" is an insightful and thought-provoking case study that delves into the complex dynamics and challenges faced by Generation Z employees in a multi-generational work environment. This study presents a comprehensive examination of the inter-generational conflicts arising from differences in attitudes, work styles, and values, shedding light on the implications for both Gen Z

individuals and their older colleagues. The case study begins by establishing a clear understanding of Generation Z, describing their characteristics, upbringing, and unique perspectives shaped by technological advancements and sociocultural influences. It explores how Gen Z's upbringing in a digital era has cultivated a distinct set of skills, expectations, and work preferences that differ from previous generations. The core of the study revolves around real-life workplace scenarios, showcasing a variety of inter-generational conflicts encountered by Gen Z employees. These conflicts range from communication styles and work-life balance to approaches to technology and career development. Through in-depth interviews, surveys, and observations, the study analyzes the root causes of these conflicts and the resulting impacts on individual well-being, team dynamics, and overall productivity. Further more, the case study explores the underlying factors that contribute to inter-generational conflict. It examines the role of differing work ethics, leadership styles, and communication gaps as potential sources of tension between Gen Z employees and their older counterparts. The study also investigates the impact of organizational culture and management practices on the intensity and resolution of such conflicts. In addition to identifying the challenges, the case study offers practical strategies and recommendations for fostering better inter-generational collaboration and mitigating conflicts in the workplace. It emphasizes the importance of creating inclusive environments that value the contributions of all generations and promote open dialogue and understanding.

"Gen Z in the Workplace: A Case Study of Inter-generational Conflict" provides a comprehensive analysis of the dynamics between Generation Z and other generations in a work setting. By highlighting the unique perspectives and challenges faced by Gen Z employees, this study serves as a valuable resource for organizations, managers, and individuals seeking to bridge the inter-generational divide and harness the strengths of a diverse workforce.

Target audience for the case:

Generation Z Employees: Individuals born between the mid-1990s and early 2010s who are already in or entering the workforce and want insights into potential conflicts they may encounter while working alongside older generations.

Researchers and Academics: Scholars studying inter-generational dynamics, organizational behavior, or workplace diversity who seek real-life examples and insights into the challenges faced by Generation Z employees and how these conflicts can be addressed.

Consultants and Trainers: Professionals providing workplace training, coaching, or consulting services, who want to gain a deeper understanding of the inter-generational conflict and develop strategies to foster collaboration and effective communication among different generations.

HR and Diversity Professionals: Individuals responsible for creating inclusive work environments and promoting diversity and inclusion initiatives within organizations who wish to address inter-generational conflicts and develop strategies to leverage the strengths of different generations.

business Students and Educators: Students and educators in business, management, or organizational behavior programs who can use the case study as a practical example to

enhance their understanding of inter-generational dynamics and conflict resolution in the workplace.

By targeting these specific groups, the case study can provide valuable insights and actionable recommendations for mitigating inter-generational conflicts and fostering a more harmonious and productive work environment for Generation Z employees and their colleagues from other generations.

Learning objectives and key issues:

Learning Objectives:

- Understand the characteristics and expectations of Generation Z in the workplace.
- Recognize the key issues that may lead to inter-generational conflict between Generation Z and other generations.
- Identify strategies for managing inter-generational conflict and fostering collaboration in the workplace.

Key Issues:

1)**Communication Styles:** Generation Z is known for their preference for digital communication channels, such as instant messaging and social media, which may clash with the communication preferences of older generations who prefer face-to-face or phone conversations. This can lead to misunderstandings and conflicts.

2)**Work-Life Balance:** Generation Z values work-life balance and seeks flexibility in their work arrangements. They prioritize personal well-being and may challenge traditional work structures and expectations. This can create tension with older generations who adhere to more traditional work schedules and practices.

3)**Technology and Digital Skills:** Generation Z grew up in a highly connected world and is generally more technologically proficient than previous generations. They may have different expectations regarding workplace technology and digital tools. This can cause friction with older colleagues who may be less comfortable with technology or resistant to change.

4)**Career Development and Advancement:** Generation Z seeks continuous learning and growth opportunities. They desire frequent feedback, mentoring, and clear career progression paths. This can clash with older generations' perspectives on career advancement, as they may value experience and tenure over rapid progression. The differing views on career development can lead to conflict and dissatisfaction among Gen Z employees.

5)**Leadership and Management Styles:** Generation Z appreciates inclusive and collaborative leadership styles, seeking opportunities to contribute and be heard. Traditional hierarchical leadership styles may clash with their expectations. This can result in conflicts between Gen Z employees and older managers who may be accustomed to a more authoritative approach.

6)**Diversity and Inclusion:** Generation Z places great importance on diversity, inclusion, and social issues. They seek workplaces that are inclusive, fair, and supportive of diverse backgrounds and perspectives. Conflicts may arise when older generations have differing views or approaches regarding diversity and inclusion.

Teaching strategy:

This case study explores the inter-generational conflict that arises between Generation Z (Gen Z) and other generations in the workplace. As the youngest generation to enter the workforce, Gen Z brings unique characteristics, values, and expectations, which can lead to conflicts with older generations. This study aims to provide insights into developing effective teaching strategies to bridge the inter generational gap and foster a harmonious work environment. Summarizing about the inter-generational conflict faced by Gen Z in the workplace and knowing the Importance of developing teaching strategies to bridge the gap. Recommendations for organizations as well as the both the generation work employees to create a harmonious multigenerational work environment.

Future research directions on generational diversity in the workplace.

By studying the intergenerational conflict and exploring effective teaching strategies, organizations can create a work environment that values generational diversity, promotes collaboration, and harnesses the unique strengths of each generation. This case study serves as a guide to address intergenerational conflict and nurture a cohesive and productive workforce.

Questions for discussions:

- 1) How would you define the key characteristics and values of Gen Z in the workplace?
- 2) What are some common sources of inter-generational conflict between Gen Z and older generations in the workplace?
- 3) How can organizations effectively bridge the gap between Gen Z and older generations to minimize conflict and promote collaboration?
- 4) What are some strategies for managing and leveraging the unique strengths and skills that Gen Z brings to the workplace?
- 5) How can organizations create a more inclusive and supportive work environment that accommodates the needs and preferences of Gen Z employees?
- 6) What role does technology play in the inter-generational conflict in the workplace, and how can it be harnessed to foster better communication and understanding?
- 7) What are the potential benefits of embracing the perspectives and ideas of Gen Z in the workplace? How can organizations tap into their creativity and innovation?
- 8) How can mentorship and reverse-mentorship programs be utilized to facilitate inter-generational learning and understanding in the workplace?
- 9) How can organizations adapt their management and leadership styles to better engage and motivate Gen Z employees?
- 10) What are some effective communication strategies that can be employed to bridge the gap between Gen Z and older generations in the workplace?
- 11) How can organizations address the differing expectations around work-life balance and flexibility between Gen Z and older generations?
- 12) What are some potential long-term implications and opportunities for organizations that successfully navigate and resolve inter-generational conflict in the workplace?
- 13) How can HR policies and practices be modified to better accommodate the needs and aspirations of Gen Z employees?

14)What are some examples of successful organizations that have effectively integrated and capitalized on the strengths of multiple generations in the workplace?

15)How can organizations create opportunities for cross-generational collaboration and learning to foster a more harmonious work environment?

Analysis of data:

Findings:

- Identification of common sources of inter-generational conflict experienced by Gen Z individuals.
- Analysis of the expectations and values held by Gen Z workers.
- Discussion of the clashes that arise due to differences in communication styles, work-life balance, and technological proficiency.
- Exploration of the impact of inter-generational conflict on job satisfaction, productivity, and organizational culture.

Implications and Recommendations:

- Discussion of the implications of inter-generational conflict for both Gen Z employees and organizations.
- Presentation of strategies to address and mitigate inter-generational conflicts.
- Recommendations for improving communication, fostering mutual understanding, and promoting a harmonious work environment.

Background reading:

"Gen Z in the Workplace: A Case Study of Inter-generational Conflict" is a fascinating topic that explores the dynamics and challenges faced by Generation Z individuals as they enter the workforce and interact with members of other generations, such as Baby Boomers and Generation X. To gain a comprehensive understanding of this subject, here are some background readings that can provide valuable insights:

"Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace" by Ron Zemke, Claire Raines, and Bob Filipczak: This book offers a comprehensive overview of generational differences in the workplace and provides strategies for managing inter-generational conflict effectively. It covers the perspectives of different generations, including Generation Z, and offers practical advice for fostering collaboration and understanding.

"Generation Z Goes to College" by Corey Seemiller and Meghan Grace: While primarily focusing on Generation Z's experiences in higher education, this book provides valuable insights into the characteristics, values, and expectations of Gen Z individuals. Understanding their unique traits and mindset can shed light on potential conflicts they may encounter when transitioning to the workplace.

"The Remix: How to Lead and Succeed in the Multigenerational Workplace" by Lindsey Pollak: This book explores the challenges and opportunities presented by a multigenerational workforce. It offers strategies for effective leadership and collaboration among different

generations, including Gen Z. Understanding the perspectives of various generations can help in resolving conflicts and creating a harmonious work environment.

"Gen Z @ Work: How the Next Generation Is Transforming the Workplace" by David Stillman and Jonah Stillman: This book delves into the characteristics and work preferences of Generation Z employees. It provides insights into their communication styles, technology usage, and desire for meaningful work. Understanding these factors can help bridge the generational gap and mitigate potential conflicts.

"Managing Generation Z: Inspiring the Why Minded Generation" by Carolyn A. Martin and Bruce Tulgan: This book focuses specifically on managing Generation Z employees and offers practical advice for leveraging their strengths and addressing potential conflicts. It covers topics such as communication, feedback, and motivation, which are essential for effective inter-generational collaboration.

"Bridging the Soft Skills Gap: How to Teach the Missing Basics to Today's Young Talent" by Bruce Tulgan: This book explores the soft skills gap in today's workforce and provides strategies for developing essential skills among younger employees, including Gen Z. Understanding the skill gaps and addressing them can minimize conflicts and enhance inter-generational understanding.

When conducting background reading on the topic of inter-generational conflict in the workplace, specifically focusing on Gen Z, there are several resources that can provide valuable insights. Here are a few suggestions:

Experience of using these case

Inter-generational conflicts in the workplace, particularly involving Gen Z employees, can significantly impact productivity, job satisfaction, and employee retention. By understanding the underlying factors contributing to these conflicts, organizations can implement strategies to foster a harmonious work environment where employees from different generations can thrive and collaborate effectively. This case study highlights the importance of acknowledging and addressing generational differences to create a workplace that values and respects the contributions of all generations.

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HAS POLITICAL BOND POLLUTED THE INDIAN ELECTION SYSTEM?

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Indian Electoral Systems

On August 15, 1947, India achieved independence from British colonial authority and established a constitutional democracy. India's political system is parliamentary, with the President as the ceremonial head of state and the Prime Minister of India as the leader of the majority party in the Lok Sabha (Lower House of Parliament) exercising executive power. The Elections Authority of India ensures that elections are free and fair and administers the whole electoral machinery. Organising general elections in India is a big task, with over 605 million voters dispersed across roughly 800,000 polling sites in various regions and climates. The electoral body successfully managed this large election activity. The twelfth Lok Sabha election in 1998 had over 605 million electors. India is proud to say which is one of the largest voter in the world, in 2024 parliamentary elections 98 crores voters eligible to casting vote. Besides male vote is - & female voters & third genders also eligible to cast vote. The 1st time voters in India which is recorded 1.8 crores & youth voters % is around 30 %. In every lok sabha elections national parties leads followed by the various political parties dominating in the election contest and capturing the seats.

The History of Indian Election for Parliament

India's parliamentary elections, from the first in 1951-52 to the 17th in 2024, reflect the country's growing political scene. In the First Lok Sabha Election (1951-52), the Indian National Congress (INC) won 364 out of 489 seats with a turnout of 44.87%, resulting in the formation of a government under Jawaharlal Nehru. During subsequent elections in the 1950s and 1960s, the INC maintained its dominance under Nehru, Lal Bahadur Shastri, and Indira Gandhi. By the Fourth Parliamentary Election (1967), the INC's majority had dropped to 283 seats out of 520, with a turnout of 61.04%. In 1971 Fifth Lok Sabha Election, Indira Gandhi led the INC to 352 seats and a 55.27% turnout. In the Sixth Lok Sabha Election (1977), the Janata Party won 295 seats and formed a government under Morarji Desai, indicating a shift in power. The INC won 353 seats in the Seventh Lok Sabha Election (1980) under Indira

Gandhi, and 414 seats in the Eighth Lok Parliament Election (1984) led by Rajiv Gandhi. The Ninth Parliamentary Election (1989) saw the Janata Dal form a coalition government led by V. P. Singh, winning 197 seats. In the Tenth Parliamentary Election (1991), the INC won 244 seats under Prime Minister P. V. Narasimha Rao. In the 1996 Eleventh Lok Sabha Election, the BJP won the majority with 161 seats, constituting a government led by Atal Bihari Vajpayee. In 1998 and 1999, the BJP won 182 seats each, forming a coalition government led by Vajpayee. During the 14th Parliamentary Election (2004), Manmohan Singh led a coalition that brought the INC back to power. In the Fifteenth Parliamentary Election (2009), the INC won 206 seats and maintained its partnership under Singh. The Sixteenth Parliamentary Election (2014) resulted in a comfortable majority for the BJP, with 282 seats under Prime Minister Narendra Modi. In the 2019 Lok Sabha Election, the BJP won 303 seats, retaining Modi's control. From 1951-52 to 2024, Indian politics has been dynamic, with several parties and individuals influencing the country's democracy. India's democratic elections have changed drastically since its independence in 1947. The first Lok Sabha elections were held in 1951-52, allowing residents over 21 to vote. Representative democracy, established in the 17th century, is the principal way to fill positions in the legislature, administration, judiciary, and regional/local government.

Political parties' contributions to the Indian Parliamentary Elections

Political parties played a key role in shaping India's political environment between the first elections in 1951-52 to the 18th in 2024. The Indian National Congress (INC) initially dominated, winning 364 of the first 489 seats. Jawaharlal Nehru became the first Prime Minister following the Lok Sabha election. During the early years, the INC maintained its control, with regional parties and opposition movements like the Communist Party of India playing important roles. In the 1970s and 1980s, the Janata Party coalition defeated the INC in 1977, and Indira Gandhi returned to power in 1980. In the 1990s, alliances gained prominence, with the Bharatiya Janata Party (BJP) and regional parties playing important roles. The 2000s marked by BJP-led governments. Following Atal Bihari Vajpayee's governments, Narendra Modi led the BJP to a landslide victory in 2014, obtaining a majority on its own. In the 2020s, the BJP remained dominant, while the INC battled to restore its ground. During this time, parties have prioritised economic reforms, growth in infrastructure, forceful foreign policy, regional concerns, and labour rights. From 2015 to 2020, political parties spent more over Rs 6,500 crore on elections. In recent years, both the Congress and BJP have received

significant contributions from corporates, commercial sectors and Individual donors. India's democracy evolves as parties adjust to shifting demographics and socioeconomic issues to meet the demands and concerns of the population.

The special feature of electoral bond, the bill was passed in parliament in this respect the political party that there is no obligation to disclose the political bond donors and amount in to the public as well as the donor like corporates have no rights to disclose the information above donated amount political parties. This kind of schemes is very unique and peculiars and more favour to political parties. In this aspect the political party and donors could enable to make more understanding and will get more mutual benefits. In Indian democratic the citizen has obliged and liable to disclose various sources of income as well as payment of taxation to the government whereas the political bond is totally different and it is a major source of income for the political party but the parties never obliged the Indian democracies.

The Lok Shaba passed a resolution introducing the electoral bond scheme as part of the Finance Act in 2017. This system allowed individuals and organisations to donate to political parties anonymously using electoral bonds purchased from the State Bank of India (SBI). This initiative aimed to improve political fundraising by providing a legal avenue for donations. The State Bank of India is the sole authorised bank to issue and redeem election bonds. Donors could purchase electoral bonds from specific SBI branches and give them to recognised political parties. Political parties might redeem the bonds for funding within a specific time limit. This technique attempted to create a formal mechanism for political donations while maintaining anonymity for donors.

Political Parties' Funding Strategy

Over the years, political party funding in India has shifted from informal to regulated and controlled channels. Initially, political party funding in India was informal and unregulated. Industrialists and wealthy supporters frequently provided contributions in exchange for favourable policies or positions. There were no formal procedures to regulate political contributions, making the system transparent and open to corruption. Regulations were introduced throughout the 1970s and 1990s. To address concerns about openness and accountability in political fundraising, the government implemented regulations. In the 1970s, the government-imposed campaign spending limitations and forced parties to submit expenditure reports to the Election Commission of India (ECI). During this period, the Representation of the People Act, 1951,

underwent multiple amendments to strengthen election financing regulations and increase transparency. In 2013, India implemented electoral trusts to streamline political donations and increase transparency in political fundraising. Trusts gather and distribute contributions from companies to political parties. Trusts must disclose their contributions and support for parties to the ECI, encouraging transparency and accountability. In 2018, the Indian government launched electoral bonds as a new way to support political parties. These bonds allow anonymous political donations from individuals and companies. Bonds can be purchased from authorised State Bank of India branches and redeemed by political parties for money. The method has been criticised for its lack of openness, as donors' identities are not disclosed to the public. Critics believe that the system can lead to excessive influence and corruption.

In 2017, India launched the Electoral Bond scheme, which allowed individuals and corporate entities to donate limitless amounts to political parties anonymously. During the Union Budget 2017-18, Finance Minister Arun Jaitley announced the plan. These bonds will allow political parties to collect funds while keeping donor identities anonymous. The idea caused criticism as it circumvented legislative review and could likely violate Article 110 of the Indian Constitution. It was classified as a monetary bill. On February 15, 2024, the Supreme Court declared electoral bonds unlawful, and there are so many issues pertaining to the electoral bonds corruptions irrespective political parties in India besides many NGO's and individual petitioners approach the supreme court to Ban the Electoral bonds and seeking the political parties should be disclosed their donations received through the Electoral bonds from various corporate in the nation, the serious issues were happened just 3 months before the 18th Lok Saba elections proposed by the Election Commission, India is largest electro systems and highest number of voters in the global as well as the election commission proved its genuity to conduct the previous elections without any hindrances. Whereas, the 18th Lok Saba elections was very big challenges due to the electoral bonds major issues. In these circumstances the surepreme court honestly communicated to the political parties to disclose the details of donor and donated amount details after long process and so much of pressures from the public and finally the Supreme Court ordered to SBI to disclose the donors and beneficiary information to the Election Commission of India (ECI). Based on the directions given by the supreme court one fine morning SBI ready to provided the list of donors name but little bit with hesitate to provide all the details to the court, since the data are very complex and unable to retrieve properly. Again the supreme court has a very strongly

insisted the SBI to disclose the details within a day based on the supreme court instructions the SBI disclosed the entire data for the past seven years from 2017-2024 for all the political parties bond details. At this juncture, the SBI submitted the data to the court, based on the data the entire country were shocked about political bond issues and discussed about governance, transparency in the transactions, donors' liquidity performance and origin of the companies. The transaction details reveals that, the few donors corporate incurred a loss in their audited statement, few donors who were recently started their ventures, and analyst were discussed few of the donors company which are already investigated under the Economic enforcement directorate (ED) list. In further, the amount of donates which creates more surprised to the public not only in India and other National citizens also. Besides various controversial issues araised by the political parties, NGOS and common commuters discussed this dealings is good for nations or destructed the image of Indian nations and election systems. Out of various national and state political parties during the seven years periods the Bharathiya Janatha Party (BJP) received a maximum advantage from the electoral bond scheme sum of (Rs 6062 Crore), All India Trinamool Congress (AITC) benefited from this scheme a sum of (Rs 1610 Crore), The Indian National Congress (INC) received (Rs 1421 Crore), Aam Aadmi Party (AAP) received a sum of (Rs 64.5 Crore), Nationalist Congress Party (NCP) received a sum of (Rs 30.5) and list of companies were disclosed by the SBI which creates a negative impressions about the companies and people used to interpret the relationship between various political parties and donors one to one understanding and financial enjoyability which exhibits the true colours of both corporate and parties. The donor's name list were categorise, In category A, Bharti Airtel Ltd. donated ₹ 198 crore, with 99.7% going to BJP despite a net loss of ₹ 76,954.7 crore and negative direct taxes of ₹ 8,250 crore. Dhariwal Infrastructure Ltd. donated ₹ 115 crore (21.7%) to the BJP, resulting in a net loss of ₹ 299 crore. S E P C Power Pvt. Ltd. and D L F Luxury Homes Ltd. also donated ₹ 40 crore and ₹ 25 crore, respectively, to the BJP despite large losses, In category B, Qwik Supply Chain Pvt. Ltd. donated ₹ 410 crore (91.5% of their net profit) to the BJP, while Madanlal Ltd. and Nexg Devices Pvt. Ltd. also made excessive donations to the party, In category C includes corporations such as M K J Enterprises Ltd., who donated ₹ 192.4 crore to the BJP but reported negative direct taxes, and Patel Highway Mgmt. Pvt. Ltd. and A B C India Ltd., who donated despite negative direct taxes, indicating potential tax cheating, In category D includes corporations like Bharti Infratel Services Ltd., Kamal Trading Co. Ltd., and Jai Suspension Systems Ltd. that made donations without disclosing income or taxes, creating transparency issues.

The Indian election commission has smoothly and successfully conducted 18th Lok Saba elections. More than 968 million people out of a population of 1.4 billion people were eligible to vote, equivalent to 70 percent of the total population. 642 million voters participated in the election and 312 million of them were women, making it the highest ever participation by women voters. Such a great democratic voting system in India which gives more confident and reliable to the Indian citizens and supporting to form a new government with the heading of BJP and their alliance parties. During the 18th Lok Saba storm people might be forget about the Electro bonds issues. In the mean time, on 12th July 2024 the Chief Justice of India has considered this issue in the Supreme Court which was raised by NGO'S other Centre for Public Interest Litigation (CPIL) alleges an "apparent quid pro quo" between political parties, corporations, and investigative agencies.

Questions

- 1. As a strategist - how do you approach this sensational issue in your experience?**
- 2. As an Indian citizen – How do you feel the critical scam which occurred in your nation?**
- 3. As Chief Executive Officer – What strategy should be adopted and sorted out these issues?**
- 4. As a CJI – What type of remedial measures and law enforcement should be implemented to avoid the political scam?**
- 5. As a political leader - Justify that whether this type of bonds are highly ethical for developing the country economy.**

Annexure 1

Donations through Electoral Bonds revealed by National Parties in their auditing reports: FY 2017-18 to FY 2022-23 (the total amount in Rs crore)									
Political party	Source of Income	FY 2017 – 2018	FY 2018 – 2019	FY 2019 – 2020	FY 2020 – 2021	FY 2021 – 2022	FY 2022 – 2023	FY 2023 – 2024	Total
BJP	Electoral bond	210	1451	2555	22	1034	1295	Nil	6567
INC	Electoral bond	5	383	318	10	237	171	Nil	1124
AITC	Electoral bond	0	97	100	42	528	325	Nil	1092
AAP	Electoral trust	0	1.2	18	6	25	45	Nil	95
NCP	Electoral bond	0	29	20	0	14	0	Nil	63
TOTAL		215	1962	3011	80	1838	1836	0	

Annexure 2

Electoral bonds redeemed by party as per SBI Disclosures from April 12, 2019 to February 15, 2024(the total amount in Rs crore)						
Political party	FY 2019 – 2020	FY 2020 – 2021	FY 2021 – 2022	FY 2022 – 2023	FY 2023 – 2024	Total
BJP	2025	22	1034	1295	1686	6062
INC	176	10	236	171	828	1421
AITC	100	43	530	325	612	1610
AAP	2.5	4	4	44	10	64.5
NCP	15	0	14	0	1.5	30.5
TOTAL	2318.5	79	1818	1835	3137.5	9188

CASE STUDY ON TRANSFORMING AGRI-BUSINESS: CHALLENGES, INNOVATIONS, AND OPPORTUNITIES

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This study explores the agri-business landscape of Nintavur, a region of Ampara district in Sri Lanka with a rich agricultural heritage, to uncover the dynamics shaping its current state and prospects. The agricultural sector is vital to the economy of Nintavur and the country, providing jobs for many people and boosting both the regional and national economies. However, this industry faces a variety of difficulties, from socioeconomic problems like market access, price instability, and the adoption of new farming practices to environmental stressors like climate change and water scarcity. This study analyses the traditional and modern farming practices used in Nintavur and identifies the primary agricultural products, such as rice, fruits, and vegetables, through a thorough review and field investigation. The research examines the agri-business infrastructure, drawing attention to the good and the bad in sectors like irrigation, transportation, and market linkage. The research identifies major problems and then discusses the creative and long-term solutions that local farmers and agribusinesses have used to overcome them. This covers the adoption of cutting-edge technologies, environmentally friendly agricultural methods, and clever market positioning. The research highlights the case studies of Nintavur's thriving agri-businesses so that readers may learn from their innovations, business models, and tactics. Future agricultural trends, frameworks for support from governments and NGOs, and developing markets are the primary focus of this analysis of the sector's growth and development potential. This research adds to the existing literature on sustainable agri-business practices and aims to motivate policymakers, community leaders, and academics to make Nintavur's agricultural sector more resilient, profitable, and sustainable by highlighting the sector's adaptability and resilience and providing stakeholders with strategic recommendations to take advantage of opportunities and address challenges.

Keywords: Agri-business, sustainable agriculture, farming practices, market access, innovation, agricultural policy.

Location and Geographic Overview:

Nintavur is a town situated in the Eastern Province of Sri Lanka, within the Ampara District. This region is known for its distinctive geographical and climatic conditions that are conducive to a variety of agricultural activities. The location of Nintavur, nestled between coastal areas and inland agricultural lands, provides a unique set of environmental conditions favorable for both paddy cultivation and the farming of other crops. Nintavur experiences a tropical climate with a significant amount of rainfall during the monsoon seasons. This climate is ideal for the cultivation of a wide range of tropical crops throughout the year. The

area benefits from both the Northeast monsoon from October to January and the Southwest monsoon from May to September, ensuring adequate water supply for agriculture.

The soil in Nintavur is predominantly fertile and varies from sandy loam to clay loam, making it suitable for paddy, vegetables, fruits, and other cash crops. The fertility of the soil, combined with favorable climatic conditions, supports the high productivity of agricultural lands.

The region is endowed with numerous natural water bodies, including rivers, reservoirs, and irrigation canals, which play a critical role in irrigation for agriculture. Access to water resources is vital for paddy cultivation, which is a major agricultural activity in Nintavur.

The topography of Nintavur is generally flat, which facilitates the extensive cultivation of paddy fields and other crops. The flat terrain is advantageous for irrigation systems and mechanized farming practices.

These geographical and climatic features are pivotal for the agricultural sector in Nintavur, providing a strong foundation for the cultivation of a diverse range of crops. The region's agriculture benefits from the combination of fertile soils, adequate rainfall, and an extensive network of water resources, making Nintavur a key agricultural hub in the Eastern Province of Sri Lanka. The strategic use of these natural resources, coupled with agricultural innovations, has the potential to further enhance productivity and sustainability in Nintavur's agri-business sector.

Population and Demographics:

As of the latest data available up to 2023, Nintavur is a town within the Ampara District in the Eastern Province of Sri Lanka. The population of Nintavur, like many towns in the Eastern Province, reflects a diverse composition but is predominantly Muslim. The exact population size fluctuates due to various factors including migration patterns, natural growth, and administrative changes. The population is primarily composed of the Muslim community, with Tamil communities also present in smaller numbers. This demographic composition influences the cultural practices, languages spoken, and even the agricultural products that are cultivated and consumed within the region.

A significant portion of Nintavur's population is engaged in agriculture and related activities. The workforce includes both skilled and unskilled labor, with a majority involved in crop farming, livestock rearing, and fishing to a lesser extent, given the proximity to coastal areas. The agricultural sector supports not only the local economy but also contributes to the livelihoods of a substantial segment of the population.

The agricultural workforce is diverse, including both men and women, although the roles can be gender-specific depending on local traditions and practices. The age distribution is also a crucial factor, with a significant portion of the workforce being of working age. However, there is a concern about the aging farmer population and the youth's migration to urban areas for other employment opportunities, which could impact the agricultural sector's sustainability.

Education levels among the agricultural workforce vary, with a mix of formal education and traditional knowledge. The literacy rate in Nintavur and surrounding areas is relatively high,

but access to agricultural education and training can be limited, affecting the adoption of modern farming techniques and technologies.

The demographics of Nintavur present both challenges and opportunities for the agricultural sector. Challenges include an aging workforce, the migration of youth, and the need for more educational programs focused on modern agriculture. Opportunities lie in leveraging the diverse workforce, including the involvement of women and youth, and integrating traditional agricultural knowledge with modern practices to improve productivity and sustainability.

Historical Context:

Nintavur, situated in the Eastern Province of Sri Lanka, boasts a rich agricultural heritage, deeply rooted in the community's traditional practices and the area's fertile landscapes. Historically, agriculture in Nintavur has been the backbone of the local economy, with rice paddies, vegetable gardens, and fruit orchards dotting the landscape. The region's farmers have long utilized the monsoon rains and the network of irrigation canals stemming from ancient reservoirs, a testament to the sophisticated water management practices developed over centuries.

Traditional farming practices in Nintavur have been passed down through generations, including crop rotation, natural pest management, and the use of organic fertilizers. These practices reflect a deep understanding of the local ecosystem and a commitment to sustainable agriculture. However, the agricultural landscape has undergone significant transformations over time, driven by technological advancements, changes in market demands, and governmental policies aimed at agricultural development. The introduction of high-yield crop varieties, modern irrigation techniques, and chemical fertilizers and pesticides marks a shift towards more intensive farming methods aimed at increasing productivity.

Agriculture plays a pivotal role in Nintavur's economy, significantly contributing to employment, income generation, and overall economic development. A large portion of the population is engaged in agricultural and related activities, including farming, livestock rearing, and agro-processing. This sector not only provides direct employment opportunities but also supports a range of ancillary businesses, such as transportation, retail, and services, contributing to the economic fabric of the community.

The economic significance of agriculture in Nintavur is not just limited to employment and income. It also plays a crucial role in ensuring food security and nutrition for the local population. The cultivation of a variety of crops, including rice, vegetables, and fruits, supports a diverse diet and contributes to the health and well-being of the community.

Moreover, agriculture is a key driver of Nintavur's economic development, with potential for further growth and diversification. The region's agricultural products, known for their quality and diversity, hold promise for expanding into wider markets, both domestically and internationally. Investments in agro-processing and value addition have the potential to increase income levels and generate higher economic returns, fostering sustainable development.

In recent years, there has been a growing recognition of the need to balance productivity gains with environmental sustainability and social equity. Efforts to promote organic farming,

agroecology, and sustainable water management practices are gaining momentum, reflecting a shift towards more sustainable and inclusive agricultural development strategies.

In summary, the agricultural sector in Nintavur is not only a cornerstone of the local economy but also a critical component of the region's social fabric and environmental sustainability. As Nintavur looks to the future, leveraging its agricultural heritage while embracing innovation and sustainability will be key to ensuring the continued vitality and resilience of its economy. The challenge lies in navigating the balance between modernization and the preservation of traditional practices that have sustained generations, ensuring that agricultural development is inclusive, sustainable, and capable of adapting to future challenges.

Key Agricultural Products and Farming Practices:

Nintavur, situated in the fertile lands of Sri Lanka's Eastern Province, is renowned for its diverse agricultural output. The region's key agricultural products include:

- **Rice:** As a staple food in Sri Lanka, rice cultivation occupies a central place in Nintavur's agriculture, with the region contributing significantly to the national output. Varieties such as Samba and Nadu are commonly grown, supported by both rainfed and irrigated systems.
 - **Vegetables:** The area is also known for producing a wide range of vegetables, including onions, chili, tomatoes, eggplants, and leafy greens. These vegetables cater to both local consumption and markets beyond the region.
 - **Fruits:** Tropical fruits such as bananas, papayas, and mangoes are cultivated, benefiting from the region's climate. These fruits are important for local diets and have export potential.
- Farming practices in Nintavur vary from traditional methods passed down through generations to modern techniques that have been adopted to increase efficiency and yield.
- **Traditional Practices:** These include the use of organic manure, crop rotation to maintain soil health, and natural pest control methods. Such practices are sustainable and eco-friendly, contributing to biodiversity and environmental conservation.
 - **Modern Techniques:** In recent years, there has been a shift towards the use of improved seed varieties, chemical fertilizers, and pesticides to enhance crop yields. The adoption of technology such as drip irrigation, greenhouses, and precision farming tools is also notable, aimed at optimizing water usage and increasing productivity.

The infrastructure supporting agribusiness in Nintavur plays a crucial role in the sector's performance and growth potential.

- **Irrigation Systems:** The region benefits from an extensive network of irrigation canals and reservoirs, crucial for rice cultivation and other crops. These systems are a mix of ancient constructions and modern enhancements, ensuring water availability even during dry periods.
- **Transportation Networks:** Roads and transport services facilitate the movement of agricultural products from farms to markets. However, improvements in road quality and connectivity could further ease access to distant markets, enhancing profitability for local farmers.
- **Market Access:** Local markets are the primary outlets for agricultural products, but there are also opportunities for farmers to connect with regional and international markets. Infrastructure developments such as cold storage facilities and processing plants are needed to support value addition and export initiatives.

The agri-business environment in Nintavur is characterized by a rich tapestry of agricultural products, a blend of traditional and modern farming practices, and infrastructure that supports but also requires further development to fully realize the region's agricultural potential. Enhancing this environment through investments in infrastructure, technology adoption, and market access can drive sustainable growth and development in Nintavur's agri-business sector.

Challenges and Solutions:

- **Climate Change:** Nintavur, like many agricultural regions, faces the impacts of climate change, including unpredictable weather patterns, increased frequency of extreme weather events like droughts and floods, and rising temperatures. These conditions stress water resources and crop yields, impacting food security and livelihoods.
- **Water Scarcity:** Despite having irrigation systems, water management becomes a critical issue, especially during dry seasons. Overuse and inefficient water use exacerbate the scarcity, affecting the sustainability of agricultural practices.
- **Soil Degradation:** Continuous cultivation, overuse of chemical fertilizers, and improper farming techniques lead to soil degradation, reducing soil fertility and crop productivity over time.
- **Market Access:** Limited access to markets is a significant challenge for farmers in Nintavur. Issues include poor transportation infrastructure, lack of market information, and the dominance of middlemen, which reduce the farmers' share of the final market price.
- **Price Volatility:** Farmers often face price volatility for their crops due to fluctuations in supply and demand, global market trends, and other external factors. This unpredictability makes it difficult for farmers to plan and invest in their crops.
- **Social Issues:** The agricultural sector struggles with a shortage of labor due to the migration of the younger generation to cities in search of better employment opportunities. Additionally, there's a need for more educational and training programs tailored to modern agricultural practices.

To address these challenges, Nintavur's agricultural sector has begun adopting innovative practices and solutions:

- **Climate-Resilient Farming:** Farmers are increasingly adopting climate-resilient crops and farming practices, such as drought-resistant crop varieties and rainwater harvesting systems, to mitigate the impacts of climate change.
- **Water Management Technologies:** The introduction of efficient irrigation technologies, such as drip irrigation and sprinkler systems, helps conserve water and reduce wastage. Community-based water management initiatives also ensure equitable distribution among farmers.
- **Organic Farming and Soil Health:** To combat soil degradation, there is a shift towards organic farming practices, including the use of organic fertilizers and composting. Crop rotation and intercropping practices are also being revived to maintain soil fertility.
- **Enhancing Market Access and Value Addition:** Efforts to improve market access include developing farmer cooperatives and associations, which help in negotiating better prices and

reducing dependency on middlemen. Investment in agro-processing facilities enables farmers to engage in value addition, thereby increasing their income potential.

- **Use of Information and Communication Technology (ICT):** ICT tools and mobile applications are being utilized to provide farmers with real-time information on weather, market prices, and agricultural techniques. This empowers farmers to make informed decisions regarding crop management and sales.

- **Capacity Building and Education:** Conducting workshops, training programs, and extension services focused on modern agricultural techniques, business skills, and sustainability practices helps enhance the knowledge and capabilities of the farming community.

These innovative practices and solutions not only address the current challenges faced by Nintavur's agricultural sector but also lay the groundwork for a more sustainable, productive, and resilient farming future. Embracing these changes requires the concerted effort of farmers, government agencies, NGOs, and the private sector, working together to ensure the long-term viability of agriculture in Nintavur.

Opportunities for Growth and Development:

- **Domestic Urban Markets:** With urbanization, there's a growing demand in city centers for fresh, organic, and specialty agricultural products. Nintavur can tap into this demand by establishing direct supply chains to urban supermarkets, restaurants, and online food delivery platforms, prioritizing quality and freshness.

- **International Markets:** There is a significant opportunity for Nintavur to explore international markets, especially for high-value crops such as tropical fruits, and organic products. Certification and compliance with international standards can open doors to markets in Europe, North America, and the Middle East, where there's a premium on organic and sustainably produced goods.

- **Agro-tourism:** Developing agro-tourism by combining agriculture with tourism offers an innovative market opportunity. This can attract visitors interested in farm stays, organic farming workshops, and local food experiences, providing an additional income stream for farmers.

Government and NGO Support:

- **Government Policies and Subsidies:** Supportive government policies are crucial for the development of agribusiness in Nintavur. This includes subsidies for organic certification, grants for technology adoption, and investments in infrastructure such as irrigation and roads. Policies that facilitate easier access to finance and insurance for farmers can also stimulate growth.

- **Extension Services:** Government and NGOs can play a pivotal role in providing extension services that offer training and advice on modern farming techniques, market trends, and business skills to help farmers increase productivity and profitability.

- **Market Access and Export Promotion:** Government bodies and NGOs can assist in market research, compliance with international standards, and participation in trade fairs and missions to promote Nintavur's agricultural products in new markets.

Future Trends:

- **Technological Advancements:** The integration of technology in agriculture, such as precision farming, drones for monitoring crop health, and blockchain for traceability, is a growing trend that can increase efficiency and productivity in Nintavur's agricultural sector.

- **Consumer Preferences Shifts:** There is a global shift towards healthier, organic, and locally sourced food. Nintavur can leverage this trend by focusing on organic farming and value-added products that meet these consumer preferences.

- **Global Trade Patterns:** Changes in global trade agreements and patterns can affect export opportunities and market access. Staying informed about these changes and adapting accordingly will be crucial for Nintavur to capitalize on new opportunities and mitigate risks.

- **Climate Change and Sustainability:** Sustainable farming practices are becoming increasingly important due to climate change concerns. Nintavur can lead in sustainable agriculture, adopting practices that conserve water, improve soil health, and reduce carbon footprint, making it more attractive to eco-conscious consumers and markets.

By exploring new markets, leveraging government and NGO support, and adapting to future trends, Nintavur's agricultural sector can realize significant growth and development opportunities. These strategies can help create a more resilient, profitable, and sustainable agricultural landscape for the region.

Conclusion:

This case study has explored the multifaceted landscape of agribusiness in Nintavur, Sri Lanka, revealing a sector that is both deeply rooted in tradition and facing the winds of change. Through an examination of the agricultural background, agri-business environment, challenges and solutions, and opportunities for growth and development, several key findings emerge, underscoring the significant potential for agribusiness in Nintavur to contribute to sustainable economic growth and development.

Nintavur's agricultural sector is vibrant and diverse, with a rich array of key agricultural products including rice, vegetables, fruits, and specialty crops. The farming practices span traditional methods that honor the region's heritage to modern techniques that aim to increase efficiency and yield. However, the sector faces significant environmental, economic, and social challenges, including climate change, water scarcity, soil degradation, market access difficulties, price volatility, and labor shortages. Despite these challenges, innovative practices and solutions are being adopted by local farmers and agri-businesses, ranging from sustainable farming practices and water management technologies to direct market access strategies and the use of ICT for better crop management.

The case studies of successful agri-businesses in Nintavur highlight the critical success factors: sustainability, community engagement, technology adoption, market access, and innovation. These success stories provide valuable lessons for the broader agricultural sector

in Nintavur, demonstrating how embracing sustainability, leveraging technology, and engaging with the community can lead to substantial growth and development.

Opportunities for growth and development abound, with potential markets for Nintavur's agricultural products both domestically and internationally. Government policies, subsidies, and support from NGOs play a crucial role in fostering agribusiness development, offering financial, technical, and educational support to the farming community. Looking ahead, future trends such as technological advancements, shifts in consumer preferences towards organic and sustainably produced food, and evolving global trade patterns present both challenges and opportunities for Nintavur's agricultural sector.

In conclusion, Nintavur's agribusiness sector holds immense potential for driving sustainable economic growth and development. By addressing existing challenges, leveraging the lessons learned from successful agri-businesses, and capitalizing on emerging opportunities, Nintavur can enhance its agricultural productivity, improve livelihoods, and contribute to a more sustainable and prosperous future. The journey ahead requires collaboration among farmers, agri-businesses, government, NGOs, and the international community to realize the full potential of Nintavur's agribusiness sector.

A CASE STUDY ON THE EFFECTIVENESS OF PHYSICAL LEARNING OVER ONLINE LEARNING

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ABSTRACT:

The rise of online education was started among schools and colleges during the COVID-19 pandemic across the world. The digital marketing helped to continue the business through online mode and still they are able to get more new customers to their digital presence that mostly happened among all service sectors. In the field of education, the millions of students and teachers have accustomed to the new transformation of learning, but still confused which is better mode of learning Physical or Online. This case study will highlight the effectiveness of the physical class room learning over the online learning.

Key words: *Education, Online, Virtual, Learning and Students*

INTRODUCTION:

The Physical learning and online learning are the two best modes of learning available in the current scenario across the globe. Each mode of learning as its own pros and cons and it is determined based on the feedback obtained from various academicians and students.

In our India the physical class room learning is been an easier way of teaching and teachers have full control over the students. The students also stay focused and been attentive to the class room session when compared with online classes. The students can be groomed or equipped with basic discipline practices only through the physical class room environment and facilities. The physical class room helps students to have face to face interaction with each other and able to complete their assessments as per the academic schedules.

The Online learning is mostly technology dependent and many new techniques were adopted in teaching through multimedia aids such as online quizzes, live videos, gaming, video conferencing, chat discussions& polling, which helped to engage the students and flexibility to learn. The above advantages help to attract the students towards online learning. The huge investment is required in online education as the Institutions need to create the LMS portal with all learning modules, Train the students & faculty on using the online platform, storing of all recording sessions, and creating smart class room facility for making online learning effective.

At school level the online learning is possible only through the assistance of parents and students even they find difficulty in their understanding especially when the subjects like Maths, Physics and Chemistry taught in online. The students face technical issues will they learn in online& their concentration level is low due to lot of distractions, it is said to be a major disadvantage in the online education. At the college level the students just login and

join the online class, but they will not interact or even listen to the content delivered by teachers.

Again the effectiveness of online learning is based on the affordability, Let's consider the students at rural areas found difficult in the online mode of learning during COVID-19, as they were not having smart phones, unable to do spend on net recharge and less network coverage especially in hilly regions. Many students missed their classes and unable to access the device properly it is the challenges in online learning. Some students also created many trolls, reels and memes on the online class teaching as a part of their dissatisfaction.

This case study highlights the outcome of the students learning in comparison with online learning over the physical learning. The outcome of the online learning is measured using the following metrics such as knowledge or intelligence level, placement opportunity, interaction levels and scope for undergoing practical sessions.

Comparative study

S.No	Point of Difference	Physical learning	Online Learning
1.	Time Management	The class room learning is scheduled as per the academic schedules and detailed delivery of course is possible.	The classes can be attended from anywhere and at any place.
2.	Interaction between students and teachers	High interaction is possible in class room learning. Students interact and pay attention in large number.	The interested students participate in the interaction during online classes.
3.	Flexibility	The class room learning is routine.	The students can study from the recorded session and notes available in cloud database.
4.	Monitoring	Teachers can monitor each and every student easily.	The tracking of students only can be done. Monitoring is difficult.
5.	Teaching methods	The teachers use PPT, lecture notes , role play, case study, seminars and Videos for delivering the contents.	The teachers use PPT, Live videos, Quizzes, games, Polling and clippings can be played to make students engage in online learning.
6.	Mode	The teaching is delivered with verbal and written communication.	More emphasis on verbal discussions.

Background of the case:

During COVID-19 pandemic in the mid of 2019 till 2020 end of the year the students were forced to undergo the online education, to have continuity in their education. The school students & college students were struggled to use the application in initial days and all teachers were made to accept the new transformation of online teaching. The teachers have problems in network connectivity and accessing the application like screen sharing, monitoring the students and teaching problematic subjects. The students were just receiving the PPT and softcopy of the notes for the topics which were shared among students using Google class rooms. The online learning has comfort in learning, but the students find difficulty in understanding analytical subjects and even some of the labs in engineering, medical sciences were taught without any practical experimentation this made the students a wide gap in their upgradation of knowledge. The students need to spend atleast a minimum of 5 hrs in a day in online during the COVID-19 pandemic and this created a stress among the students. The devices need to be charged frequently and net connectivity should be ensured during the online learning. The teachers were also not able to cover the full topics in the online mode of education due to time constraint and interactions.

Any how the students adopted the online learning practices, but conducting the assessment part become a challenge for the University and Education Institutions. It is planned to conduct the exams as per the direction of higher education in physical mode, but many students resisted this and the students agitated stating that for online class they need only online exams. Therefore, the (2019-2020) batches undergone an open book exam, MCQ and online exams pattern of assessments. This batch experienced in lack of analytical skills, critical thinking skills, writing skills and Intellectual level. An interesting fact is that during the COVID-19 pandemic the arear students registered undergone the online exams and they were all cleared their exams irrespective of passed out batches from various years.

The Outcome of this results in completion of course for the Degree, but the real learning as not taken place. The students were also not able to get proper placement opportunity due to lack of required skill sets. Only the students who are more vigilant and interest towards learning were benefitted out of this online learning.

From the above it is also inferred that the online learning will be helpful only when it is conducted for a short duration of time. The online learning will be suitable for only those who have prior exposure to the concepts or already working in that domain like executives pursuing management programmes. The online learning will also help to connect with different speakers across the world and even the students can join the session with the expertise in the domain.

***SWOT ON CLASS ROOM LEARNING**

Strength	Weakness
1. Gain student attention 2. Direct monitoring 3. possibility for socialization and interaction 4. Learn and practice simultaneously 5. no much investments required 6. enhances self-development	1. Routine sessions 2. Relay on modern teaching aids 3. Qualified tutor

Opportunities	Threats
1. Attract many students every year 2. New courses & curriculum 3. specialization based skill development	1. Cheaper online education 2. new learning apps

***SWOT ON ONLINE LEARNING**

Strength	Weakness
1. can attend classes from any place 2. can view recorded session even in case of absence 3. can deliver sessions to any number of students 4. easy to use the apps and share the screens of different media content 5. can learn many new things from any experts across the globe	1. Weak Signal / network issues 2. difficult to monitor students and Interact with all. 3. not comfortable for problem & analytical subjects 4. Affordability of devices and Net recharge. 5. distract students easily 6. high cost involved in training 7. storage of data
Opportunities	Threats
1. Recent trend in education- hybrid / online mode learning. 2. Attract new students easily 3. More business opportunity	1. continuous learning in online creates health issues such as eye irritation and headaches. 2. newer apps 3. Copying of content & delivering

Effectiveness of Physical learning over Online learning:

The following factors are considered as the major contributors for making the physical learning effective,

1. Class room infrastructure
2. Interactions
3. Monitoring students
4. Focus on other academic related activities
5. Socialize with others
6. Assessments, feedbacks and evaluation
7. pedagogy initiatives
8. Development of skills

CONCLUSION:

Online learning is great for those who want to manage studies with work and other life activities. Classroom learning requires more discipline and active participation. Teachers get greater command over students in a traditional learning environment and online teaching aids enhance the physical learning. The traditional setting encourages students to build friendships, improve on social skills and analytical skills that is possible only through the classroom learning. Thus we can understand that classrooms become lively hubs where

different ideas come together, providing a well-rounded education that goes beyond online platforms.

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THE IMPACT OF MONEY LAUNDERING IN THE PRESENT ECONOMIC, SOCIAL AND POLITICAL SCENARIO

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ABSTRACT

All over the world, everyone is in the rat race to earn more money. While some of the individuals who always use ethical and legal way to earn money. However, there are some who resort to unethical or illegal activities for financial gain. Vijay Mallya, Nirav Modi, Mehul Choksi, and Chandan Kochar - we have often heard about these individuals and their money laundering scams in India in a larger way. To give legality to their money obtained illegally, they use different techniques, one of which is Money Laundering. This article is an attempt to discuss some of the notorious money laundering cases in India and various way to control and curb money laundering offences.

Money laundering is the process by which large amount of illegally obtained money, from drug trafficking or terrorist activity or other serious crimes, is given the appearance of having originated from the Legitimate source. Money laundering has an adverse impact on economy and political stability of country. Hence such an activity must be curbed with an iron hand. All the nations must join hands and adopt measures to dismantle syndicates engaged in money laundering by resorting to aggressive enforcement of law. An attempt has been made in this article to explain the concept of the money laundering, its significance and impact.

KEYWORDS

Money Laundering – Prevention of Money Laundering Act - Various process of money laundering – Statistics of money laundering cases in India – Biggest money laundering cases in India - Laws that govern money laundering cases in India - Authorities Investigating money laundering cases in India - The impact of money laundering - Control and ceasing of money laundering offences.

INTRODUCTION

Louisa May Alcott, an American author has rightly quoted...

"Money is the root of all evil, and yet it is such a useful root that we cannot get on without it any more than we can without potatoes."

This quote highlights the dual nature of money in our lives. On one hand, it's often associated with greed, corruption, and other negative consequences. However, just like the humble and essential potato, money is indispensable for our survival and progress.

MONEY LAUNDERING: AN OVERVIEW

Money laundering can be described as an offence wherein an individual or establishment passes illegal funds through a complex channel to give it an appearance of legalized basis. The finances are passed on through various phases of conversions and transfers to reach a legally accepted institution. In short, the launderer looks for effective means to get their money 'cleaned' through any institution as it is the best option available.

In simple words, money laundering means disguising illegal money as legal money. Such amounts are usually obtained by illegal means like corruption, fraud, cheating, tax evasion, etc. Generally, money laundering cases are influenced by politics, with their roots going all the way down to corruption.

THE PROCESS OF MONEY LAUNDERING

Money laundering is an essential ingredient of individuals and organizations that use illegally obtained money. Criminals deposit money in legitimate financial institutions to appear as it is comes from legitimate sources. Laundering money typically involves three processes as Initial Placement, Layering and Integration.

Initial Placement is the start of the money laundering process; here, illegal funds are transferred to a legitimate establishment or institution, say a bank, Financial Institution, Real Estate etc. This process is carried out in such a way that there is no way any traces of such fraud occurring can be detected. Even though the number of scams is large, these funds are entered into these institutions in smaller batches to avoid any sort of suspicion.

Layering the source of the money through a series of transactions and bookkeeping tricks. It may involve transferring funds to banks or financial institutions of foreign origin. As a result, the source of money is hidden behind the counterfeit transactions. This procedure assists in removing information about how and where these funds came from.

Integration is the final stage of money laundering activities. Illegally mobilized funds thus converted now legally available for use since the conversion is legitimate in the eyes of the law. Laundered funds enter the banking system again and are then used freely by fraudsters. Just simply circulation of laundered money into the economy in a manner that allows it to be used and withdrawn in a manner that appears to be legal.

According to the United Nations, between US\$800 billion and US\$2 trillion are being laundered every year across the globe, representing 2-5% of the global gross domestic product. Out of this, more than 90% goes undetected.

It is Fact but Shocking that scale of money laundering is difficult to assess, but it is considered to be significant. The United Nations Office on Drugs and Crime (UNODC) estimates that between 2 and 5% of global GDP is laundered each year. That's between EUR 715 billion and 1.87 trillion each year.

STATISTICS ON MONEY LAUNDERING CASES

Over the period of 2 decades, the Enforcement Directorate (ED) has registered the highest number of money laundering cases in India, with the number rising as high as 1,180. Further, during the financial years 2012–13 and 2021–22, the ED received a total of 3,985 complaints under the Prevention of Money Laundering Act (PMLA), 2002, and 24,893 under the civil law of the Foreign Exchange Management Act (FEMA), 1999.

BIGGEST MONEY LAUNDERING CASES IN INDIA

There are some of the largest level of scams in India in recent times.

1. **Commonwealth Games (CWG) Scam** – Year 2010 - Amount of money involved Rs. 70,000 crore

Delhi, in the year 2010, one of the most notorious scams talked as the Commonwealth Games (CWG) scam. It was discovered that only half the amount received was used for Indian sportspersons, whereas, the other half was deposited in the accounts of individuals who had the power to do so. With this scandal, the Government of India is said to have incurred a loss of Rs.70,000 crores. Under the CWG scam, the authorities hired companies that had overquoted the estimated budgets as opposed to those that had great offerings at great prices in addition to better services and equipment. Moreover, after the discovery of the scam, it was discovered that several suspicious transactions were carried on with non-existing partners, while the actual workers did not receive any timely payment, thus causing the misappropriation of funds.

2. **Saradha Group Financial Scam** - Year 2013 - Amount of money involved Rs. 2500 crores

The Saradha scam, commonly known as the Saradha Group financial scandal, was a major financial scandal that took place in 2013. This scam occurred in 2013 when a Ponzi Scheme by the name of Saradha Group, which was an umbrella company with a cluster of 200 private companies, broke down. In this case, a scheme was launched in the early 2000s by Sudipto Sen, promising high returns, and the amount was collected from several small investors. Agents who helped the company were paid a commission of over 25–40%, apart from other lucrative gifts. This scheme became popular because it promised high returns in a short period of time. It raised capital of around Rs. 2500 crores within a span of a few years, and the total number of investors rose as high as Rs. 1.7 million. The company, in order to gain fame and build up its brand value, used several marketing techniques, like celebrity endorsements. Further, in order to attract more investors, the company used to sponsor cultural events such as Durga Puja and invest in popular football clubs. The scheme, in no span of time and tenure, expanded to Odisha, Assam, Jharkhand, Chhattisgarh, and Tripura, and with this expansion, the number of investors increased noticeably.

3. **Indian coal allocation scam (Coalgate scam)** – Year 2012-2013 - Amount of money involved Rs. 185,591 crores

The coal allocation scam, commonly known as the “Coalgate scam,” was a political scam that included the illegitimate allocation of the nation’s coal to public sector entities (PSEs) and private sector companies that were not a part of Coal India Ltd. and Singareni Collieries Company Limited’s (SCCL) production plans by the then Prime Minister Manmohan Singh.

This scam is one of the long-standing cases taken up by the CBI. It was a political scandal that engulfed the UPA (United Progressive Alliance) Government in 2012. Around 14 cases were lodged against individuals and companies, including Naveen Jindal and his company JSPL, Kumaramangalam Birla, Congress MP Vijay Darda and his brother Rajendra Darda, JLD Yavatmal Energy Limited, AMR Iron & Steel Private Limited, and Vini Iron & Steel Udyog, inter alia.

This scam became apparent when the Comptroller and Auditor General of India (CAG) made a statement that the Government of India allocated 194 coal blocks to public and private enterprises in an illegitimate manner between 2004 and 2009. However, these blocks were just allocated and not auctioned, causing a loss of 185,591 crores. The Supreme Court of India annulled the allocation of all 214 coal blocks given since 1993, and these blocks are to be reallocated now.

4. **2G Spectrum Scam** – Year 2008 - Amount of money involved Rs. 176,000 crores

One of the greatest scams in the history of independent India is the 2G scam. It has also been affirmed by the Times Magazine to be the second biggest example of the abuse of executive power- just a notch below Richard Nixon's Watergate scandal.

The 2G scam was discovered when the Comptroller and Auditor General (CAG) of India, in one of its reports, estimated a loss of 176,000 crores in issuing licences and allocating 2G spectrum by the Department of Telecom.

CAG claimed that the government lost 176,000 crores because telecom operators were granted 2G licenses at extremely low prices instead of conducting free and fair auctions. Further, the licenses were granted to ineligible applicants who had repressed facts, divulged incomplete information, submitted forged documents, and used deceitful means to obtain licenses and thereby gain access to the spectrum.

Besides, there are number of other money laundering cases happened in India. Some of the scams are;

- **The Kingfisher Airlines case** – Year 2007-2017 - Amount of money involved Rs. 9,900 crores
- **Satyam Computer scam** – Year 2009 - Amount of money involved Rs.7,000 crores
- **The Punjab National Bank Fraud case** – Year 2007-2017 - Amount of money involved around Rs. 11,400-13,500 crores
- **ABG Shipyard case** – Year 2012-2017 - Amount of money involved Rs. 22,842 crores
- **Yes Bank- DHFL case** - Year 2007-2017 - Amount of money involved Rs. 5,050 crores
- **International drugs trafficking racket Investigation case (Pseudoephedrine)** - Year 2024 – Amount of money involved approx. Rs. 3500 Crore.

LAWS THAT GOVERN MONEY LAUNDERING CASES IN INDIA

In order to safeguard the integrity of the economy and prevent such cases of money laundering, the Indian authorities have enacted multiple laws and regulations. Some of the acts are as follows:

- Prevention of Money Laundering Act (PMLA), 2002
- Anti-money laundering policies
- FEMA 1999 and FERA 1973 Act
- Indian Customs Act, 1962
- The Income Tax (IT) Act, 1961
- Criminal Law Amendment Ordinance, 1944
- Narcotics Drugs and Psychotropic Substance (NDPS) Act, 1985
- The Smugglers and Foreign Exchange Manipulators (Forfeiture of Property) Act, 1976

AUTHORITIES - INVESTIGATING MONEY LAUNDERING CASES IN INDIA

There are many authorities responsible for carrying out investigations on the matters relating to money laundering are;

- **The ED (Enforcement Directorate)** is the primary authority responsible for investigating and prosecuting money laundering. It operates under the Department of Revenue, Ministry of Finance, and can initiate attachment of property and proceedings in the Special Court for money laundering offences.
- **The FIU (Financial Intelligence Unit)** under the Department of Revenue, Ministry of Finance, is the central agency receiving, processing, and disseminating information related to suspect financial transactions to enforcement agencies and foreign FIUs.
- **SEBI (Securities and Exchange Board of India)** prescribes KYC norms for financial intermediaries and investors in the securities market.
- **RBI (Reserve Bank of India)** prescribes KYC and AML guidelines for banks and other regulated financial institutions.
- **CBI (Central Bureau of Investigation)** is the specialized investigating establishment for economic offences and crimes with inter-state/all-India ramifications.
- **IRDAI (Insurance Regulatory and Development Authority of India)** prescribes AML guidelines for certain categories of insurers and recently released Draft Master Guidelines on AML/CFT.
- **Income Tax Department** empowered to prevent money laundering by imposing tax on undisclosed foreign income and assets of Indian residents.
- **RoC (Registrar of Companies)** Indian companies are mandated to file records of significant beneficial owners with RoC as per the Companies Act 2013.
- **Research Analysis Wing (RAW)**
- **Intelligence Bureau (IB)**
- **National Investigation Agency (NIA)**

THE IMPACT OF MONEY LAUNDERING: AN ECONOMIC, SOCIAL AND POLITICAL SCENARIO

Money laundering is basically rewards corruption and crime and successful money laundering will damage the integrity of the entire society, undermines democracy and the rule of the law. If money laundering is not dealt with effectively, there will be negative social, Economic and political effects.

Economic Impact

Money laundering can have a direct effect on the economy of a country; some of the impacts, *inter alia*, are as follows:

- It compromises with the legality of the private sector.
- It compromises the integrity of financial markets.
- There is economic distortion and unsteadiness.
- There is a loss of control of economic policy.
- There is also a loss of revenue.
- There is inconsistency in the exchange and interest rates due to out-of-the-blue transfers of funds.
- A detrimental effect is caused on the trade and international capital flows.

Social Impact

The social impact of money laundering, *inter alia*, are as follows:

- There is an upsurge in crime rates.
- It causes a decline in the process of human development.
- The resources get misallocated.
- Money laundering affects the trust of the general public in their domestic financial institution.
- Money laundering also weakens the moral and social position of society by exposing it to illicit activities like drug trafficking, smuggling, and corruption, amongst other criminal activities.

Political Impact

- It initiates political distrust and volatility.
- There is criminalisation of politics.

HOW TO CONTROL AND CEASING OF MONEY LAUNDERING OFFENCES?

There are several provisions laid down by the government for ceasing the illegal activity of money laundering. Individuals, organizations, and businesses involved in money laundering rely heavily on fraudulent exports to carry out such fictitious economic transactions. Such frauds are always carried on by spending on real estate, film production, stock markets, etc. Below are some of the major steps that can be followed to efficiently combat the issue of money laundering:

Collaboration: With the advancement of technology in matters related to money laundering, there is a direct need to address this issue with equally advanced anti-money laundering mechanisms like big data and artificial intelligence. Furthermore, both international and domestic stakeholders must work together to effectively strengthen data-sharing mechanisms in order to combat the issue of money laundering.

Coordination: Investigation, prosecution, and conviction under the PMLA need several distinct elements to be successful. Also, for an accurate investigation, coordination and collaboration between the CBI, the Narcotics Control Bureau, the serious fraud investigation officer, and the ED are of utmost importance.

Mutual legal aid treaties: In cases of matters relating to cross-border money laundering, one of the most important ways to detect such fraud is via the provision of mutual legal assistance treaties with other states and the proper implementation of such treaties. It is noteworthy that India has such mutual legal treaties, especially for the purpose of asset recovery, with the United States of America, the United Kingdom, and the United Arab Emirates.

Some of the other measures needed to combat the issue of money laundering are;

- The issue of money laundering may especially be seen in markets that are not well-organised or developed. Hence, such economic markets need to have robust controls and checks.
- The government of a country must develop and enforce policies that demotivate tax evasion by companies.
- The department of finance responsible for preventing such frauds (ED in India) must track and monitor all the money transactions or any activity they think is illegitimate, irrespective of whether it is related to production or consumption, to prevent any kind of illegal activity.
- Improved due diligence by banks, financial institution, stock brokers etc. is yet another method to detect money laundering cases effectively.
- The internal monitoring system and toll for Screening, Transaction Monitoring and Reporting (to Financial Intelligent Unit FIU) are actively using by Banking, Financial Services and Insurance Sector (BFSI). The KYC process by the regulated entity for individual as well as corporate made very strict before enrolling them as a customer. There are many AML/PMLA software solution tools are available in India. Some of the leaders for providing the integrated software solution are TSS Consultancy, SecMark Consultancy etc.

CONCLUSION

The two root causes of the aforementioned economic scams and money laundering cases are corruption and greed. Greed can be a powerful tool for disrupting economies in matters related to money laundering. It not only harmful for economies by causing a lopsided demand for money, but it also destroys the private sector by encouraging cutthroat competition or the stagnation of thriving businesses that serve as fronts for money laundering.

Even though our country has specific laws to address this issue, the aforementioned cases involved millions of dollars, indicating that our laws must be more stringent. Moreover, due to the complex technological improvements in the banking sector, there are even more complex methods adopted by fraudsters to indulge in fraudulent activities like that of money laundering. In this article, we have given some of the biggest money laundering scams that shook the markets and Indian economy. As an investor, it is always advisable to stay vigilant of any such activities happening around you.

BREAK THE BOTTLE, NOT YOUR LIFE

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Abstract

Relationship plays vital role in human being's life. Man is a social animal. Always he/she needs some relationship or friendship to share their happiness and sorrows. Many can draw line and maintain the relationship or friendship in a level. Many will have a veil between their personal and other common information to share with anyone. Still, we maintain that level there won't be an issue in any relationship. But when he/she started believing one person and treat them as their close and disclose their plus and minus and trust them fully some time it may end up in betrayal. Especially when it happens to woman she will take it into too personal and it may lead to alcohol or drug consumption to forget their issue. It is tough to make them understand that these are all temporary solution and it will not solve the issue.

This case is about the same kind of a girl who felt she was betrayal by her only friend and addicted to drug and alcohol. In our continuous counseling and monitoring now she started to understand self love to realize her strength and come out of the issue. Finally the life is about understanding, acceptance, facing the issue and to the level of accommodating the others in to our life

Case Study

Ms.SS, A 25 year old female pursuing college degree in Fashion Studies. Our first meeting is so fresh in my memory. A young woman trembling, so disinterested to see another person in the eye, constantly fidgeting whilst touching her bracelet. I could tell that her world is thwarted and trust has been violated. After getting herself together after fifteen minutes she began by saying, "I want to stop drinking intoxicating substances.... I just cannot stop. Please make it stop. Please make me stop crying". SS's absolute focus was to stop feeling the way she was feeling. The easiest friend she chose was alcohol to not feel the negative emotions that is hurting her at the moment. One cannot escape from their thinking and feeling, it is constant and essential part of growth. The emotional turmoil, caused due to the betrayal of 15 years of friendship with KA has put her entire existence in to a churning process. Everyone wants to heal from emotional pain in life but no one knows from where to begin. Also, no one is stopping anyone. SS began to speak her mind out without any filters. All I could tell was she has a lot of strength to express vulnerability and was ready to do anything to become a better person for herself and the people around her. At this point, SS thought that investing in herself is the most assured decision to become a better person.

SS started her journey from herself!

The journey of discovering oneself apart from degree, status, family, acquaintances takes courage because healing does not happen in any particular order. The one thing that kept SS

going is the love she had for herself. Spending time with oneself to reconnect to one's inner source is a sacred experience. SS is an auditory person, introvert and loves collecting new experiences through travelling with her parents, learning new sports and creative arts by herself.

Each day SS would spend time with herself observing the activities of the day that she always enjoyed with KA. And, she could not stop herself from stalking her friend's social media constantly to check if there is any messages or calls for her. To numb the emotional pain SS took refuge in alcohol, later she realizes that it is momentary solace. Alcohol started to affect her behaviour and performance at college. The only concern for SS was to let go of alcohol. SS never wanted to feel lonely hence she engaged in consuming alcohol which is not justifiable, it is self-harm.

SS had her first insight during her moments of solitude whilst swimming that, friendships or relationships require moments of space, mutual respect. It is not always that everyone gets closure or an apology that they deserve. The only closure that fulfills one's heart is the compassion they show on themselves, validation to themselves for being better than yesterday and to keep giving credit to one to progress positively in life.

In our next meeting, we spoke about how she is coping up and her interesting insights. SS opened up her views on how an ideal friendship should be. Her explanation on why friendships cannot be a fairytale was simple. SS said, "support, respect, loyalty means different things to different people. And, other people's opinions on how a friendship needs to be handled cannot be applicable to everyone. Each individual is different and each person processes grief differently".

My question to SS was, so do you think it is normal to friendships to breakup just like romantic relationships?

SS replied saying that, "I think all friendships are not the same. People are more used to hearing about love breakups, divorces and even death but movies have always portrayed that friendships are forever and ever. The glorification of friendship is a trap. Anybody could fall prey to it just like me. I have lost my best friend, a sister from another mother overnight."

The need to self-soothe is so important to maintain healthy life. Our discussions were more about soothing the self emotionally which was the most challenging part. To bring back the focus on feeling emotionally safe by validating experiences and feelings by herself was essential to move forward.

Every time SS learned something new, surprising insights and clear perspectives arised. SS wanted to channelize her energy and flow of thoughts. Hence, she chose aerial yoga. The experience from the yoga sessions helped her to address the emptiness in her. Every question in her mind led her to discover a unknown version of herself.

One day SS asked me, "if I care too much with someone, will I lose myself in the process ?"

I told her, "hope you love your Cockatoos a lot and devote lot of time with them, you have emotionally invested in them, did you lose your true self ? No, right. You need to be self aware to not over give, over share or over help a person in the name of sympathy. But, if you

can see a situation empathetically you would never put yourself in a place of losing as a person”.

SS showed interest in journaling after seeing my journal book which helped her to listen to herself more empathetically and identify each emotion she went through at different moments during her day. Journaling helped SS to become more grateful and appreciative of what she has in her life and what makes her special as a person. SS began getting one step closer to her authentic self each day, giving herself enough space to grieve, process thoughts, feelings, emotional triggers and reflect on life. .

It is all about telling oneself that “look how far you have moved on”.

After three months, SS began to befriend herself by accepting and facing everything that she is made up of, even her shortcomings. In the journey of life, one cannot escape or deny his or her own vulnerable truths, facing thyself brings one closer themselves that can give clarity to the mind and appreciation to the self for being stronger. Staying silent on certain topics is an illusion, one may not outwardly discuss but the mind knows the truth. Making little efforts in how we treat our own self in challenging situations always helps to walk forward in life.

Our mind always loves to play tricks with us by making us to self-doubt, dwell on past mistakes, compare our life with others, engage in critical self-talk, invalidate one's reality. This happened to SS on her healing journey too. We connected on call to discuss on moments of low, but how they sail through those moments, make the difference. Over thinking is natural when life is unsure, when the head cannot think any further – a never ending loop. SS was stuck in that loop.

We went back to our basics about how to tackle when we are over-stimulated, helpless and overwhelmed. We took our time to focus on our breathing. Then we began to identify and address the emotional triggers, one by one, openly. SS decided to make a conscious decision not to fall back because of temporary stress and focus more on quality time with herself. Facing different sides of oneself unfolds as a natural process that gives everyone a chance to welcome new thoughts or realize that people reveal themselves through behavior and not words, make new choices to expect new realistic outcomes.

One of the most important things that SS realized in the past few months was that vulnerability cannot be expressed to all whenever there is an emotional breakdown. Letting go of things that are not in control gave SS emotional relief. In short, people can only take responsibility for their own actions, words and how they choose to respond to a situation.

SS with love for her began witnessing changes in the way she spoke to herself, her parents and housekeeping staff at home. She started prioritizing on the productivity of each day. Life gave SS a beautiful second chance after letting go of alcohol dependene. Circumstances can lead people to discover truths about themselves and their life. People do not want to hear that life is all about being happy and shiny, instead they want to feel accepted for who they are regardless of their current mental state.

Owning who you are as a person is a powerful feeling!

SS with a new mindset decided to explore her creative side by joining resin art classes and tie dye t-shirt painting classes. Now that SS is aware of her emotions, it is easier for her to be

honest with herself which is the best way to preserve her emotional energy, embrace the new changes in life although short periods of crying is inevitable. SS learned that crying is a healthy release of stress and trauma from the body. During her creative sessions, SS viewed other people's thought process with respect and flaws without being judgmental or critical.

I conclude that, friendships falling apart are the new evolution in today's generation because individuals are more aware of what they want. Thoughts and preferences keep changing from time to time. Situations like these create opportunity for people to reflect on their own life and understand that people and events evolve throughout life.

At the end of the day, nobody is going to receive an award for hiding tears, hurting on the inside to keep people around happy and staying in friendships that do not align, the fear of being alone and judged.

Life is all about bridging the distance between who we are and who we aspire to become and that is a life long journey!

CONFLICT MANAGEMENT IN ORGANIZATION FOR EFFECTIVE PERFORMANCE- A CASE STUDY

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Abstract:

XYZ Enterprises is currently witnessing robust growth, effectively maximizing its market potential. During the alignment with its strategic vision, company is proactively formulating plans to diversify its business operations.

This strategic initiative aims to enhance long-term viability and capitalize on emerging opportunities for expansion, conflict occurs between two shareholders in the company. Majorly conflict occurs in due to difference of opinion. If it is a personnel conflict, it affects organization productivity and it is dysfunctional conflict. Functional conflict is also known as positive conflict and good for the organization, because it enhances the productivity and organizational productivity. Dysfunctional conflict is bad for organization because this will lead to decrease in performance, lot of pain, psychological and physical problem. Majorly it happens due to diverse workforce and lack of interpersonal skills.

Conflict in an XYZ enterprises arises due to values and interests of two shareholders not aligned. We can explain conflict management process in five stages, potential opposition or incompatibility, cognition, and personalization, intentions, behavior, and outcomes. The potential opposition stage of conflict has three main areas where conflict may develop: Poor communication among two shareholders, poor structure of the company, and personal variables among two shareholders. The first two stage like Cognition and personalization are perception of the conflict between two shareholders arises. At the later stage the intentions stage has competing, collaborating, avoiding, accommodating, or compromising is the most challenging part of the conflict and resolving stage.

Keywords: Conflict, Functional and Dysfunctional conflict, conflict resolution.

Introduction:

XYZ is one of the oldest and biggest corporation which was created in 1984, in Bengaluru Karnataka. This organization is into cement, steel and logistics, this organization quickly became prominent in the world cement industry as India's first integrated cement mill. The organization saw enormous growth and global expansion under the Mr. KK inspirational leadership, its operations globally extended through acquisition, merger, partnerships and strategic investment with sustained business practices. Under Mr. KK leadership, XYZ thrived on decentralized organizational structure. empowering employees to participate in decision-making processes. His belief in the collective wisdom of the workforce fostered a

culture of innovation and inclusivity. Through regular forums and open communication channels, employees felt valued and empowered to contribute their ideas and expertise.

In the bustling corridors of XYZ Company, the CEO, Mr. KK, was renowned not just for his business acumen but also for his humility and empathy towards his employees. He achieved Numerous awards. He is very passionate and diligent in his work. But unfortunately, Mr. KK was diagnosed with cancer, sending shockwaves through the company. With heavy hearts, the employees Worried who will replace Mr. KK's Position.

Renowned shareholders and board members Mr. and Mr., Mr. Y have more Percentage of Stake than Mr. But both have same level of influence in the company.

Mr. X is empathetic, very supportive, has very good vision to take the company to the higher level, and most importantly, Mr. X has a genuine interest in the well-being of the company's workforce struck a chord with Mr. KK, he appreciated how Mr. took the time to engage with employees, listen to their concerns, and actively work towards solutions, fostering a sense of unity within the organization thereby adding value to company's progress.

Mr. Y, although a shrewd investor, often prioritized profit margins over employee satisfaction. His approach clashed with Mr. KK ethos of putting people first, creating a subtle tension between them.

Mr. KK admired Mr. X commitment to nurturing a positive work environment. Mr. X frequently advocated for initiatives like employee wellness programs, career development opportunities, and fair compensation packages, aligning perfectly with Mr. KK's values.

As the CEO, Mr. KK believed that sustainable growth stemmed from a harmonious balance between profitability and employee satisfaction.

Dilemma of the case:

Two stockholders, Mr. X and Mr. Y, are aiming/ competing for the same role as the company's next CEO since Mr. KK, the current CEO, has been diagnosed with stage 4 cancer. As there is no unity of command because of shareholder disputes, and staff are unsure of whom to obey and follow. The company is in a very critical stage as a result of employees who are disoriented, unmotivated, and not receiving the proper recognition and rewards. As a result, employee satisfaction levels are steadily declining, which results in extremely low organizational performance and a loss of market share, while shareholders are preoccupied with competing for position.

Theoretical framework:

In this situation, where the CEO of a company is at a critical stage suffering from stage 4 cancer, there is a conflict between two shareholders regarding the determination of the next CEO, one approach to resolve the conflict could be through the application of the Contingency theory.

The Contingency theory posits that there is no one best way to manage an organization or to make decisions. Instead, the most effective approach depends on the unique circumstances or contingencies faced by the organization. Here's how this theory could be applied in this scenario:

- **Assessment of the Situation:** The first step would be to thoroughly assess the current situation of the company, taking into account the CEO's health condition, the specific requirements of the role, the company's strategic goals, and the skills and competencies required in a CEO.
- **Identification of Contingencies:** Identify the key contingencies or factors that are influencing the decision-making process. This could include factors such as the company's industry, size, stage of development, competitive landscape, and the preferences and values of other stakeholders besides the two shareholders.
- **Matching Leadership Style with Contingencies:** Determine which leadership style would be most effective given the contingencies identified. This could involve considering factors such as whether the company requires stability or rapid change, the level of uncertainty in the industry, and the need for innovation.
- **Selection of Next CEO:** Based on the assessment of the situation and the identification of contingencies, the shareholders can then make a more informed decision about the selection of the next CEO. This decision should aim to align the leadership style and capabilities of the chosen candidate with the specific needs and challenges facing the company.
- **Conflict Resolution:** If there is a conflict between the shareholders regarding the choice of the next CEO, the application of Contingency Theory can help facilitate discussions and negotiations by focusing on the objective assessment of the situation and the identification of the most suitable candidate based on the contingencies faced by the company.

Overall, by applying the principles of Contingency Theory, the shareholders can work towards resolving their conflict and making a decision about the next CEO that is well-aligned with the needs and circumstances of the company.

Solution:

The corporation has now brought in a conflict management expert, to address the issue as it becomes global, taking into consideration/observing, the personnel, work environment, and company culture. management team, organizational structure for several weeks, to resolve shareholder disputes, to boost employee happiness and productivity, thereby to improve company's performance and expand its worldwide market share.

When the conflict between Person X and Person Y reached a boiling point, a conflict expert stepped in to facilitate resolution. Recognizing the equality of their influence despite the disparity in stake percentages, the expert proposed a voting process utilizing various conflict resolution styles and applying contingency theory.

Implementing a conflict resolution system with board member voting can address shareholder conflicts, ensuring fairness. This approach enhances trust among employees, fostering confidence in the organization. By involving board members, decisions are perceived as

impartial and transparent. It establishes a structured process for resolving disputes, promoting organizational stability. Employees feel reassured knowing conflicts are handled through a formal, accountable procedure. Board involvement signals commitment to equitable resolutions and corporate integrity. The voting system underscores the organization's dedication to fair decision-making. Shareholders perceive the process as inclusive, promoting cooperation and unity. Ultimately, this system cultivates a culture of trust and collaboration within the organization.

Person X and Person Y, each advocating fiercely for their vision, faced the choice between competitive, collaborative, avoiding, accommodating, or compromising approaches. The expert guided them through the merits and potential outcomes of each style, urging them to consider the long-term implications for the company.

After careful deliberation, Person X and Person Y opted for a collaborative approach, recognizing the value of pooling their strengths and finding a mutually beneficial solution. Through open dialogue and compromise, they reached a consensus that honored both their perspectives while prioritizing the company's best interests.

The collaborative effort not only resolved the immediate conflict but also strengthened the partnership between Person X and Person Y, laying the groundwork for more effective collaboration in the future. As they moved forward together, the company benefited from their newfound unity and shared commitment to success.

The organization has completed voting, with only the board of directors eligible to cast votes for respective shareholders. Following the tally, person X has secured more votes than person Y, as declared in the results. This outcome reflects the decision-making of the board regarding the candidates. Person X's lead over person Y indicates that they all want supportive leadership then the autocratic leadership. The voting process underscores the democratic nature of the organization's decision-making. The outcome may influence future decisions and dynamics within the organization's leadership structure. Overall, the voting process has clarified the composition of the board and the preferences of its members.

Initially During the conflict, the company was Dysfunctional which is also known as bad stress leading to decrease in the productivity of employees, employees not being satisfied, no rewards and recognition, no training programs.

And later once the conflict management expert gets into the picture, analyzing the company's situation and introducing best ways to solve the problems, which finally lead to selection of new CEO, and new CEO being supportive, empathetic, who has a good vision to take the company to higher level, back into company who created legacy.

Once Mr. X became the new CEO, employees were given rewards, recognition they were satisfied, this increased the productivity there by increasing overall performance of the company and Mr. did not only focus on company's profit but also employees, conducting

training programs to enhance their knowledge and skills, also there was clear unity of command and direction, which lead to growth of the company.

Questions:

1. The conflict between Mr. X and Mr. Y increases or decreases performance?
2. What process can be applied to solve the conflict between the shareholders?
3. Is organization restructuring is required, how can we do the restructuring?

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A CASE STUDY OF NETFLIX'S MARKETING STRATEGIES

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Abstract:

In light of the worldwide pandemic, home entertainment is especially crucial. Netflix is a streaming service that provides a huge library of TV shows and movies on demand. In the years since the 2020 pandemic, Netflix has added 16 million new members. Netflix is a prominent player in the streaming market, therefore it's important to examine the factors that contributed to its success. This essay examines Netflix's marketing tactics, experiences, and success stories in order to pinpoint trouble spots and offer recommendations. According to the report, social media is a key component of Netflix's promotional strategy since it fosters greater connection with consumers. One example of this is the company's effective use of Twitter to enter the Spanish market. The user experience is improved by the upending of the business model and the development of a recommendation system. Innovative approaches to the creation of original content—like Black Mirror, which pioneered a novel interactive model—draw in new viewers. However, a number of issues have also been brought to light, including Netflix's limited ability to expand internationally, its reliance on subscription revenue, and the high expense of creating original content.

Key Words: Netflix, Marketing Strategy, Social media

Introduction:

Streaming services gained popularity during the pandemic shutdown when many entertainment venues, including movie theaters, were forced to close. Research indicates that there is still a market for Netflix when it comes to providing entertainment services during the epidemic. During the shutdown, the average consumer spent one hour and eleven minutes per day on the streaming platform. Netflix is a subscription video streaming service based in the United States. With 208 million paying members globally as of right now—74 million of them are in the United State. Netflix's primary feature is its ability to let consumers view videos and other content online whenever and wherever they desire. It's clear that Netflix is popular.

Netflix's success in the streaming market merits analysis and thought. Netflix's business model innovation, which began as a typical DVD rental sales model before transitioning to a streaming service, is credited with contributing to the company's success in terms of business strategy. In 2007, Netflix delivered one billion DVDs over the digital network and developed a profitable model based on paid memberships. However, after introducing video on demand, Netflix fundamentally altered its economic strategy. The promotional method employed by

Netflix is modern; it makes heavy use of social media, posts lengthy messages and engages viewers in conversation. But Netflix has issues of its own. In the age of global streaming, Netflix's ability to expand internationally is constrained by the political, social, historical, and cultural contexts of various nations.

As a result, occasionally, its content is rejected; one example is the Chinese government's monitoring of its content, which keeps Netflix from entering that country. Concerns exist over the upkeep of memberships, depending on subscription income, and the substantial expenses associated with creating original content. Netflix holds a dominant position in the global streaming market and has impacted not just the business as a whole but also the production of upcoming films, television shows, and short videos. Netflix does not have the same level of development in the Chinese market.

About Netflix:

Netflix, which was established in 1997 in California by Reed Hastings and Marc Randolph, currently has 222 million members globally. When Netflix first started, it didn't use the on-demand business model. When Netflix first launched in 1997, it operated as a traditional pay-per-view DVD rental service with a mail-in service. However, in 1999, the company changed its business strategy to a subscription model, charging a monthly fee for unlimited DVD rentals. This completely upended the industry standard and left the then-most well-known BLOCKBUSTER video rental chain in the dust. However, Netflix's 2007 introduction of a subscription-based streaming and video-on-demand service was the most inventive and early move of the current business model. The first creative to introduce such a service was Netflix. With the release of its debut season, House of Cards, which was adapted from the BBC's award-winning TV series of the same name, Netflix advanced the cinema and television industries in 2013. When Women in Prison first debuted on Netflix, it quickly rose to the top of the original series ratings. The desire to rapidly watch several episodes on DVD or digitally has given rise to a habit known as "binge-watching," which has been made popular by Netflix. While Netflix has adopted the practice of releasing complete seasons in an effort to keep users interested, it is also one of the factors that leads to binge-watching.

Year	Netflix subscriber
2011	21.5million
2012	25.7 million
2013	35.6 million
2014	47.9 million
2015	62.7 million
2016	79.9 million
2017	99 million
2018	124.3 million
2019	151.5 million
2020	192.9 million

2021	219.7 million
2022	230.7 million
2023	260.28 million

Target audience:

Netflix's target market is young, tech-savvy users and anyone with digital connectivity. The audience of Netflix is from diverse age groups and demographics.

The Key Principles of Netflix Marketing:

A great illustration of an integrative marketing strategy is Netflix. To have the biggest impact, it is customer-driven, flexible, and integrated. Netflix delivers a flawless experience by adhering to a customer-centric model. The platform uses content marketing to its full potential for data analytics and integrates marketing for efficient targeting.

Customer-centricity: By interacting with users directly and tailoring their viewing experience, Netflix seeks to establish a strong relationship with its users. To encourage viewers to watch their broadcasts, they also employ cunning marketing strategies.

Combined visual experience: The experience is unified when it is multi-device compatible and current regardless of the viewing angle.

Innovation: To build consumer-pleasing experiences, modern marketers must leverage data analytics. Netflix knows which movies its users enjoy watching, so it employs customer data analytics to get content recommendations.

For example, if a Netflix user likes Rocky, it will also offer them sports documentaries. As you manage your business, you, too, need to use data analytics for effective marketing and website optimization.

Digital Marketing Strategy of Netflix:

Netflix's marketing strategy is a surefire example of innovation and modern-day technology growth. The platform has been eager to bring the changes per market need or user demand. The evolution of the marketing tactics from time to time is one of the core reasons behind its success. Netflix proves that a brand can connect with customers easily through regular analysis and optimization. Simply put, Netflix's advertising strategy is full of agility, data-collection, user-centricity, personalization, and dedication. Major and minor brands can follow such a strategy and boost brand exposure and market value.

First off, Netflix offers an incredible selection of projects in terms of distribution, including documentaries, TV shows, specials, miniseries, and movies. In addition to extending its commitment in locally produced original content, Netflix has already delivered 100 seasons of TV shows in local languages in 17 different countries. Audiovisual professionals from several nations have praised Netflix's international development, stating that they think the platform may increase the visibility of quality productions globally and introduce audiences to a greater variety of works. Even though Netflix has grown to be a major player in the streaming video market, there are still a lot of issues. Netflix is restricted in different ways in different nations when it comes to international concerns like social, historical, cultural, or

political factors. Technological or legal developments that promote international cultural trade may give rise to products that should be dreaded, including the cultural legacy of local marketplaces' inhabitants. A study conducted by the European Taster Observer revealed that 19 of the 27 countries that Netflix serves had no national films in their interface, while the UK had the largest share of 9% of all national films on Netflix, with 26 of the 27 countries having a share of over 55% of all films on Netflix. An examination of Italian data revealed that 32% of the Netflix Italy library is made up of Netflix original content, with 52% coming from the US and just 5% coming from Italian producers. As a result, in 2018, the EU stepped in and issued a new directive on audiovisual media services that requires streaming video providers to use at least 30% of European content.

Additionally, a number of factors have impeded Netflix's efforts to establish a presence in China. Following the success of *House of Cards*, which was made available on the Chinese Sohu platform and enjoyed positive reviews from both Chinese viewers and Communist Party leaders, the company attempted to enter the Chinese market with *Marco Polo*, both of which ultimately failed. As of February 2018, Netflix's sub-operation with Huadu Media has not materialized in any capacity. The relationship was first announced in May 2015, but it required approval from Chinese streamers because only Chinese firms are licensed to broadcast videos in China. Since it started producing original content, Netflix has been able to expand internationally and draw in a sizable number of paying subscribers. However, it is important to recognize the financial commitment required to create original material, as shows like *Daredevil*, *House of Cards*, and *New Black* can cost up to \$5 million an episode to produce. For its first season, *The King's Officials* even set a record with a production budget of £100 million, or almost \$12.5 million each episode. Compared to \$8.9 billion in 2017, Netflix spent \$12.04 billion on original programming in 2018—a 35% increase. Given how much money is invested in original content, Netflix's profit margin should be taken seriously.

Conclusion:

In summary, Netflix has become a leading player in the streaming industry. Attention must continue to be paid to the problems of Netflix's international development limitations and the high expense of producing original content. The goal of this research study is to examine Netflix's current state as the market leader in streaming services. It examines the current status of the worldwide streaming market and offers suggestions for the growth of other businesses in the same field. The drawback is the absence of specific Netflix data, which might be bolstered by additional proof when Netflix releases more data in the future. This paper does not provide a comprehensive answer to the particular issues that Netflix is facing. Future developments in this field of study may continue.

QUESTIONS:

1. Discuss about this case study.
2. What are the issues faced by Netflix marketing strategy?

FUTURE OF LOGISTICS IN INDIA

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ABSTRACT

In recent years, the Indian logistics industry has become increasingly important in both inbound and outbound aspects of manufacturing and service supply chains. However, while there has been significant attention from both businesses and policymakers on logistics infrastructure, the importance of effective management in competing effectively has been somewhat overlooked. Inadequate logistics infrastructure poses a bottleneck to economic growth, but effective logistics management can mitigate these challenges in the short term and provide a competitive edge in the long term. The sector faces numerous challenges and opportunities within the Indian economy. A primary challenge is the lack of integration among transport networks, information technology, and warehousing and distribution facilities. Regulations vary across national, regional, and local levels, impeding the development of cohesive national networks. Trained manpower is crucial for both third-party logistics and manufacturing and retail sectors, yet there is a significant deficiency in practical and strategic skills. The disorganized nature of the logistics industry, coupled with its perception as labour-intensive, and inadequate training institutions, have resulted in a shortage of skilled management and client service personnel. Additionally, there is a lack of IT standards, equipment, and poor systems integration.

KEYWORDS

Logistics, Outbound Logistics, Inbound Logistics, Transportation, Business Opportunity

INTRODUCTION

Logistics refers to the process of planning, implementing, and controlling the efficient flow and storage of goods, services, and related information from the point of origin to the point of consumption. It involves the coordination of various activities such as procurement, production, inventory management, transportation, warehousing, and distribution to ensure that products or services reach the right place, at the right time, and in the right condition.

TYPES OF LOGISTICS

There are several types of logistics that cater to specific aspects of the supply chain. These include

- **Inbound Logistics:** Involves the management of materials, components, and supplies flowing into an organization.
- **Outbound Logistics:** Focuses on the movement and distribution of finished products from manufacturing facilities to customers.
- **Reverse Logistics:** Deals with the processes involved in handling returned products,

recycling, repair, or disposal.

- **International Logistics:** Covers the planning and execution of logistics activities for cross-border or global operations.
- **Third-Party Logistics (3PL):** Outsourcing logistics functions to specialized providers offering transportation, warehousing, and distribution services.
- **E-commerce Logistics:** Addresses the unique requirements of online retail, including order fulfilment, last-mile delivery, and returns management.
- **Green Logistics:** Emphasizes environmentally-friendly practices in logistics operations, reducing carbon emissions and promoting sustainability.
- **Cold Chain Logistics:** Manages the temperature-controlled transportation and storage of perishable goods, such as pharmaceuticals and food products.

DOMESTIC PLAYER IN LOGISTICS:

- ✓ BlueDart
- ✓ DTDC
- ✓ Delhivery
- ✓ Gati
- ✓ DHL

INTERNATIONAL PLAYERS IN LOGISTICS:

- FedEx Corp
- A.P. Moller - Maersk AS. Sector
- CEVA Logistics SA. France
- Deutsche Bahn AG. Transport and Logistics
- Kuehne + Nagel International AG. Switzerland..

ROLE OF 3PL IN INDIA:

Country	Logistics Cost /GDP	Role of 3PL
India / China	13-20%	Less than 10%
US	9-10%	60%
Europe	10%	30-40%
Japan	11%	80%

THE LOGISTICS INDUSTRY ENCOUNTERS SEVERAL KEY CHALLENGES

1. **Inadequate Infrastructure:** Insufficient integration of transport networks, IT systems, and warehousing facilities hampers efficient operations.
2. **Complex Trade Regulations:** Varied regulations across different levels of governance impede the establishment of cohesive national networks.
3. **Lack of Training Institutions:** The unorganized nature of the sector and a shortage of skilled personnel due to inadequate training facilities hinder effective management and client service.

4. **Weak Trained Manpower:** Both the third-party logistics sector and manufacturing/retailing sectors lack adequately trained personnel, leading to practical and strategic deficiencies in areas such as IT, driving, and warehouse management.
5. **ICT Challenges:** Lack of IT standards and poor systems integration pose obstacles to smooth operations.
6. **Subpar Warehousing and Storage:** Poor facilities and management contribute to high levels of stock loss, damage, and deterioration, particularly in perishable goods. Insufficient specialized equipment exacerbates the issue.
7. **Limited Research and Development (R&D):** Despite growing awareness of logistics' importance, there's a dearth of research efforts to identify and address industry weaknesses. Prioritizing R&D is essential for industry improvement.

QUESTIONS:

1. How can governments prioritize the development of top-tier road networks and integrated rail corridors to support the growth of the logistics industry?
2. What steps can companies take to establish effective training institutions for logistics personnel?
3. How can an emphasis on research and development facilitate the adoption of indigenous technology within the logistics industry to improve cost competitiveness and service quality?

SOLUTIONS

1. **Enhancing Infrastructure:** To foster industry growth, prioritizing the development of top-tier road networks, integrated rail corridors, modern cargo facilities at airports, and logistics parks is essential. These initiatives should receive comparable status to Special Economic Zones to drive efficiency and competitiveness.
2. **Investing in Training Institutions:** Companies can improve overall service quality by establishing training institutions to enhance the skills of logistics personnel. Additionally, focusing on improving storage and warehousing facilities is crucial, especially given the increased transportation of perishable goods.
3. **Modernizing Warehousing:** To adapt to evolving trends such as JIT manufacturing and global procurement, warehousing facilities must evolve. Emphasizing research and development is vital as it promotes the adoption of indigenous technology, making the industry more cost-competitive while enhancing service quality and efficiency.

CONCLUSION

In conclusion, prioritizing research in process excellence is paramount to eliminating inefficiencies and aligning Indian logistics with global standards. Technology serves as a catalyst for enhancing supply chain competitiveness and performance, bolstering the effectiveness and efficiency of the logistics system overall. Therefore, selecting appropriate technology for different logistics activities or sub-processes is essential for businesses to gain a competitive edge in today's fiercely competitive market landscape.

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A STUDY ON THE DUBBAWALA

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ABSTRACT

The case study explores the remarkable efficiency and success of Mumbai's Dabbawalas, who deliver lunchboxes with incredible accuracy using a decentralized system. Despite Mumbai's chaotic environment, the Dabbawalas maintain a nearly flawless delivery rate, relying on a simple yet effective coding system and strong community bonds. Their commitment to customer satisfaction, intrinsic motivation, and adherence to traditional values underscores their exceptional organizational culture. Ultimately, the Dabbawalas exemplify the power of simplicity, teamwork, and customer-centricity in achieving remarkable operational success.

KEYWORDS: *Dabbawalas, Mumbai, Lunchbox, delivery, Supply chain Logistics*

INTRODUCTION

Mumbai would not exist without dabbawala; without them, life is unimaginable. A dabbawala picks up a lunchbox from a specified location, delivers it to his customer's place of business, and returns it the same day. They use a coding system at work to help them recognise and stay clear of errors. In this unusual organisation, a dabba is passed around six times before an error is made. This service completes approximately 260,000 transactions annually, including up and down services, in a duration of roughly six hours per day, six days per week, and fifty-one weeks per year. The main criteria for becoming a dabbawala are that he must be a native of Marathi and not be highly educated, as most are illiterate.

OPERATIONS

The dabbawala profession has its roots in Mumbai, India, where it has been operating for over 130 years. The word “dabbawala” is derived from the Hindi term “dabba,” which means “lunchbox,” and “wala,” which means “person.” The dabbawalas are therefore responsible for collecting and delivering lunchboxes, or “dabbas,” to office workers throughout the city.

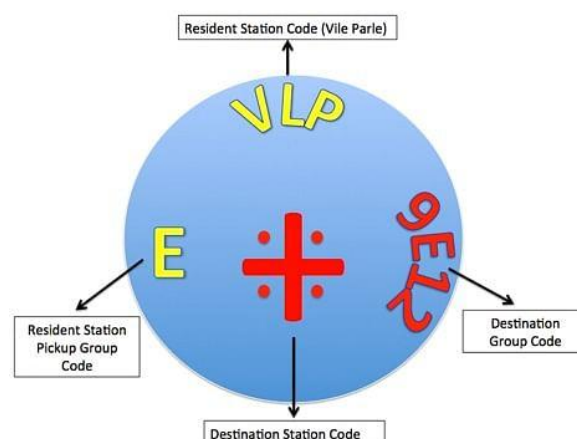
Every morning, office workers who have requested the service have their lunchboxes, or "dabbas," collected by dabbawalas who visit their houses. Usually produced by local catering services or the workers' families, these lunchboxes are stuffed with homemade meals. After that, the dabbawalas bring the lunchboxes to the designated offices so that the employees can eat lunch there.



In addition to their role in delivering lunchboxes, the dabbawalas are also recognized for their distinctive uniform, which consists of a white shirt and trousers, a Gandhi cap, and a bag to carry the lunchboxes. The uniform serves as a way to identify dabbawalas and also as a mark of pride and professionalism. From their traditional methods of sorting and delivering lunchboxes to their incorporation of modern technology, the dabbawalas are truly a one of a kind delivery service that has stood the test of time except when it didn't, which we will talk about later in the video. Their system may be simple, but it has proven to be extremely effective and has made the dabbawalas a subject of study and admiration for business and management experts around the world.

TRADITIONAL TECHNIQUES

The dabbawalas rely on a system of very basic symbols. The lid of a dabba has three key markings on it. The first is a large, bold number in the center, which indicates the neighborhood where the dabba must be delivered. The second is a group of characters on the edge of the lid: a number for the dabbawala who will make the delivery, an alphabetical code (two or three letters) for the office building, and a number indicating the floor. The third—a combination of color and shape, and in some instances, a motif—indicates the station of origin. Customers supply small bags for carrying their dabbas, and the variation in the bags' shapes and colors helps workers remember which dabba belongs to which customer.



TECHNOLOGICAL UPDATION

Although the Mumbai dabbawalas are renowned for their age-old practices and reliance on manual labour, they have recently embraced technology. Nowadays, a lot of dabbawalas connect with their clients and coworkers using mobile phones. Some have even started using GPS tracking to aid in delivery tracking and route optimisation. The incorporation of technology has allowed the dabbawalas to modernize their operations and improve efficiency, while still maintaining the core principles of their business model and the cultural significance of their profession. For example, the use of GPS tracking has allowed the dabbawalas to optimize their routes and reduce the time and resources needed to deliver the lunchboxes. This has not only improved their efficiency, but it has also helped to reduce their carbon footprint and contribute to a more sustainable environment.

In addition to the benefits of technology for the dabbawalas, the integration of modern tools has also made their services more convenient and accessible for their clients. Customers can now easily place orders and track the progress of their deliveries using their mobile phones, which has increased the popularity and reach of the dabbawala service.

COVID-19 CHALLENGES

The Covid-19 pandemic had a significant impact on the dabbawalas of Mumbai, a group of delivery workers known for their unique and efficient business model. The lockdowns and restrictions on movement that were implemented to control the spread of the virus made it difficult for dabbawalas to deliver lunch boxes to office workers, resulting in a decrease in demand for their services. The shift towards remote work that occurred during the pandemic also contributed to this decrease in demand. Many dabbawalas, whose primary source of income is their delivery service, felt the financial burden of the pandemic. Numerous dabbawalas were made to take brief leaves of absence or wage reductions; a few even experienced layoffs. For the dabbawalas and their families, the loss of revenue and disruption to their lives presented serious difficulties.

The lockdown and travel restrictions presented the dabbawalas with operational difficulties in addition to the decline in customer demand for their services. They were forced to come up with other means to deliver the lunch boxes because they could not utilise their regular forms of transportation, including bicycles. The pandemic also affected the supply chain, which made it harder for the dabbawalas to get the supplies they required to run their company.

QUESTIONS

1. What factors contribute to the success of the Dabbawalas' delivery system?
2. How do the Dabbawalas maintain such high levels of accuracy in their deliveries?
3. What challenges do the Dabbawalas face in their daily operations, and how do they overcome them?
4. 4.What lessons can businesses learn from the Dabbawalas' approach to logistics and customer service?
5. 5.What are the implications of the Dabbawalas' success for other delivery systems around the world?

SOLUTIONS

1. The success of the Dabbawalas' delivery system can be attributed to meticulous planning, decentralized operations, and a deep understanding of local neighborhoods.
2. The Dabbawalas maintain high levels of accuracy through color-coded markings, careful sorting techniques, and a rigorous system of checks and balances.
3. Challenges faced by the Dabbawalas include traffic congestion, inclement weather, and logistical complexities, which they overcome through innovative solutions and a strong sense of teamwork.
4. Businesses can learn from the Dabbawalas' emphasis on efficiency, accuracy, and customer satisfaction, as well as their commitment to teamwork and community.
5. The success of the Dabbawalas' system demonstrates the potential for efficient and reliable delivery systems in urban environments, inspiring innovation and improvement in delivery services worldwide.

CONCLUSION

The Dabbawalas of Mumbai demonstrate remarkable organizational excellence through their efficient lunchbox delivery system, emphasizing teamwork, simplicity, and customer-centricity. Despite operating in a challenging urban environment with minimal technology, they achieve near-perfect delivery rates and are renowned for their reliability. Their success highlights the importance of cultural values like punctuality and community bonds. They offer valuable lessons in supply chain management, time management, and grassroots innovation. The Dabbawalas' decentralized structure promotes autonomy and accountability, fostering strong customer relationships built on trust. Their story inspires organizations to enhance operational efficiency and employee engagement while creating lasting value for customers and communities.

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A STRATEGIC REVIEW: SOUTH INDIAN BANK'S RIGHT ISSUES

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ABSTRACT

This paper provides a comprehensive analysis of the rights issue undertaken by South Indian Bank, a prominent financial institution in India. The study evaluates the rationale behind the rights issue, its impact on the bank's financial health, and the strategic implications for stakeholders. Utilizing financial data, market trends, and industry insights, the analysis examines the objectives, timing, pricing, and potential outcomes of the rights issue. Furthermore, it discusses the implications of the rights issue on the bank's capital structure, shareholder value, and competitive positioning within the banking sector. The findings offer valuable insights for investors, policymakers, and industry practitioners seeking to understand the dynamics of rights issues in the Indian banking landscape.

KEYWORDS

South Indian Bank, Right Issue, Private Bank, Indian Share Market, Share Holders

INTRODUCTION

The South Indian Bank Limited (SIB) is a major private sector bank headquartered at Thrissur in Kerala, India. South Indian Bank was registered in 1929 under the Companies Act and it commenced business on 29 January 1929 at Thrissur. It was included in the second schedule of the Reserve Bank of India and became a scheduled Bank on 7 August 1946. SIB was the first scheduled Bank in the private sector in Kerala to get the license under Section 22 of the Banking Regulation Act, 1949 from the RBI on 17 June 1957. As on March 31st 2023, the Bank had a network of 948 banking outlets, 947. Awards 2021' for Best Automation under crisis for business continuity. Products of South Indian Bank are Credit cards, Mutual Fund Trading, Demat account, Consumer banking, Corporate banking, Finance and Insurance, Mortgage loans, Private banking, Wealth Branches & 1 Service Branch) and 1304 ATMs/CRMs (1180 ATMs and 1323 CRMs) spanning in 26 States and 4 Union Territories. The Bank has won the 'UiPath Automation Excellence management, Investment banking.

Board of Directors : V J Kurian Chairman, P R Seshadri - Managing Director & CEO, Pradeep M. Godbole – Director, George Korah – Director, Paul Antony – Director, R A Sankaranarayanan – Director, Radha Unni – Director, Benny P Thomas – Director. Its authorized share capital is Rs. 1,000 and its paid up capital is Rs. 0. It is involved in Monetary Intermediation [This group includes the obtaining of funds in the form of deposits]. South

Indian Bank Limited's Annual General Meeting (AGM) was last held on N/A and as per records from Ministry of Corporate Affairs (MCA), its balance sheet was last filed on N/A. South Indian Bank Limited's Corporate Identification Number is (CIN) U65191KL1928PLC001011 and its registration number is 1011. Its Email address is and its registered address is ALLEPPEY Alappuzha KL 000000 IN.

SIB IPO

IPO-Typically refers to an Initial Public Offering (IPO) conducted by the South Indian Bank (SIB). An IPO is the process through which a private company offers shares of its stock to the public for the first time, thereby transitioning from being privately owned to publicly owned. In the case of SIB, the IPO would involve selling shares of the bank to investors on the open market, allowing individuals and institutions to become shareholders in the bank.

IPO listing date is the date of new IPO listing in NSM and BSE (Mainboard IPO). This is the day when IPO shares start trading at the stock exchanges. The IPO listing price calculation is based on the demand and supply of the company shares. **IPO Issue price** is the price at which the shares are first sold to investors in an IPO, whereas the listing price is the price at which the shares get listed to trade on a stock exchange after the IPO.

Right Issue-SBI (State Bank of India) rights issue refers to the issuance of additional shares of the bank's stock. This allows existing shareholders the opportunity to purchase additional shares at a predetermined price, usually below the current market price, and in proportion to their existing ownership. The purpose of a rights issue is typically to raise capital for the bank's operations, growth initiatives, or to strengthen its balance sheet. Shareholders have the option to exercise their rights to purchase additional shares, sell their rights in the market, or let them expire.

VALUATION MEASURES	March 6, 2024 - March 20, 2024
Issue Open	
Issue Size (Amount)	₹1,151.00 Crores
Issue Price	₹22 per share
Face Value	₹1 per share
Listing At	BSE, NSE

SIB DATA	Mkt Cap (Rs. Cr.)
TTM EPS	4.27
TTM PE	6.97
Sector PE	24.09
Book Value Per Share	31.50
Face Value	1
Dividend Yield	1.01

SIB SHARE PRICE FROM (16.02.2024 – 15.03.2024)

S.NO	DATE	SHARE PRICE	REMARK
1	16.02.2024	34.99	↑
2	19.02.2024	34.68	↓
3	20.02.2024	33.79	↓
4	21.02.2024	33.81	↑
5	22.02.2024	33.31	↓
6	23.02.2024	36.41	↑
7	26.02.2024	36.98	↑
8	27.02.2024	33.67	↓
9	28.02.2024	32.50	↓
10	29.02.2024	31.28	↓
11	01.03.2024	32.85	↑
12	04.03.2024	32.19	↓
13	05.03.2024	31.38	↑
14	06.03.2024	31.00	↓
15	07.03.2024	30.29	↑
16	11.03.2024	29.97	↓
17	12.03.2024	28.41	↓
18	13.03.2024	27.88	↓
19	14.03.2024	26.20	↓
20	15.03.2024	27.39	↑

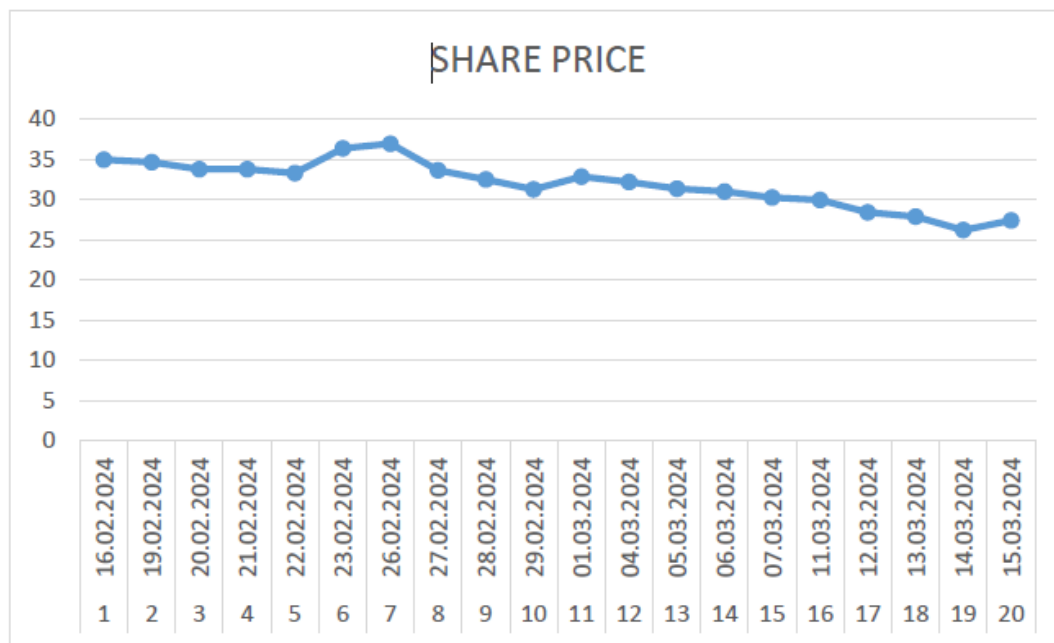


Chart: South Indian Bank Share Price 16.02.2024 – 16.03.2024

FINDINGS

The share price of the South Indian Bank was Rs.34.99 on February 16, 2024, and experienced some fluctuations over the market days. There was a notable increase in share price on February 23, 2024, reaching 36.41, which could suggest positive market sentiment. However, from February 27 onwards, the share price began to fall. On March 15, 2024, the share price dropped to 27.39, indicating a significant decrease compared to earlier in the month.

DISCUSSION

Timing of Rights Issues: If the rights issues were announced or implemented during the period of share price fluctuations, it's essential to assess whether there was any noticeable correlation between the timing of the rights issues and the movement of the share price.

Market Sentiment: The share price movement can reflect market sentiment towards the rights issues. A significant increase in share price following the announcement or implementation of the rights issues could indicate positive investor perception and confidence in the company's future prospects.

External Factors: It's also crucial to consider any external factors that may have influenced the share price during the period, such as broader market trends, economic indicators, industry news, or company-specific developments unrelated to the rights issues.

CONCLUSION

In common if the share price has seen a significant increase, it could indicate positive market sentiment towards the rights issues, whereas a decrease might suggest investor concerns or unfavorable market conditions. Here, there was an initial increase in share price, the subsequent decline may indicate investor concerns or unfavorable market conditions, possibly impacting SIB's rights issues. Investors should carefully consider these trends before making decisions related to SIB shares.

UNRAVELLING THE AMAZON FOOD DELIVERY CHALLENGE

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ABSTRACT:

This case study delves into Amazon's foray into the competitive food delivery market in India, examining the challenges it faced and the lessons learned from its venture. Despite leveraging its established infrastructure and technological prowess, Amazon encountered significant obstacles, including handling perishable goods, managing last-mile delivery logistics, workforce dynamics, intense competition, and meeting consumer expectations. The study highlights the complexities of the Indian market, the importance of local adaptation, and the evolving landscape of digital food delivery services. While Amazon discontinued its standalone food delivery service, it continues to explore opportunities in the food and grocery sector through alternative avenues. This case underscores the intricacies of entering new markets and the imperative of aligning with consumer preferences and operational realities.

KEYWORDS:

Amazon, Food delivery, Challenges, Logistics, Competition, Consumer expectations

INTRODUCTION:

Amazon is known for making shopping easy, but not everything they try turns out successful. One big example is when they tried to deliver food. This case study looks at why it didn't work out. At first, Amazon thought delivering food would be a great idea. They had the technology and the infrastructure to do it. But it turned out to be much harder than they thought. This study looks at all the problems Amazon faced. From keeping food fresh to getting it to people's homes on time, there were lots of issues. Even things like how many people were needed to make it work became big problems. We'll explore why these problems happened and what Amazon did to try and fix them. This story isn't just about Amazon; it teaches us important lessons about how hard it can be to deliver food online. So, let's dive in and see what we can learn.

FOOD DELIVERY IN INDIA:

Food delivery in India has burgeoned into a dynamic and rapidly evolving market, driven by urbanization, technological advancements, and shifting consumer preferences. With the rise of leading platforms such as Zomato and Swiggy, the industry has witnessed exponential growth, offering a diverse range of cuisines and dining options to meet the demands of a bustling population. However, this growth is not without its challenges. Infrastructure constraints, including last-mile delivery challenges and traffic congestion, pose significant logistical hurdles for delivery platforms. Additionally, regulatory compliance, such as adherence to food safety standards and licensing requirements, adds complexity to operations.

Despite these challenges, the market continues to present opportunities for expansion, particularly in Tier II and Tier III cities where the demand for food delivery services remains untapped. The COVID-19 pandemic has further accelerated digital adoption and transformed consumer behavior, underscoring the importance of safety measures and contactless delivery options. Looking ahead, the future of food delivery in India remains promising, with continued urbanization, digitalization, and innovation expected to drive sustained growth and evolution in the market.

FOOD DELIVERY COMPANIES IN INDIA:

Food delivery companies in India have experienced exponential growth and have become integral to the country's dining culture. Some of the prominent players in this sector include Zomato, Swiggy, Uber Eats (now acquired by Zomato), and Food panda. These companies have revolutionized the way Indians order food, offering a wide array of cuisines and dining options delivered directly to their doorsteps. Here's an overview of each:

1. Zomato

Zomato, a pioneering force in India's food delivery sector, originally began as a restaurant review platform before expanding into delivery services. Boasting an extensive network of partner restaurants across major cities, Zomato offers a user-friendly app and website for seamless browsing, ordering, and tracking of deliveries. Diversifying its services to include grocery delivery and premium subscriptions, Zomato remains a leader in the industry, reshaping how Indians dine and engage with their favourite eateries.



Fig.No: 1

2. Swiggy

Swiggy, a leading food delivery platform in India, offers fast and reliable service across numerous cities. With its user-friendly app and website, Swiggy provides seamless access to diverse cuisines and restaurants. Beyond traditional deliveries, it has expanded into cloud kitchens and hyperlocal delivery. Swiggy's commitment to prompt delivery and quality service has transformed India's dining culture.

3. Food panda

Food panda is a leading food delivery platform in India, offering diverse cuisines and fast delivery services across cities and towns nationwide. With its user-friendly app and website, customers can easily browse menus, place orders, and track deliveries in real-time. Providing various payment options, Food panda caters to a wide range of preferences, supporting the growth of the restaurant industry and creating employment opportunities. Despite challenges, Food panda remains resilient, innovating to meet evolving market demands.

These food delivery companies have not only transformed the way Indians dine but have also created employment opportunities and supported the growth of the restaurant industry. Despite facing challenges such as regulatory compliance, infrastructure constraints, and intense competition, these companies continue to innovate and expand their services to meet the evolving needs of consumers in India.

Table No: 01

Company	Total Orders (Monthly)	Average Delivery Time (minutes)	Market Share (%)
Zomato	5,000,000	35	40
Swiggy	4,500,000	30	35
Food panda	2,500,000	40	25

AMAZON FOOD DELIVERY IN INDIA:

Amazon entered the food delivery industry in India as part of its strategy to diversify and expand its offerings beyond e-commerce. Here are some key points on how Amazon entered the food delivery market in India:

Launch of Amazon Food Delivery in India: Amazon officially launched its food delivery service, Amazon Food, in select areas of Bangalore in May 2020. This move allowed Amazon to leverage its existing infrastructure, customer base, and technology to enter the competitive Indian food delivery market.

Partnerships and Tie-ups: Amazon Food Delivery in India partners with various restaurants and eateries to offer a wide range of food options to customers. These partnerships help Amazon expand its offerings and cater to diverse customer preferences.

Market Potential: India has a large and growing market for food delivery services, driven by urbanization, increasing disposable income, and changing lifestyles. This presents a lucrative opportunity for companies like Amazon to tap into this market.

Competition: The food delivery industry in India is competitive, with several established players like Swiggy, Zomato, and Uber Eats. Amazon, known for its competitive spirit, may have seen an opportunity to enter this space and offer its own unique value proposition to customers.

Ecosystem Integration: Amazon already had a strong presence in India through its e-commerce platform, Amazon Prime membership, and other services. Launching a food delivery service allowed Amazon to further integrate into the daily lives of Indian consumers and offer them a comprehensive range of services.

Customer Demand: With the increasing demand for convenience and on-demand services, food delivery has become a significant part of people's lives, especially in urban areas. Amazon recognized this trend and saw an opportunity to meet the evolving needs of its customers.

Technology and Logistics: Amazon's expertise in technology, data analytics, and logistics played a crucial role in enabling it to enter the food delivery market. The company leverages its technological capabilities to optimize delivery routes, improve customer experience, and streamline operations.

CHALLENGES FACED BY AMAZON FOOD DELIVERY IN INDIA:

Amazon faced several challenges in their food delivery venture, which ultimately contributed to its difficulties in this sector. Some of the key challenges include:

1. **Perishable Goods Handling:** Unlike non-perishable items, food has a limited shelf life and requires specialized handling and storage to maintain freshness. Amazon struggled to adapt its existing infrastructure to accommodate the unique requirements of perishable goods, leading to logistical challenges and operational inefficiencies.
2. **Last-Mile Delivery Logistics:** The final leg of the delivery process, known as the last mile, presented significant challenges for Amazon. Coordinating delivery routes, ensuring timely deliveries, and managing the complexities of urban environments posed logistical hurdles that proved difficult to overcome.
3. **Workforce Management:** Food delivery operations require a dynamic and adaptable workforce capable of responding to fluctuating demand and evolving delivery schedules. Amazon faced challenges in staffing and workforce management, particularly in balancing the need for efficiency with the unpredictability of consumer preferences and delivery logistics.
4. **Competition and Pricing Dynamics:** The food delivery market is highly competitive, with numerous players vying for market share through aggressive pricing strategies and promotional offers. Amazon struggled to compete effectively in this environment, facing pressure to offer competitive prices while maintaining profitability.
5. **Consumer Expectations:** Consumers have high expectations when it comes to food delivery, including timely deliveries, quality assurance, and excellent customer service. Meeting these expectations consistently proved challenging for Amazon, particularly as it sought to scale its operations rapidly.

QUESTIONS:

1. How did Amazon's expertise in logistics and technology influence its decision to enter the food delivery market in India, and what were the specific challenges it faced in adapting these capabilities to the unique requirements of perishable goods?
2. What strategies did Amazon employ to compete with established players like Zomato and Swiggy in the fiercely competitive Indian food delivery market, and what were the key factors that hindered its ability to gain significant traction and market share?
3. In what ways did the COVID-19 pandemic impact the dynamics of the food delivery industry in India, and how did Amazon and other players in the market respond to the changing consumer behavior and safety concerns during this period?

SOLUTIONS:

1. Amazon's decision to enter the food delivery market in India was heavily influenced by its robust infrastructure and technological capabilities, particularly in logistics and data analytics. However, adapting these capabilities to handle perishable goods posed significant challenges. Amazon struggled with maintaining the freshness of food during transit and ensuring timely deliveries, as perishable items have unique storage and handling requirements that differed from its traditional non-perishable products.
2. To compete with established players like Zomato and Swiggy, Amazon employed various strategies such as leveraging its existing customer base, offering competitive pricing, and forming partnerships with restaurants and eateries. However, despite these efforts, Amazon faced difficulties in gaining significant traction and market share. Intense competition, aggressive pricing strategies by competitors, and challenges in meeting consumer expectations for timely deliveries and quality service hindered Amazon's ability to establish itself as a dominant player in the Indian food delivery market.
3. The COVID-19 pandemic significantly impacted the dynamics of the food delivery industry in India, leading to an increased demand for contactless delivery options and a heightened focus on safety and hygiene. In response, Amazon and other players implemented stringent safety measures for delivery personnel, such as contactless delivery and regular sanitization protocols. Additionally, the pandemic accelerated digital adoption and shifted consumer behavior towards online ordering, presenting both challenges and opportunities for food delivery companies to innovate and adapt to changing market conditions.

CONCLUSION:

Amazon's attempt to enter the food delivery market in India faced significant challenges, leading to the discontinuation of its standalone service. Despite leveraging its logistics infrastructure and customer base, it struggled with perishable goods handling, last-mile delivery logistics, workforce management, intense competition, and meeting consumer expectations. However, Amazon continues to explore opportunities in the food and grocery segment through its Amazon Fresh and Amazon Pantry services. This experience underscores the importance of understanding local dynamics and adapting to consumer preferences in the Indian market.

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CASE STUDY ON GENDER CUSTOM THAT IMPACTS SELF AND SOCIETAL PERCEPTION AND ITS IMPACT ON PERSONAL DEVELOPMENT

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EXECUTIVE SUMMARY

The creator was conscious in creating the World with utmost care and caution. The most important creation of her is Human Being, but differentiation in the physical structure was taken different steps by his creation from the age old time. The life of each human being is planned and executed not by the creators but by the way they perceive the situation and mostly the situation themselves. Men though stated physically strong by the Scientific proof, women is supposed to be the Mentally strong when compared with the opposite gender of hers.

Gender is not only on physical difference but on the mental difference that has been created by our ancestors over these many centuries and predominately followed by everybody. Irrespective of developed or developing country, literate or illiterate, matured or immature, traditional or modern their emotional well-being is always prepared by the society and impact either directly or indirectly on each and every one of our life styles.

This case Study will lead the entire group of readers and listeners to understand the basic built on Gender about their Performance and expectation. This also includes three types of case study- Quantitative aspects with the application of case study methodology, qualitative approach on the conceptual frame work to give an exact status of the reality and the Live sharing of their opinion who have broken the Gender Custom.

Key words:

Psychological, Gender, Perception, Emotional nature, Expectation and Exploration

INTRODUCTION

Gender over the years has seen new avatar and framework due to the expectation from the Society and Family. When speaking about Women in the ancient days, 1700 to 1900 they were also in the Soldier camp of the king for the Dahomey. The importance women received during the early 18th century was numerous. But it was not the same later on. The physical feature which is documented that Man is physically strong when compared with women. This classification was typically split up and started to root into the families and thereby permitting the entry of Gender Custom. But women who want to prove their talent did not take this statement very seriously and started to explore and they never want to sat back and

criticize others for their situation. Women tried all sectors of industry and company and fields, they never left any stone unturned to list out few:

- Anandibai Gopalrao Joshi - First Indian female physician -1887.
- rati Saha - First Indian and Asian woman to swim across English Channel -1959 and First female sportsperson for Padma Shri -1960.
- Indira Gandhi - First woman Prime Minister of India -1966. "Woman of the Millennium" in a poll which was organised by BBC -1999. In 1971- First woman - Bharat Ratna award.
- Reita Faria Powel - Miss World 1966 - First Asian woman.
- Kiran Bedi, Indian Police Service (IPS), the First woman officer – 1972 and the First woman appointed as the United Nations Civil Police adviser – 2003
- Mother Teresa - First Indian woman to win the Nobel Peace Prize -1979
- Bachendri Pal - First Indian woman to reach the summit of Mount Everest -1984.
- Shila Dawre - First Woman Auto Rickshaw Driver – 1988
- Justice M. Fathima Beevi - First female judge appointed to the Supreme Court of India - 1989.
- Kalpana Chawla - First Indian woman who reached in space- 1997.
- Anjali Gupta - First female flying officer in the Indian Air Force – 2001
- Pratibha Patil - First woman President of India - July 2007
- Mary Kom Mangte Chungneijang - First Indian woman boxer to win a gold medal in Asian Games - 2014.
- Yogita Raghuvanshi - First woman truck driver – 2021

OBJECTIVES OF THE STUDY

- To understand whether in depth Gender Custom exists.
- To analyses the Cause and Consequences of Gender Custom existence.
- To have an understanding on Gender Roles and Gender Needs expected and in actual.
- To know the balance of Capabilities and Vulnerabilities of human being in relation to Gender Custom.
- To analyse the expectation of Leaders and their roles

NEED OF THE STUDY

The main motto of this case study is to give equal participation and build up the nation so that it can eventually take our future generation to greater heights with no bias in thought or expression.

This paper is not focusing about the Freedom of women; it's just about the limitations of accessing freedom. We are not engaging ourselves for any dress codes but, if anyone of us is interested to wear give them a protective sighting. We are not fighting to let women roam alone in night to prove our heroism, we are asking if we come home from late night office work, don't drop your thoughts in negative criticism. We are not asking our life partner to share the cooking process for 365 days round the clock or purchase vegetables every day, but we expect them to understand our tiredness at sometimes and help us voluntarily without us requesting. Most important, don't stop any child vision in her dreaming stage itself, let it

grow in her thoughts and help her reach it in action irrespective of the fact whether she succeed or fail.

SCOPE OF THE STUDY

This study is limited to India with a 100+ sample. In future this study can be taken to a greater expanded sample which may cover even Developed or developing nations. The social status perceived and actual reality is always different from nation to nation, there is no proper consideration given to women gender whatever is the phase of the countries development. Only 32% of women hold Senior Management Role all over the World in 2022. So the study can be elaborately made on this perception for a better future.

CASE STUDY METHODOLOGY

This study is conducted with 135 samples. It is collected on convenient sampling method. The tools applied in this case study work are purely on HR oriented methods. The tools applied are:

- HARVARD ANALYTICAL FRAMEWORK
- MOSER CONCEPTUAL FRAMEWORK
- CAPACITIES AND VULNERABILITIES APPROACH (CVA)
- SOCIAL RELATIONS APPROACH
- GENDER ANALYSIS MATRIX FRAMEWORK – LIVE EXAMPLE
- GENDER STEREOTYPICAL ROLES AUDIO OF 5 PROFESSIONALS OF DIFFERENT AGE GROUP

ANALYSIS AND INTERPRETATION

1. HARVARD ANALYTICAL FRAMEWORK

COVERAGE AGE AND GENDER	ACTIVITY		ACCESS TO FAMILY DECISION MAKING	CONTROL – SOCIETY IMPORTANCE GIVEN TO	INFLUENCING FACTORS
	EARNING	HOME KEEPING			
20 - 30	4.4 %	33.33 %	53.3%	60% MALE, 14.1% FEMALE AND 25.9% BOTH	MALE IS GIVEN IMPORTANCE MORE IN SOCIETY, FOR EARNING AND ALSO FOR FAMILY DECISION MAKING
30 - 40	FEMALE ,	BOTH,	BOTH,		
40 - 50	32.6%	0.7%	32.6%		
50 – 60	BOTH AND	MALE	MALE AND		
60 AND ABOVE	63% MALE	AND 65.9% FEMALE	14.1% FEMALE		

2. MOSER CONCEPTUAL FRAMEWORK

GENDER ROLES AT HOME

GENDER DIFFERENTIATION	GENDER ROLES - % OF RESPONDENTS
MALE	EARNING – 65.9% DECISION MAKING – 69%
FEMALE	HOME KEEPING – 63% COOKING – 96% HOUSE HOLD SHOPPING – 54% GROCERIES PURCHASE – 93% CHILD CARE – 91%

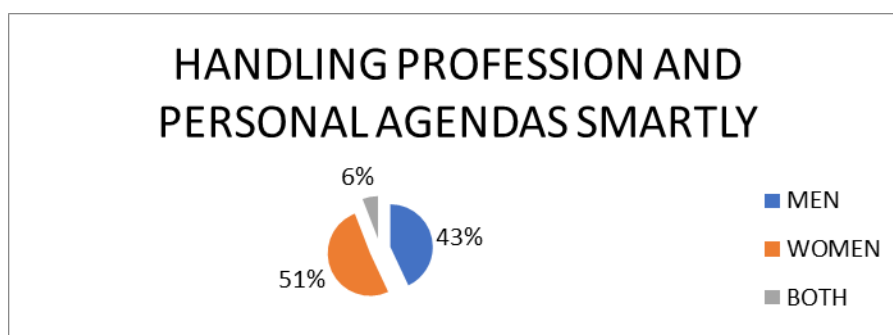
GENDER ROLES AT WORK PLACE

GENDER DIFFERENTIATION	GENDER ROLES - % OF RESPONDENTS
MALE	ARMY – 97.03% DRIVERS – 97.03% ENGINEERS – 94.07% POLICEMEN – 94.07% ROWDIES – 94.07% FILM TECHNICIAN – 92.59% POLITICIAN – 89.63% FILM DIRECTORS – 89.63% TECHNICAL ATTENDARS – 85.18% ASTROLOGERS – 84.44% PHYSICAL EDUCATION – 74.07% SOFTWARE DEVELOPER – 70.37% ACTORS – 69.63% PRESS – 65.93%
FEMALE	TEACHERS – 99.25% NURSES – 97.77% CHILD CARE ATTENDARS – 97.04% FASHION DESIGNING – 95.56% SOCIAL WORKERS – 79.26% SURGEON – 70.37% SOCIAL MEDIA – 68.15% TAILORS – 63.70% DOCTORS – 59% CITY CLEANING – 55.55%

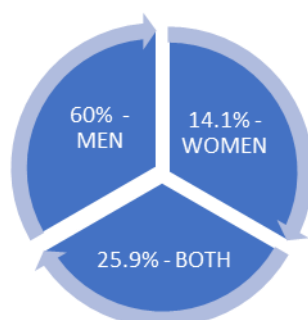
GENDER NEEDS

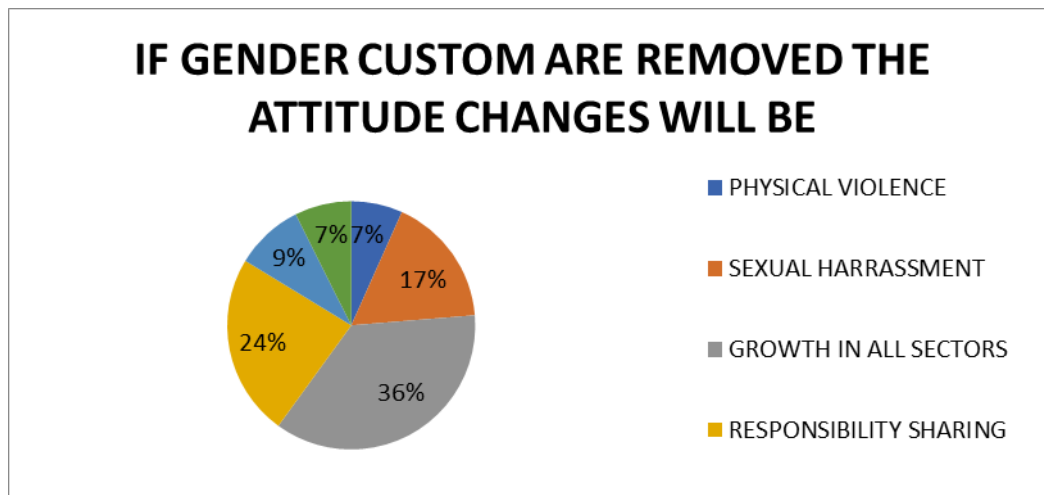
REQUIREMENTS	PERCENTAGE OF RESPONDENTS
PERCEPTION OF WOMEN SHOULD BE CHANGED	36.3%
EQUAL IMPORTANCE OF CAREER GROWTH	28.2%
MENTAL ABILITY SHOULD BE CONCENTRATED BY MEDIA RATHER THAN PHYSICAL FEATURE	18.5%
EQUAL IMPORTANCE OF PAY	8.1%
BREAKING GLASS CEILING	5.9%
EQUAL IMPORTANCE OF PROMOTION	3%

3. CAPACITIES AND VULNERABILITIES APPROACH (CVA) PHYSICAL/ MENTAL CAPACITIES



SOCIAL / ORGANISATIONAL CAPACITIES



MOTIVATIONAL/ ATTITUDINAL**SUGGESTIONS**

This case study started with the real search of Gender Custom Existence and its impact. During the case study it is found that from Epics, then to democratic Historical period no importance was given to gender deviation neither in War Field nor in political field. The importance given to Sita by Lord Rama and Dhraupathi by the Pancha Pandavas was an Epical proof for this research. When the royal throne changes its role to Democratic, there were Women who are successfully entered in Public life and started to play major roles in all Fields and no Gender Custom are given importance or a drawback for their growth. But during the mid of 20th century it has taken a step back due to corporate and companies introduction and media has tapped this gap into different version on their physical nature and existence. Majority of respondents expressed that still society gives more importance to Male for public life than Women, similarly what they come across in day to day life they have understood or framed their mind set, that female are only for Child care, house hold work, education etc.. But male can dominate through earning and role in public life. Though the majority of the respondents felt the existence of Gender Custom starting from house hold work to corporate, it is our duty to win over the situation.

CONCLUSION

Women are not born to win over the hearts of opposite gender; rather we have to win over the throne of success. More than men enforcing stereotypes on women in a gender role, it's our own women folks who have lived their role impose on the following generation to follow their own path. Breaking the rules can be done by an immature group of illiterates, let us break the already existing path and construct our own way towards triumph. Though we are the blessed personalities who can manage both household work and office work without any chaos and confusion and still stays healthy and smart. The past history proves that the legends who have lived before us – Rani Lakshmibai, Sarojini Naidu, Mother Teresa, Madam Indira Gandhi till Dr. J. Jayalalitha has set an example to be a role model and mark their names in the history and breaking the word Gender Custom.

Let anything rule the minds of women we come across or let the men portray us as the weakest gender, it is their perception – what we are matters to us rather than what is others opinion on us. The opportunities are open outside, but the mindset of the family and individuals. Finally the former CM of Tamilnadu Dr. Jayalalitha was a iron lady in defeating men from film industry and political field and was a roaring tiger for the entire state of Tamilnadu, but still failed to overcome the trap build by her own gender. So Gender Custom is not by any gender its only the mind set vested on us by the Women by themselves. To conclude, when we have the determination we can fight over anybody at any time.

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A CASE STUDY ON NAVIGATING HR MANAGEMENT FUNCTION IN CONSUMER ELECTRONICS INDUSTRY

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ABSTRACT:

This case study explores the challenges faced by Mark & Albert, a renowned high-end audio and video products company, in its Human resource management function. The focus is on Ms. Smitha, the newly appointed HR Manager, who brings a wealth of experience and skills to the role. Ms. Smitha faces several challenges, including a high turnover rate, skill gap among employees, low employee engagement, and a lack of diversity and inclusion in workplace. Through strategic thinking and effective leadership, Ms. Smitha works to address these challenges and improve the overall HR function at Mark & Albert. The case study highlights the importance of strong HR management in driving employee engagement, retention and organizational success.

KEYWORDS: Human Resource Management Function, Turnover Rate, Skill Gap, Employee Engagement, Diversity and Inclusion

INTRODUCTION:

Mark & Albert, a Danish company known for their high-end audio and video manufacturing. It was nearly 100 years old company since 1930. The founder of this company were Peter Mark and Svend Albert. Its origin is from Denmark. The company operates globally with strong brand presence in luxury consumer electronic market. However, it's been success in a market, Mark & Albert is facing challenges with its human resource management function in an organization.

Ms. Smitha is HR Professional with 10 years of experience in field. Prior to joining Mark & Albert, she worked as a leading multinational technology company, where she lead a various roles in HR department and organization. Ms. Smitha is a dynamic and approachable individual, has a warm smile, attractive attire and confident posture that creates a positive and welcoming atmosphere in workplace.

She has a track record of implementing innovative HR policies that drive organizational success. Her strong communication skill and empathetic nature helps her connect with employees at all level of organization. Ms. Smitha joining Mark & Albert as new HR Manager, faced several challenges in organization's Human resource management function. The key challenges were:

High Turnover Rate: Mark & Albert company experiencing a high turnover rate in field of marketing and engineering, especially, among the skilled workforce. This impact company's ability to maintain and get sustained in its projects and innovations. Employees are leaving the company for better opportunities, leading to increased recruitment and training costs.

Skill Gap: There is a noticeable skill gap among the employees in emerging technologies and digital marketing. This gap makes difficult for the company to adapt to the changing market trend and compete effectively with competitors.

Employee Engagement: Employee engagement is getting declined at workplace due to reduced and decreased productivity and creativity. This impact company's sustainability growth.

Diversity and Inclusion: Despite the company took effort to promote diversity and inclusion, they are facing challenges in creating inclusive workplace. There were complaints about bias in recruitment and promotion process. Due to this, there is a lack of diversity in leadership position.

CONCLUSION:

Mark & Albert challenges in human resource management require a comprehensive approach. Addressing the turnover rate, skills gap, employee engagement, and diversity and inclusion issues will require strategic planning, effective communication, and a commitment to organizational improvement. By focusing on these areas, Mark & Albert can enhance its HR practices and create a more positive and productive work environment.

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QUESTIONS:

1. What may be the root cause for high turnover rate in company? How the company can reduce turnover rate?
2. How come the company get rid of the issue facing with skill gap among workforce?
3. What are all the HR policies and strategies can company implement to improve employee engagement in workplace?
4. What initiatives should company take to enhance diversity and inclusion at workplace?
5. Think you are in the place of Ms. Smitha. How can you leverage your skills and experience to address the challenges facing Mark & Albert HR function and drive positive change within the organization?

THIRD EYE ON THE TATA DEMERGER

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ABSTRACT

This Case Study examines the Tata demerger, a strategic decision by the company to separate its businesses into distinct entities. The study analyzes the reasons behind the demerger, including the aim to streamline operations, enhance focus, and create value for shareholders. The paper explores the impacts of the demerger on shareholders and stakeholders, such as changes in relationships and interactions. Additionally, it discusses the financial risks and uncertainties associated with the demerger process. The research concludes by highlighting the potential benefits of the demerger in improving operational efficiency and positioning the Tata Group for future success.

KEYWORDS Demerger, Conglomerate, Segment, Shareholders, EBITDA

INTRODUCTION

The Tata Group is a multinational conglomerate based in Mumbai, India. Founded by Jamsetji Tata in 1868, the Tata Group is a global enterprise, comprising 30 companies across ten verticals. The group operates in more than 100 countries across six continents, with a mission *'To improve the quality of life of the communities we serve globally, through long-term stakeholder value creation based on Leadership with Trust'*. In terms of market capitalization and revenues, Tata Group is one of the largest private corporate groups in India and has been recognized as one of the most respected companies in the world. In 2022-23, the revenue of Tata companies, taken together, was \$150 billion (INR 12 trillion). It has interests in steel, automobiles, information technology, communication, power, tea, and hospitality. The Tata Group comprises 114 companies and subsidiaries in seven business sectors, 27 of which are publicly listed. **65.8% of the ownership of Tata Group is held in charitable trusts.**

Ratan N Tata: Ratan N Tata was the Chairman and one of the two promoter holding companies of the Tata Group. He had been in his position from **1991 to 2012**. He was also leading the major companies of Tata Group like Tata Steel, TCS, Tata Motors, Indian Hotels and more.

The list of companies that are part of the Tata Group is below.

Table No.1

Sl. No	Company	Industry
1.	Air India	Tourism and Travel
2.	Tata Autocomp Systems	Auto
3.	Tata 1MG	Healthcare
4.	Tata Industries	Trading and Investments
5.	Tata Motors	Auto
6.	Tata Steels	Steel
7.	Tata Elxsi	Technology
8.	Tata Consultancy Services	Technology
9.	Tata Consumer Products	Consumer and Retail
10.	Tata Teleservices	Telecom and Media
11.	Tata communication	Telecom and Media
12.	Tata SIA Airlines	Tourism and Travel
13.	Indian Hotels	Tourism and Travel
14.	Infiniti Retail	Consumer and Retail
15.	Tata AIG	Financial Services
16.	Tata Play	Telecom and Media
17.	Tata International	Trading and Investments
18.	Tata Investment Corporation	Trading and Investments
19.	Tata Housing	Infrastructure
20.	Tata Power	Infrastructure
21.	Tata Projects	Infrastructure
22.	Tata Consulting Engineers	Infrastructure
23.	Tata Realty and Infrastructure	Infrastructure
24.	Tata Capital	Financial Services
25.	Tata AIA Life	Financial Services
26.	Tata Digital	Technology
27.	Tata Asset Management	Financial Services
28.	Tata Advanced Systems	Aerospace and Defence
29.	Trent	Consumer and Retail
30.	Voltas	Consumer and Retail
31.	Titan	Consumer and Retail
32.	Tata Chemicals	Consumer and Retail
33.	Jaguar Land Rover	Auto

DEMERGER

A corporate restructuring technique known as a de-merger involves dismantling a company into its constituent parts. These divisions run independently or could be divested by selling or liquidating them. De-mergers enable huge companies to raise capital by selling off components that are no longer part of their core product line, to separate legal organizations to manage distinct operations, or to invite or avoid acquisitions by splitting off their

numerous brands or business units. It's possible that a tiny business runs simply. Businesses that expand have more intricate business structures with multiple divisions and business lines. To stay in line with their business plans, larger organizations, like conglomerates, occasionally may need to sell off part of its units and make acquisitions. The de-merger enters the picture at this point.

As previously said, a de-merger is a tactic that drives a company's reorganization so it can concentrate its resources once again on the most lucrative aspects of its operations. This entails separating out specific business units from the main enterprise and getting them ready to be sold, spun off, or liquidated.

De-mergers can occur for several reasons, some of which include management wanting to handle a problem before the market does and knowing something that the market is unaware of. The fact that business insiders typically benefit from de-mergers is indicative of this. De-mergers enable businesses to

1. Refocus on their highest-earning segments.
2. Cut down on risk.
3. Boost the value for shareholders.
4. Rather than using generalists to oversee business units or brands, use specialists.

Additionally, de-merging enables businesses to split apart underperforming business divisions that are negatively impacting their overall performance. De-mergers can lead to tax advantages or other efficiencies, even though they may raise some challenging accounting problems. De-mergers can result from government intervention, such as dismantling a monopoly.

TATA DEMERGER & IT'S BENEFITS

At its meeting on March 5, 2024, the Board of Directors of Tata Motors Limited (TML) approved the proposal to demerge the company into two distinct listed companies. One company would house.

- A) the Commercial Vehicles business and its related investments, and
- B) the Passenger Vehicles business, which includes PV, EV, and JLR, as well as its related investments in another entity.

The demerger will be carried out via an NCLT plan of arrangement, and all TML shareholders will maintain the same percentage of ownership in both listed companies. The Commercial Vehicles (CV), Passenger Vehicles (PV+EV), and Jaguar Land Rover (JLR) divisions of Tata Motors have all performed admirably in recent years thanks to the effective use of various methods. Under the leadership of their individual CEOs, these companies have been running on their own since 2021. The demerger is a natural next step after the PV and EV businesses were subsidiarized earlier in 2022. It will provide the businesses more freedom to follow their individual growth objectives with increased agility and responsibility.

Additionally, while the passenger vehicle (PV) and commercial vehicle (CV) industries have few synergies, JLR, PV, and EV can all benefit from significant synergies, especially in the areas of EVs, autonomous vehicles, and vehicle software, which the demerger will help secure. In the upcoming months, the NCLT plan of arrangement for the demerger will be brought before the TML Board of Directors for approval. It may require a further 12 to 15 months to get all required shareholder, creditor, and regulatory approvals. There won't be any negative effects of the demerger on partners in business, customers, or staff.

FUTURE OF TATA MOTORS

Tata Motors' future after a demerger could be influenced by various factors including the market conditions, strategic decisions made by the company, and how effectively it manages its assets post-demerger. Here are some potential scenarios:

- 1. Focus on Core Business:** After the demerger, Tata Motors might focus more on its core automotive business, which includes manufacturing and selling passenger and commercial vehicles. This could lead to increased efficiency and better allocation of resources within the automotive segment.
- 2. Investment in Growth Areas:** The demerger might allow Tata Motors to invest more in growth areas such as electric vehicles (EVs) and emerging markets. With a clearer focus, the company could allocate resources more effectively towards research, development, and production in these areas.
- 3. Improved Financial Performance:** By separating different businesses, Tata Motors could potentially improve the financial performance of its core automotive segment. This might lead to better profitability, enhanced shareholder value, and increased investor confidence.
- 4. Strategic Partnerships or Acquisitions:** With a streamlined structure post-demerger, Tata Motors might pursue strategic partnerships or acquisitions to strengthen its position in the automotive industry. This could involve collaborations with technology companies for developing advanced vehicle technologies or acquiring companies with complementary products/services.
- 5. Enhanced Competitiveness:** A demerger could make Tata Motors more agile and responsive to market changes, enabling it to compete more effectively with both domestic and international rivals. This could result in the introduction of innovative products, improved customer experiences, and stronger brand positioning.
- 6. Challenges of Transition:** However, it's essential to acknowledge that the process of demerger itself could pose challenges, such as operational disruptions, potential loss of synergies, and increased administrative complexities. Tata Motors would need to manage these challenges effectively to ensure a smooth transition and minimize any adverse impacts on its operations and performance.

IMPACT

Earlier this week auto major Tata Motors crossed the Rs1,000 mark for the first time ever after it announced a demerger of its commercial and passenger vehicle segments into two distinct listed entities. This move aims to enhance the company's ability to capitalise on growth opportunities effectively.

In recent years, Tata Motors has witnessed robust performance across its Commercial Vehicles (CV), Passenger Vehicles (PV+EV), and Jaguar Land Rover (JLR) businesses, attributed to the effective execution of individual strategies. As per the company's exchange filing, since 2021, these businesses have been operating autonomously under their respective CEOs. Tata Motors has announced plans to demerge these entities, facilitated by an NCLT scheme of arrangement. Importantly, shareholders of Tata Motors will retain an identical shareholding in both listed entities following the demerger process.

In the quarter ended December 2023, Tata Motors, India's most valuable carmaker, beat Street estimates as it reported a more than two-fold increase in net profit driven by strong sales in its British luxury car unit, Jaguar Land Rover (JLR). Tata Motors consolidated net profit surged 137.5 percent to 7,025.11 crore in Q3FY24, compared to 2,958 crores in the year-ago period.



Fig No:1

Its total revenue from operations in the third quarter of FY24 rose 25 percent to Rs1,10,577 crore from 88,488.59 crore, YoY, led by JLR sales which rose 27 percent in the period.

On the operating front, the auto major's earnings before interest, taxes, depreciation, and amortization (EBITDA) during the December quarter rose 59 percent to Rs.15,333 crore from Rs9,644 crore in the year-ago period.

Tata Motors has demonstrated bullish momentum by reaching a historic high of Rs1,065.60 (CMP ?1018.30), its fifth consecutive month in positive territory.

The stock exhibits strength with solid support at Rs 940-950 levels. It remains above the 20-day and 50-day moving averages aligning with a bullish Nifty Auto Index, which is near its all-time high, also taking strength and support from its sectoral Index. Delivery volume

surged by 259.07% over the 5-day average. However, the stock might undergo consolidation after a strong ascent.

With each decline, long-term investors could build up their holdings in tranches. Stable investors, usually win the race, as they can prevent themselves from being left behind and, instead, buy the stock when it is at the right levels.

QUESTIONS

1. What were the main reasons behind the Tata demerger decision?

- The main reasons behind the Tata demerger decision were to streamline operations, enhance focus on core businesses, and unlock shareholder value. By separating different businesses into distinct entities, Tata aimed to improve operational efficiency, strategic decision-making, and financial performance. This strategic move allowed each entity to have greater autonomy and flexibility in pursuing growth opportunities and addressing specific industry challenges.
- 2. How did the Tata demerger affect the shareholders and stakeholders of the company?
- The Tata demerger had varied effects on shareholders and stakeholders of the company. Shareholders of the Tata Group entities involved in the demerger received shares in the newly created entities in proportion to their holdings. This allowed them to directly participate in the performance and growth prospects of the specific businesses they were invested in.
- For stakeholders, such as employees, customers, and suppliers, the demerger brought changes in terms of relationships and interactions. Each demerged entity could now focus more intently on its core business, potentially leading to improved customer experiences and more tailored strategies. However, stakeholders also had to adapt to the new organizational structures and potentially adjust to changes in management and operations.
- 3. Were there any significant financial risks or uncertainties associated with the demerger process?
- Valuation: Determining the fair value of the demerged entities and allocating assets and liabilities can be complex and may impact the financial position of each entity.
- Financial Performance: There is a possibility that the performance of the demerged entities may differ from expectations, which could affect their financial stability and growth prospects.
- Market Reaction: The reaction of financial markets to the demerger announcement and subsequent financial disclosures can be unpredictable, leading to volatility in share prices and market capitalization.
- Tax Implications: Demergers can have tax implications for the company and its shareholders, including potential capital gains tax, transfer pricing, and other tax considerations.

CONCLUSION

In conclusion, the Tata demerger was a strategic decision aimed at streamlining operations, enhancing focus, and creating value for shareholders. While it brought some financial risks and uncertainties, the demerger allowed each entity to have greater autonomy and pursue growth opportunities. Shareholders received shares in the newly created entities, and stakeholders experienced changes in relationships and interactions. Overall, the demerger aimed to improve operational efficiency and position the Tata Group for future success.

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CASE STUDY ON ZOMATO

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ABSTRACT

This case study examines the evolution of Zomato, a leading food delivery and restaurant discovery platform, in the highly competitive food technology industry. Beginning as a restaurant review website in 2008, Zomato has undergone significant transformations, expanding its services to encompass food delivery, table reservations, and online ordering. The study traces Zomato's growth trajectory, analyzing key milestones, strategic decisions, and market dynamics that have shaped its success. It explores Zomato's innovative business model, disruptive technologies, and relentless focus on customer experience, as well as challenges faced along the way, such as regulatory hurdles and fierce competition. Furthermore, the case study delves into Zomato's international expansion efforts, mergers and acquisitions, and diversification into adjacent sectors. Through a comprehensive analysis of Zomato's journey, this case study offers valuable insights into the strategies employed by digital disruptors in rapidly evolving industries and underscores the importance of agility, innovation, and customer-centricity in achieving sustainable growth and competitive advantage in the digital era.

KEYWORDS

Zomato, Challenges, Food delivery, Brand reputation

INTRODUCTION

Zomato is a leading player in the global food delivery and restaurant discovery space, headquartered in India. Launched in 2008 by Deepinder Goyal and Pankaj Chaddah, Zomato has since expanded its operations to numerous countries worldwide, becoming a household name for food enthusiasts and restaurant-goers alike. At its core, Zomato offers a comprehensive platform that amalgamates restaurant listings, user reviews, menus, and online ordering functionalities. Through its user-friendly website and mobile app, Zomato enables customers to explore a wide array of dining options, ranging from local eateries to upscale restaurants, and conveniently place orders for delivery or takeaway. One of Zomato's key strengths lies in its extensive restaurant database, which spans across thousands of cities globally. Users can rely on Zomato to discover new dining experiences, read authentic reviews from fellow patrons, and access vital information such as operating hours, cuisine types, and pricing. In addition to its restaurant discovery feature, Zomato's online food delivery service has gained significant traction, particularly in urban centers where convenience and accessibility are paramount. By partnering with restaurants and leveraging its robust logistics network, Zomato facilitates seamless delivery experiences, ensuring that

customers receive their orders promptly and in pristine condition. Moreover, Zomato has diversified its offerings beyond food delivery and restaurant listings. The platform has ventured into adjacent domains such as cloud kitchens, virtual dining experiences, and subscription-based loyalty programs. These initiatives not only enhance customer engagement but also contribute to Zomato's revenue streams and market presence. However, like any other player in the fiercely competitive food delivery industry, Zomato faces challenges and opportunities on multiple fronts. Regulatory complexities, operational efficiency, and the emergence of new competitors pose ongoing challenges that necessitate strategic agility and adaptability. In summary, Zomato's journey from a humble restaurant discovery platform to a global food-tech powerhouse exemplifies the transformative impact of digital innovation on the culinary landscape. With its unwavering commitment to customer satisfaction, technological innovation, and strategic expansion, Zomato continues to redefine the way people discover, order, and experience food around the world.

MARKET MIX OF ZOMATO

PRODUCT: Zomato is an app/website that shows its customers available restaurants and menus, as well as the ability to make an order online. Zomato provides the user with restaurant information, images, costs, menus, and even customer reviews, as well as a forum where customers can share their ideas about the cuisine and service of the food providers. In its marketing, the primary services include point-of-sale systems, restaurant expedition and delivery management, and advanced table bookings.

PRICE: Zomato does not charge restaurants for listing their information on their online portal. Zomato makes money by displaying restaurant advertisements on their website. They advertise the restaurant's banner, which offers them maximum visibility to users that visit their website. They also provide restaurant consulting services, such as advising restaurants on when to launch their next location for restaurant chains. It has raised its gold membership fees, begun cross-selling during checkouts, and implemented a phased delivery cost. Lunch is the most commonly bought meal online, and card payment is the favored payment method. Surprisingly, it was discovered that 95 percent of respondents purchased internet meals because of special deals and discounts, and 84 percent because it was convenient and time-saving.

LOCATION: The use of a mobile smartphone app for customers to let them view and provide orders has allowed restaurants to deliver consumers' orders instantaneously, which has contributed to the increase in the usage of mobile phones and computers and brought good business to the service sector. Zomato, an online service, is accessible on the Windows, Android, and iOS platforms. It is present in 24 countries, including India, Australia, the United States, Chile, Malaysia, the United Arab Emirates, Portugal, South Africa, and many others. The UI is simple to use and comes in nine languages: English, Italian, Spanish, Portuguese, Turkish, Slovak, Indonesian, Polish, and Italian. They are also active on social media sites such as Facebook, Twitter, Pinterest, and Instagram, which are utilized to connect with consumers. Furthermore, the logistic system has changed significantly since the Indian Postal Service's mail-order days. With the proliferation of various private logistic firms, distribution and delivery routes may now be recognized as capable of achieving consumer expectations of speed and timeliness of delivery.

PROMOTION: Zomato's advertising is exceedingly exact, making it highly targeted. They have analytics platform built in that executes a large number of queries and disseminates useful information. This makes it incredibly targeted. Zomato is well-known for providing more spectacular deals than its competitors. Zomato promotes Get excellent savings on animation and cartoons with captions. Faster delivery. In marketing, Zomato is aggressive when it employs guerrilla marketing in comparison to others. As part of a campaign, Zomato arranged the Zomaland festival, a culinary festival including entertainment such as music, dancing, and gagsters. Zomato offers discounts and promotional coupons to entice customers.

PHYSICAL EVIDENCE: Zomato is a service that does not sell any items and has no physical presence. The delivery system consists of personnel that deliver the meal ordered through Zomato's website or application. The firm functions as a third-party scheme.

INDIVIDUALS: Zomato is made up of a strong team of over 5,000 people that work hard to deliver the finest services to their clients. Small firms that outsource non-core company functions, such as food delivery, are rising; previously, only major organizations practiced this. As a result, an increasing number of proprietors and managers are becoming aware of the significance of outsourcing food delivery services.

PROCESS: Customers must use their registered phone number and email address to access Zomato. The customer's geolocation is tracked, and a list of places in the neighborhood is provided, along with a menu that can be explored and then an order can be placed. To wither, payment for the purchase can be performed in cash or through online ways. The restaurant will approve and ship the order as soon as it is placed.

SWOT ANALYSIS OF ZOMATO

STRENGTH Wide reach Innovative technology Strong brand reputation Diverse offering Strategic partnership	WEAKNESS Reliance on discounts Limited geographic reach High competition Operational challenges Dependence on a single market
OPPORTUNITIES Expansion into new markets Focus on sustainability Diversification of services Partnership with restaurants and other businesses Embracing technology and innovation	THREATS Intense competition Regulatory challenges Changing consumer preference Geopolitical risks Cybersecurity risks

MAJOR CHALLENGES FACED BY CUTOMERS

Order Accuracy and Quality: Customers may experience discrepancies between their orders and what is delivered, such as missing items or incorrect dishes. Additionally, concerns about the quality of the food, including freshness, taste, and presentation, can lead to dissatisfaction.

Delivery Delays and Reliability: Timely delivery is crucial for customer satisfaction, but delays due to traffic, weather conditions, or high order volumes can occur. Inconsistent delivery times or prolonged waiting periods may frustrate customers, especially if they're hungry or have time-sensitive commitments.

Customer Service Issues: Difficulty in reaching customer support or resolving issues promptly can be frustrating for customers. Whether it's addressing order inaccuracies, refund requests, or general inquiries, responsive and effective customer service is essential for maintaining trust and loyalty.

Payment and Transaction Problems: Technical glitches during the payment process, unauthorized charges, or failed transactions can erode customers' confidence in Zomato's platform. Security concerns about the safety of their payment information or fraudulent activities may deter customers from using the service.

Limited Availability or Options: Customers in certain geographic areas may have limited access to Zomato's services or a narrower selection of restaurants compared to urban centers. Similarly, customers with specific dietary preferences or restrictions may struggle to find suitable options in Zomato's listings.

Price Transparency and Hidden Fees: Customers may encounter unexpected charges or hidden fees during the checkout process, leading to dissatisfaction. Lack of clarity regarding pricing, discounts, and additional charges can undermine trust and result in negative experiences.

Technical Issues with the App or Website: Glitches, crashes, or slow performance of Zomato's app or website can disrupt the ordering process and frustrate customers. User-friendly interfaces and seamless navigation are crucial for providing a positive user experience.

Communication and Feedback Mechanisms: Difficulty in providing feedback or receiving updates about the status of their orders may leave customers feeling uninformed or ignored. Clear communication channels and transparent feedback mechanisms are essential for fostering trust and accountability.

Addressing these challenges requires Zomato to prioritize customer-centricity, invest in robust infrastructure and technology, and maintain high standards of service quality and reliability. By proactively identifying and addressing customer pain points, Zomato can enhance user satisfaction and retention, ultimately contributing to its long-term success in the competitive food delivery market.

Question

1. what measures does Zomato undertake to address delivery delays and ensure reliability amidst customer service issues?
2. How does Zomato leverage data analytics to optimize time management in food delivery?
3. What challenges does Zomato face in maintaining particularly in food delivery, and how does it address them?

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THE WAR OF CLEAR COLA

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Abstract:

"The War of Clear Cola" delves into Pepsi's ambitious venture into the clear cola market with Crystal Pepsi and its subsequent downfall. In the midst of America's 'Clear Craze' in the early 1990s, Pepsi sought to capitalize on consumer trends by launching Crystal Pepsi, a transparent version of its iconic cola. Despite an initial surge in sales, Crystal Pepsi faced numerous challenges, including bottling issues and consumer perception mismatches. Coca-Cola strategically entered the fray with Tab Clear, exacerbating confusion in the market and ultimately contributing to Crystal Pepsi's demise. The case study explores the rapid rise and fall of Crystal Pepsi, shedding light on the complexities of consumer behavior, market competition, and product positioning in the food and beverage industry.

Key words: Pepsi, Coca cola, Crystal Pepsi, Tab clear.

Introduction:

Pepsi, the global leader in the food and beverage industry. Pepsi is recognized for its iconic brands, innovative products, and extensive market reach. It was Founded in 1898 by Caleb Bradham as Brad's Drink, later renamed as Pepsi-Cola in 1898, the company has evolved into one of the world's largest and most diversified food and beverage companies. Pepsi has a portfolio spanning over 200 brands and operates in more than 200 countries, serving millions of consumers daily. Pepsi is Renowned for its commitment to sustainability, diversity, and innovation, Pepsi continues to shape the future of the industry while maintaining its position as a household name worldwide. This case study delves into Pepsi's strategies, reason for the failure of its new product, the competitor tactics to beat Pepsi and its enduring impact on the global market.

The Crystal Pepsi

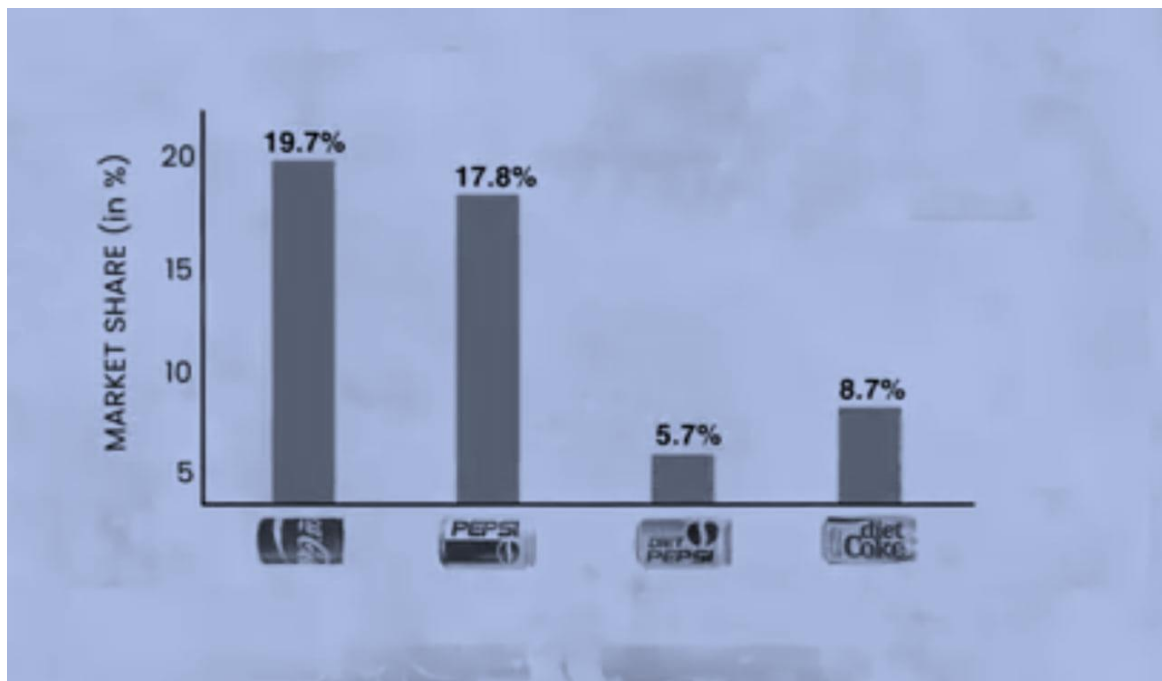
America 1992, It was hot summer in America and people were found buzzing into the cool drinks. Pepsi already has its own cola drink which has a huge demand among consumers but Pepsi came up with a strategy to build clear cola drink in the name of Crystal Pepsi and it launched its product in 1992. This sensational product blew the mind of America. The launch of Pepsi recorded a sale of 474 million dollar within one year and it captured 2.4 percent of entire soft drink market. This became a threat to their competitors and Coca-Cola had a very big fear factor over the success of Crystal Pepsi. But within just nine months Crystal Pepsi went down in the market. And it was pulled out from the America market and Time magazines named it among the top 10 failure of all time.

1992, America

This was the phase where America was in the “Clear Craze”. Clear craze was a consumer behavior that prevailed in late 1980s to early 2000s. Clear Craze was so powerful. Any brand that launched something clear and transparent was considered to be a cool product. Some people equated clear with transparency and honesty. And they reluctantly ignored the colorful products thinking that they contain huge amount of artificial colors and chemical regulators. They viewed transparent goods as if they contain no artificial colors and no harmful flavors at all. So that’s the reason why all the brands were trying to launch transparent products during 1980s, even apple launched translucent mac.

The Super bowl:

On 1980s cola and pepsi was so dominating the US soft drink market. Coca cola had a 19.7% market share and pepsi 17.8%. There was also a situation where America was facing a recession because of which the soft drink market went down.



This is the time pepsi found a way to capitalize on the clear craze of America. And that was the crystal pepsi. They launched their product crystal pepsi in just 9 months. Usually a product needs a minimum of three years to be properly launched. Because the product needs to undergo various processes before entering into the market. But crystal has done all this in 3x faster. But there is a reason behind this quick decision. They were just 9 months away from the famous sports event super bowl. It is a football league which has 100 million viewership. It is a good opportunity for every advertiser to get a good amount of return on investment. It delivered an average return on investment of \$4.60 per dollar spent. This is why even a 30 sec video at super bowl costs 700 million dollars. So this is why pepsi fastened the launch of crystal pepsi. They launched the crystal pepsi in 1992 and their ad at super bowl took place in 1993.

Down fall of crstal pepsi:

Initially crystal pepsi had a 474 million dollar revenue within one year but soon wiped out in the market for various reason. The first thing went wrong was bottling issue. Pepsi had a food scientist surendar kumar. Surendran was the head of pepsi research and development. Pepsi insisted surendran to develop a clear Pepsi in clear pepsi to show the transparency of the soft drink. But surendran initially surendar refused the idea of delivering pepsi in transparent bottle. Because soft drinks contains various ingredients like flavor, sweetness, preservatives, acids etc...when the soft drink is exposed to sunlight it cause some flavors and preservatives to react with other ingredients . This eventually leads to off flavors and odors. But pepsi didn't care the words of surendar. Surendar was told to make caffeine and preservative free clear cola that tastes just like original pepsi. But pepsi didn't reveal the secret recipe of pepsi and surendar somehow managed to make clear pepsi with a exact taste of original pepsi. After developing crystal pepsi , pepsi tested the product with few people those people enjoyed the taste of crystal pepsi. But the problem was after exposure to sunlight the taste of drink became little different and it left a bad after taste.

Incongruent drink

Incongruent represent the meaning of lack of consistency. A miss match between what is expected and what is received by the consumer. Congruence of people perception is expectation of how a product looks, feels, and operate. The clear craze in America stood for clearness, naturalness and healthy. But In reality crystal pepsi didn't achieve these factors. Both original pepsi and crystal pepsi had around 150 calories. Even though it was caffeine free it was filled with high fructose corn syrup which should be taken in limited amount. So crystal pepsi even though it was clear it tasted like original pepsi, had same calorie count and not a health drink. Crystal pepsi looked like a health drink , but it didn't taste like a health drink and operate like a health drink.

Coca cola the game changer

During this confusing phase coke stepped into the game and switched itself into attack mode. And it used kami kazi strategy(a famous technique used by Japanese during the war) to kill the demand of crystal pepsi. Coca cola decided to launch a product that would miserably fail and that also kills crystal pepsi.

Product	Crystal Pepsi	Tab Clear
Company	PepsiCo	Coca-Cola
Launch Year	April 1992	December 1992
Marketing Slogan	"You've never seen a taste like this."	"It's not what you think"
Taste	Same like original Pepsi but less sweeter	No sugar
Color	Transparent, clear	Transparent, clear
Positioning	Pure and Healthy	Pure and Healthy, Sugar free
Sales in first year	\$470 million	Good

Coca cola launched a product called tab clear which is their own version of clear soda. coca cola was very tactic that it didn't launch the product under the name of coca cola instead it launched as tab clear where pepsi launched as crystal pepsi. This lead to the confusion in the clear cola market. Tab clear was positioned as diet drink and crystal pepsi was sold as regular cola. This introduction of clear diet variant by major competitor like coca cola created a lots of confusions among consumers. About what clear cola was supposed to be. Whether it was to be a diet drink or a regular drink. This split the market and crystal pepsi found difficult to survive.

Conclusion :

People became sick of clear drink and false wellness due to the confusion. And his lead to the massive failure in the United States of America. Because of the super bowl ad everybody bought crystal clear once but all the consumers failed to turn out to be a loyal customer. And soon sales of crystal clear went down , retailers rejected and crystal Pepsi was no longer selling in America.

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CASE STUDY ON L&T FINANCE HOLDING

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Abstract:

Operating under the esteemed auspices of the Larsen & Toubro Group, an Indian multinational conglomerate with interests spanning technology, engineering, construction, manufacturing, and financial services, is Larsen & Toubro Finance Holdings Limited (LTFH), a prominent name in the financial services industry. LTFH, which was founded to lead the group's entry into the financial services industry, has quickly established a sizable niche for itself by providing a broad range of financial products and solutions that are customized to satisfy the various demands of individual, corporate, and institutional clients. LTFH is committed to empowering economic growth and facilitating millions of people's dreams through a diverse portfolio that includes rural financing, housing finance, infrastructure finance, and investment management. Through the use of cutting-edge technology, creative financing strategies, and a wide network, L&T Finance Holdings has made a major contribution to the development of India's infrastructure as well as to the company's notable growth. As it grows, LTFH remains committed to sustainable practices and corporate social responsibility, with the goal of creating long-term value for all of its stakeholders.

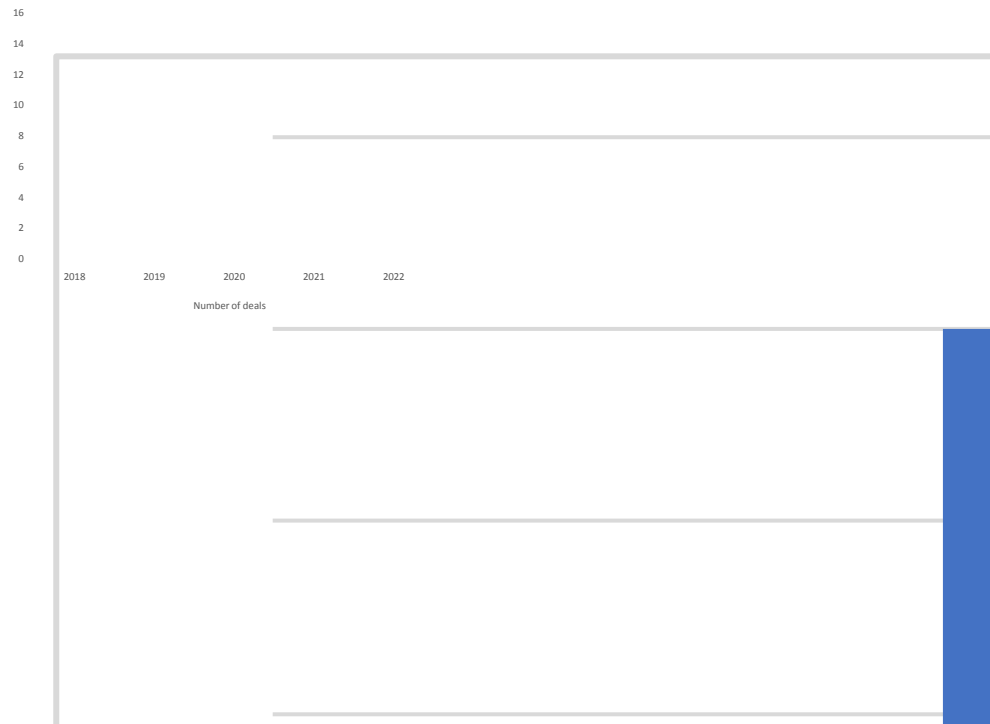
Introduction:

L&T Finance Holdings Ltd (LTFH) is a non-deposit-taking and non-banking financial company that offers lending solutions. The company offers financing solutions for rural and urban customers.

- ❖ Home loan
- ❖ Loan against property
- ❖ Personal loans
- ❖ Two wheeler finance
- ❖ Farm equipment finance
- ❖ SME loan
- ❖ Micro loan

LTFH is headquartered in Mumbai, Maharashtra, India. The company was originally incorporated as “**L&T Capital Holding Limited**” on May 1 2008 under the Indian Company Act and later board of company changed the company name on 2010 September 1 as L&T Finance Holding. Lasen & Toubro is the parent organization of “L&T Finance Holding.

As of March 15 2024 market price of the company stayed on 150 rupees. Past five years 2019-2023 the sales growth of the company significantly reduced from 29.86% to 7.95% as well as net income growth reduced to 77.44% to 51.69%.

NUMBER OF DEALS:**NUMBER OF DEALS IN MILLIONS**

NBFC:

In October 2019 the RBI announced a scale-based regulation for NBFC to improve transparency and comparability with banks. In 2021 RBI stricter laws on NBFCs to all financial companies that could restrict the operations greatly reducing their operation and performance.

First the company has encountered challenges in both portfolios as well in real estate, L&T Finance had a specific structure in mind involving a private equity partner, but that arrangement did not receive regulatory approval, the management informed investors during a recent call.

The Reserve Bank of India o said a penalty of Rs 2.5 crore has been imposed on L&T Finance Ltd for non-compliance with certain norms concerning non-banking financial companies NBFCs.

FACTORS AFFECTING L&T:

L&T Finance's stock performance may be affected by some external and internal factors, such as market sentiment, the regulatory environment, the competitive landscape, and the company's growth strategy.

Market sentiment:

The NBFC sector in India has been facing some headwinds due to the liquidity crunch, the rising interest rates, the asset quality issues, and the Covid-19 pandemic. These factors have dampened the investor confidence and demand for NBFC stocks, including L&T Finance.

Regulatory environment:

The NBFC sector in India is also subject to various regulations and guidelines by the Reserve Bank of India (RBI), the Securities and Exchange Board of India (SEBI), and other authorities. These regulations may impact the business operations, profitability, and capital adequacy of NBFCs, such as L&T Finance.

Competitive landscape:

The NBFC sector in India is highly competitive and fragmented, with many players offering similar products and services to the same customer segments. L&T Finance faces competition from other NBFCs, such as Bajaj Finance, Mahindra Finance, Shriram Transport Finance, and Muthoot Finance, as well as from banks and fintech companies.

STRATEGY FOLLOWED BOARD OF COMPANY:

The company are already grappling with bad debt that was high even before the pandemic. To solve this issue the leaders decided to join financial from ICICI Bank to Housing Development Finance to seek to raise funds and boost its capital buffer.

Even though the company follow many new strategies to maintain and growth of its share market they are:

1. L&T Finance has been focusing on its core businesses of rural finance, housing finance, and infrastructure finance, while exiting or scaling down its non-core businesses, such as mutual funds, wealth management, and supply chain finance.

2. The company has also been investing in digital transformation, risk management, and cost optimization. These strategic initiatives may take some time to reflect in the stock price, as the company may have to forego some short-term opportunities for long-term growth.
3. The Boards of the said companies had approved the proposed merger in January 2023, the key benefits of the merger include:

- ❖ Enhanced governance and controls
- ❖ Astute Liability management
- ❖ Ability to provide enhanced returns to shareholders
- ❖ Seamless compliance and adherence to RBI Scale Based Regulations
- ❖ Operational efficiency

This would have led to two entities being equity-listed within L&T Finance avoiding the creation of seamless compliance with the RBI Scale-Based Regulations with respect.

Questions:

1. What were the specific issues that L&T Finance Holdings faced with the Reserve Bank of India (RBI) recently, and what were the primary concerns raised by the regulator?
2. How did L&T Finance Holdings respond to the RBI's concerns, and what immediate actions were taken by the company to address the regulatory issues?
3. What was the impact of these issues and their resolution on L&T Finance Holdings' performance in the stock market? Did the company's share price fluctuate significantly during this period?
4. What would you decide if you were part of the board of the company?
5. How resolution of these issues with the RBI, what long-term strategies have L&T Finance Holdings put in place to prevent similar situations in the future, and how are these expected to influence the company's stock market performance?

CASE STUDY ON PAYTM

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ABSTRACT

This paper delves into the trajectory of Paytm, an Indian digital payment giant, from its inception in 2010 to its current challenges in 2024. Initially conceived as a mobile recharge platform, Paytm swiftly expanded its services to encompass a wide array of financial transactions, including bill payments, e-commerce, and even gold purchases. However, recent revelations of regulatory violations, particularly regarding KYC norms, have tarnished its reputation and eroded consumer trust. Moreover, its association with Chinese investors has raised concerns about data security amidst geopolitical tensions. As Paytm grapples with regulatory scrutiny and market upheaval, it has devised a redemption strategy focused on strategic alliances with other banks, transparent communication, and seamless borrower migration. This paper sheds light on Paytm's evolution, challenges, and its proactive measures to regain trust and navigate through turbulent waters in the Indian fintech landscape.

KEYWORDS Fintech, KYC, FEMA, NACH digital wallet.



INTRODUCTION

Paytm was founded in August 2010 with US\$2 million as an initial investment by its founder Vijay Shekhar Sharma in Noida, Delhi NCR. It started off as a prepaid mobile and DTH recharge platform, and later in 2013 added debit card, postpaid mobile and landline bill payments. By January 2014, the company had launched the Paytm Wallet, which the Indian Railways and Uber added as a payment option. It launched into e-commerce with online deals and bus ticketing. In 2015, it added education fees, metro recharges, electricity, gas, and water bill payments. Paytm's registered user base grew from 1.18 crore in August 2014 to 10.4 crore in August 2015. Pioneering India's QR and mobile payments revolution, Paytm's business model centres on advancing financial inclusion through a broad spectrum of payments and financial services. In 2017 Paytm became India's first payment app to cross over 10 crore app downloads. The same year, it launched Paytm Gold, a product that allowed users to buy as little as $\square$ 1 of pure gold online.

PAYTM PAYMENT BANK

Paytm Payment Bank (PPBL) is a digital bank in India that offers banking services such as savings and current accounts, debit cards, fixed deposits, and FASTag. PPBL is headquartered in Noida and was founded in 2017. In 2021, the RBI granted PPBL schedule bank status. PPBL has more than 330 million digital wallet and 65 million current and savings accounts

ISSUES IN PAYTM

Recently, the Reserve Bank of India (RBI) uncovered that Paytm Payments Bank had violated several regulations, including the KYC rules imposed on all functioning banks in India. As per RBI, hundreds and thousands of Paytm Payments Bank accounts have been operating without proper KYC, with certain accounts linked to just one KYC document, raising concerns about money laundering and data security. In a detailed audit report, the RBI said that the bank was involved in grave procedural lapses and did not conduct a diligent background check of the actual source of the funds before taking on new customers. The RBI's stringent guidelines, designed to ensure financial stability and consumer protection, often clashed with Paytm's ambitious growth strategies. Reports of non-compliance with Know Your Customer (KYC) norms and other regulatory lapses tarnished the company's reputation, leading to a gradual erosion of consumer trust. The journey was marred by controversies related to regulatory compliance, with the RBI issuing notices to the company for violating KYC norms. This not only resulted in fines but also raised concerns about the platform's security and integrity, further diminishing user trust.

Paytm's association with Chinese investors, particularly Ant Financial, SoftBank, and Alibaba Group raised concerns about data security. Alibaba and Ant Financial have put about Rs 7,043 crore (\$851 million) in Paytm since 2015. This is the largest investment by a Chinese entity in an Indian unicorn. Most of the stake was held through Ant. Post-IPO, Ant Financial holds a 23% stake in Paytm while SoftBank and Alibaba hold 16% and 6% stakes respectively. The Indian government, wary of potential threats, implemented stricter regulations on foreign investments in the wake of rising geopolitical tensions. SoftBank's

involvement in Paytm made the company susceptible to increased scrutiny, impacting its reputation and growth prospects.

INVESTORS	PERCENTAGE AS ON AUGUST
Vijay Shekhar Sharma	19.42%
Funds	49.08%
Enterprise	32.65%
ESOP	2.42%
Angel	0.16%
Other People	0.12%
Ant Group	24.88%
SVF India Holdings (Cayman) Ltd	17.46%
Saif Iii Mauritius Company Ltd	10.59%
Axis Trustee Services Ltd	4.77%
Bh International Holdings	2.41%
Canada Pension Plan Investment Board	1.71%

CURRENT CHALLENGES

First, Paytm was asked to freeze its banking business, a crackdown so severe that India's pioneering digital payments firm bled out nearly 60% of its market value in two weeks. Then came the regulatory diktat to Visa Inc. The network was told to halt the use of its business cards for commercial payments where a fintech is in the middle. And now, media reports suggest that more nonbank intermediaries may expect a rap on the knuckles.

A case under the Foreign Exchange Management Act (FEMA) has been initiated against Paytm on charges against Paytm Payments Bank. Earlier, it was reported that the Enforcement Directorate was investigating if platforms run by One 97 Communications were involved in violations of foreign exchange rules. The ED has not filed an enforcement case information report in this regard. Currently, ED and the Reserve Bank of India (RBI) are the only organisations looking into the issue. Initially, Paytm had denied charges that ED was probing the firm and its unit Paytm Payments Bank Ltd (PBBL) for violations of foreign exchange laws. In a stock exchange filing, One97 Communications Ltd (OCL), the parent firm of Paytm, said it denies reports of investigation or violation of Foreign Exchange rules by the Company or its associate PBBL.

In response to the crisis it faced, Paytm has outlined a comprehensive strategy for redemption, strategically designed to address the multifaceted challenges that have surfaced. As the company navigates through the intricacies of regulatory scrutiny, one of its primary strategies involves forging strategic alliances with other banks.

- Paytm Payment Bank (PPBL) has temporarily halted primary services like deposits and credit transactions, sparking concerns about potential layoffs. Ongoing discussions with the RBI and other bank partnerships are in progress as the company faces challenges. The

situation may lead people to explore alternatives in the digital payment space, raising questions about the debate over loosening regulations for the fintech sector.

- Paytm is actively exploring collaborations across various domains, including UPI, wallet services, merchant services, and mission-critical nodal accounts. This collaborative approach is seen as a proactive measure to overcome the hurdles imposed by regulatory constraints and rebuild confidence.
- A significant aspect of Paytm's redemption plan revolves around the migration of borrowers. The company is smoothly transitioning borrowers with outstanding loan repayments from Paytm Payments Bank to new National Automated Clearing House (NACH) mandates and other banking institutions. This migration not only ensures compliance with regulatory requirements but also demonstrates Paytm's commitment to addressing operational challenges and adhering to industry standards.
- Recognizing the pivotal role of clear communication in rebuilding trust, Paytm has incorporated a robust communication strategy into its redemption plan. The company is aiming to consistently engage with consumers and merchants, dispelling fears and mitigating attrition. Effective communication is deemed essential in reestablishing Paytm's standing in the market and fostering renewed confidence among its user base.
- Many Paytm Money customers express concern about their investments following the RBI's decision to suspend certain activities of Paytm Payments Bank due to regulatory concerns. To allay worries, Paytm Money assures investors via email that the suspension of Paytm Payments Bank activities does not affect operations or investments with Paytm Money Ltd (PML) in Equity, Mutual Funds, or NPS.

GRAPHICAL REPRESENTATION OF STOCK MARKET PERFORMANCE OF PAYTM

Paytm

₹370.70 -207.40 (35.88%) 1Y



QUESTIONS

1. How has Paytm responded to the regulatory scrutiny and challenges it is currently facing, particularly in terms of strategic partnerships, communication strategies, and borrower migration?
2. What regulatory challenges has Paytm faced in recent years, particularly regarding violations of KYC norms and foreign exchange regulations, and how have these impacted its reputation and consumer trust?

CONCLUSION

Paytm's response to regulatory challenges reflects its commitment to navigating complexities while rebuilding trust and credibility in the Indian fintech landscape. Through strategic partnerships, transparent communication, and proactive risk management measures, Paytm aims to overcome regulatory hurdles and regain consumer confidence, ensuring its continued success in the dynamic fintech sector.

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A CASE STUDY ON BRINGING COLOUR TO INDIAN LANGUAGES - THE CASE OF MOVIE & DISNEY+ HOTSTAR MERGER

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ABSTRACT

Disney+ Hotstar is a streaming service that combines the Disney content library with Hotstar's catalog. It offers a wide range of entertainment content and live streaming of major sporting events in India. The company is a collaboration between the Walt Disney Company and Star India. This case study examines the strategic moves of Disney and Hotstar. Goal was to capture large regional audience for Disney+ Hotstar content by showcasing movie posters in three major Indian languages. Created distinctive and memorable movie titles. The two companies hope the merger will be better placed to challenge Sony's Zee TV and international streaming platforms like Amazon and Netflix. Disney owns linear and digital services under the Hotstar brand, while Reliance's Viacom18 joint venture operates streaming services under the JioCinema brand.

INTRODUCTION:

In the ever-evolving landscape of streaming entertainment, Disney+ Hotstar emerges as a significant player, blending the global brand power of Disney with the regional strength of Hotstar. This case study delves into the strategic moves, market dynamics, and implications of this collaboration, offering insights into the intersection of global media conglomerates and local audience preferences.

Disney+ Hotstar is a streaming service that combines the extensive Disney content library with Hotstar's existing catalog of Indian and international movies, TV shows, and sports. It offers a wide range of entertainment content, including movies, TV series, original programming, sports, and live streaming of major sporting events.

Disney+ Hotstar is a collaboration between The Walt Disney Company and Novi Digital Entertainment, a subsidiary of Star India. It launched in India in April 2020, following Disney's acquisition of 21st Century Fox and its stake in Star India. The service quickly gained popularity due to its diverse content offerings and competitive pricing.

The platform boasts a vast collection of content from Disney, Pixar, Marvel, Star Wars, National Geographic, and other major studios. This includes blockbuster movies, classic animated films, popular TV shows, and exclusive Disney+ original series.

In addition to its entertainment content, Disney+ Hotstar also offers live sports streaming, including cricket, football, tennis, and more. This feature has made it a favorite among sports

enthusiasts in India, especially during major sporting events like the Indian Premier League (IPL) cricket tournament.

Disney+ Hotstar offers various subscription plans, including a free ad-supported tier and premium subscription options with access to additional content and features. Users can stream content on multiple devices, including smartphones, tablets, computers, and smart TVs, making it accessible to a wide audience across India.

Business Revenue Model

Disney+ Hotstar is a hybrid TVOD (transactional video on demand) and SVOD (subscription video on demand). They are majorly generating revenue in 3 ways:

- a. Subscription Model
- b. Ads on Disney+ Hotstar
- c. Disney+ Hotstar Ads personalization

Subscription Model

Disney+ Hotstar offers two types of subscriptions

- Monthly
- Annual

a) Disney + Hotstar

Set different prices for both of its subscriptions to compete with other OTT platforms like Netflix and Amazon Prime Video with this subscription model.

b) Ads on Disney + Hotstar Advertising is a major source of revenue for **Disney + Hotstar. 70% of its revenue comes from advertisers wanting to advertise on a cricket platform during IPL.**

b. Disney + Hotstar Ads personalization:

India is a cricketing country and IPL is the considerably biggest cricket entertainment show. It is the only place to watch IPL matches in India, and their new personalized ads are the biggest hit with fans.

Improvement Strategies

1. Pocket-Friendly Subscription Plan

The monthly subscription plan of Disney + Hotstar is costly as compared to other platforms. There should be more flexible subscription plans which provide value for money. Ex: Quarterly and half-yearly subscription plans should be added.

2. Personalized Onboarding Experience

Providing an option to create different profiles will help to improve the recommendation as per the viewer.

3. Intuitive UI/UX

Improvement is required in UI/UX for smooth navigation throughout the platform and content viewing experience.

4. Produce More Quality Content

The addition of new & exclusive content will help to retain more users.

5. Customized Subscription Plan

Introduce multiple subscription offers. For example, different duration-wise or genre-specific, language-specific and content-specific, etc

6. Personalized Push Notifications

Sending push notifications every day, 10 days prior to renewal.

7. Gamification Feature for Fan Zone

Disney + Hotstar game where users will play the game and win interesting prizes & coupons.

Losing IPL and other sports rights gave Disney+ Hotstar its first major blow:

Disney+ Hotstar had cemented itself as the go-to destination for major sports content to watch in India. However, the platform was dealt with its first blow last year, when the Mukesh Ambani-led Viacom 18 won the IPL digital rights for a whopping sum of INR. 23,758 crores. While Disney Star retained the TV rights, losing digital rights meant that Disney+ Hotstar can't stream IPL matches from 2023 to 2027. This caused a major downturn in subscribers, as Disney+ Hotstar lost

3.8 million subscribers between October 2022 and December 2022.

Along with that, the F1 season for 2023 began with no streams on Disney+ Hotstar, as the platform no longer owns the rights. Fans of the sport can now watch the races from F1 TV, the official streaming service for motorsport. Both losses were a major problem for Disney+ Hotstar, as it was once known as the premier destination for sports content.

After successfully launching in the West, Disney's popular video streaming platform Disney+ turned towards one of the largest markets in the world — India. Disney acquired one of the most popular home-grown streaming platforms in the country, Hotstar, and merged its Disney+ offering to become Disney+ Hotstar in India. From iconic Marvel movies and delightful Pixar films to thrilling regional films, Disney+ Hotstar offers a plethora of choices for every viewer. In order to appeal to the multilingual Indian market, it was important to promote the movies that offered dubs in various Indian languages in the right way. Without offering multilingual movie posters, Disney+ Hotstar risked alienating a large chunk of their audience in India who did not understand English. Regional audiences prefer consuming content in their native languages so it was important for Disney+ Hotstar to promote their movies in these languages.

The objective was to create multilingual typography of movie titles that were originally in English into Hindi, Tamil, and Telugu. The new typography needed to retain the essence of the original

titles while adhering to the nuances and needs of the regional languages spoken in India. Most importantly, the visual identity of the movie posters needed to match with the visual genre of the film. To ensure perfect recreations, Brucira collaborated with Sudeep Gandhi & Manish Patil during the typography and vectorizing stages.

Goal was to capture large regional audience for Disney+ Hotstar content by showcasing movie posters in three major Indian languages.

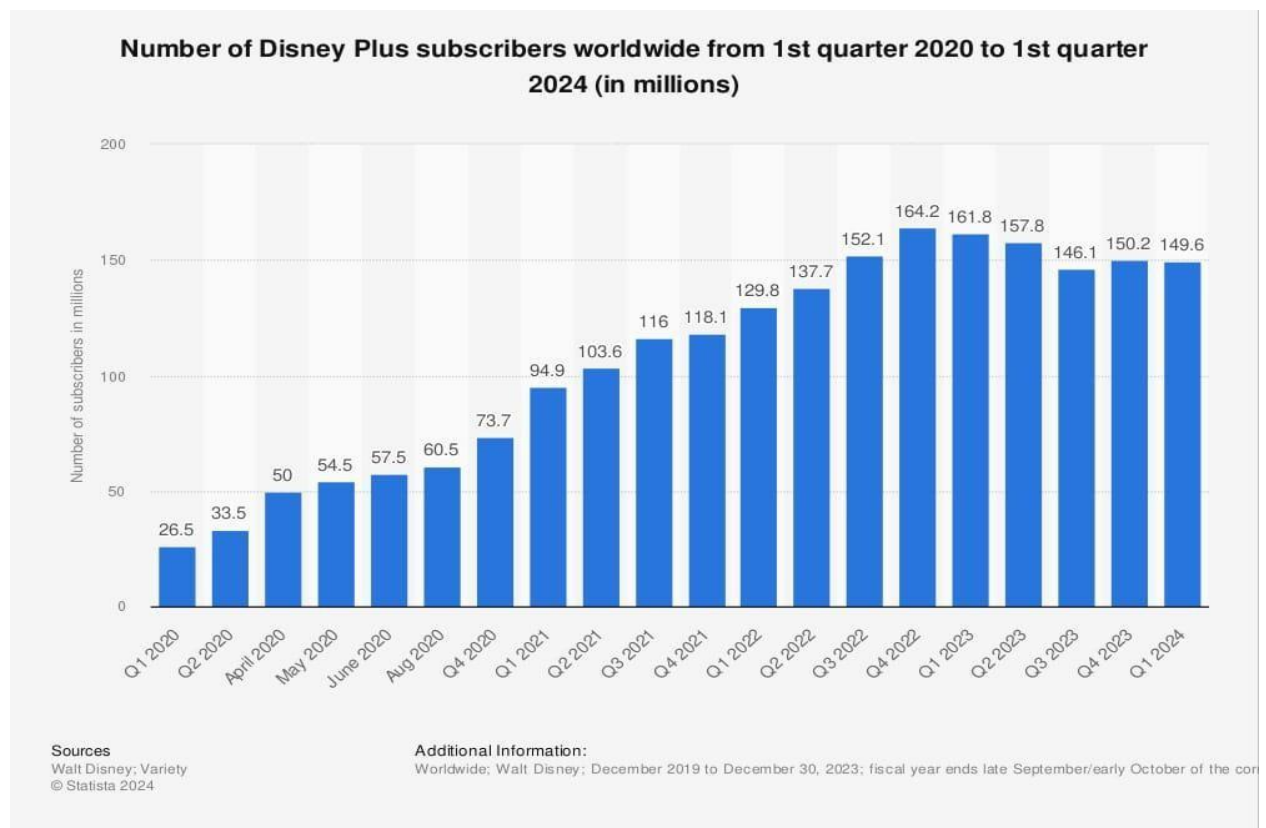
Created distinctive and memorable movie titles

We established the mood and atmosphere of the movie before the audience even watches it by using the title fonts that convey a lot about the film's genre, tone, and style.

Adding effects conveyed specific themes or elements of the movie. Effects can also help to reinforce the movie's branding and marketing efforts.

Meticulously perfected the light angles during the vectorizing

When it comes to languages that don't use the roman script, especially regional languages in India, each individual letter is written in a particular way — the length of the letters and their accents had specific angles, strokes, and curves that needed to be replicated correctly.



The Approach

First, the movie titles were accurately translated into the desired Indian language. There could be no errors at this stage. We started with a brief discussion call with the founding team at Disney+ Hotstar to understand the requirement, collate their vision and mission and align with the same.

Each film title had different sets of characters — understanding & designing them correctly was both visually as well as linguistically important.

The two companies hope the merger will be better placed to challenge Sony's Zee TV and international streaming platforms like Amazon and Netflix. Disney owns linear and digital services under the Hotstar brand, while Reliance's Viacom18 joint venture operates streaming services under the JioCinema brand.

Questions

1. What are the benefits of Disney +Hotstar merger?
2. How Reliance-Disney Merger Is All Set to Change India's OTT Arena?
3. What could be the redesigning process after the merge of the Reliance?

OPTIMISING PRODUCTION BY MINIMISING DEFECTIVES

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Introduction:

Ganesh tyre manufacturing company is one of the leading tyre manufacturers for three decades and has a market across the country. They produce more than 25 million tyres annually for both two-wheeler and three-wheelers. Tyres govern the durability and stability of the vehicle. Customers select the tyres which provide perfect weight support and proper connection on the road. The company produces original equipment tyres and replacement tyres. Original Equipment (OE) tyres or Stock tyres are manufactured and fitted with the vehicle from the factory itself. OE tyres are manufactured according to the design and performance of the vehicle and its compatibility with the vehicle is also to be ensured. OE tyres are produced to focus primarily on fuel efficiency, comfort, durability, and for well-maintained roads. The selection of OE tyres depends upon the expected usage of the vehicle and the budget of the manufacturers. Replacement tyres or After Market (AM) tyres are produced to target the customers who replace the OE tyres. AM tyres are beneficial in terms of off-road driving, resistance to puncture, strong rubber, and comfort for long drives. Besides these merits, the affordable price has also made AM tyres to be more popular in the market.

Every company provides its best efforts to maintain the existing customers and thereby gain new customers. To achieve this objective, it must maintain an uninterrupted supply of good quality products at a reasonable price. When the expected quality or specification is not present in the product, it can be concluded that there is a defect, and the product becomes defective. If the specifications are not met in full, the product is considered to have a defect. But these defects will not affect the functionality of the product. If more than one defect is present in the product, it results in defectives, and the product is completely said to be unacceptable for use. These defectives can be reworked at an extra cost and sold as a final product. A scrap is an item on which reworking may or may not be possible and may be sold at a lesser value. The defects may be design defects or manufacturing defects. Belt wedge flaws, Cap ply defect, skim stock flaws, and inner liner design flaws are known as design defects. The manufacturing defects include Liner marks on rubber components, Trapped air or water, Material contamination, Inner liner cracks, Belt alignment, and Porosity.

Scenario:

Ram, the Production Manager reported to Chandran, the Executive Director (ED) of the company that the defectives were found in the tyre manufacturing. He also mentioned that 10% of the defectives were reworked at an extra cost and sold as a final product to the customer. Another 20% of the defectives were sold as AM tyres in the market. The rest 70% of the defectives were considered as scrap and sold at a nominal value. He also added the report of the warehouse manager which reveals that AM tyres are considered as slow-moving products. Based on the report by Ram, the Executive Director called for a meeting of all departmental heads to present the causes for defectives and the disposal of defectives. Ram has also asked the production manager, quality manager, sales manager, finance manager, and warehouse keeper to bring the details about the defectives and the treatment of defectives within two days.

Discussion:

After two days, a meeting was convened by Executive Director with the managers to discuss the defectives. To start with, ED explained the issue of the treatment of defectives and how it impacts the margin of the company. The report of Ram was read in the meeting and the personnel was called for discussion. The finance manager explained the information about the effect of the cost of defectives on the inflated price of the good units, the cost of reworking including material and labour cost, cost of producing AM tyres. The revenue generated from the sale of scrap is also explained by the finance manager.

Chandran, the ED enquired about the type of defectives found in tyres. Sundar, the Quality Manager replied that the defectives were both design defects and manufacturing defects. He also added that the percentage of design defects was more than manufacturing defects. The quality manager submitted the major causes for the defectives for discussion. During his inspection, he found design defects such as cap ply and skim stock. He also said that though it can be claimed that cap ply which is a component placed between the tread and belt top is needed only for high-speed tyres, it is necessary to increase the belt edge durability. There is also a risk of separation of the belt. The second major cause is a skim stock flaw, and it can also be argued that every manufacturer has a unique formula for skim stock. As skim stock encloses steel wires of tyres and it is closely associated with tread separation, so it must be taken care of seriously. In the case of manufacturing defects, he has found porosity that decreases the durability of the tyre because of void space in the material resulting in inappropriate connection of rubber parts during the process of curing. He also expressed that these defects can be avoided, and the rate of scrap can be minimized. He also discussed the techniques like Root Cause Analysis (RCA) and Statistical Process Control (SPC) to ensure the quality of the product and to reduce the defectives.

Now, Ram was questioned about the degree of supervision in an assembly line and the quality of raw materials. To minimize manufacturing defects, he was also instructed to maintain good internal quality control, the quality of raw materials, and to provide proper instructions to assembly workers.

Chandran, the ED also enquired about the cost of reworking the defectives and increasing the percentage of reworking tyres. The finance manager has revealed the cost of reworking and he also said that this extra cost can be avoided if proper internal control and continuous monitoring of quality is maintained in the manufacturing division. Sathiyar, the Sales Manager informed that the AM demand is minimum and the tyres which are aimed for AM are getting stored in the warehouse. In addition, the inventory holding cost also increases. The decline in AM is because of inflationary conditions and weak market sentiments. Base effect, that is the selection of tyres based on comparison or reference of the OE and AM tyres is also considered as another reason for the decrease in demand for AM tyres. After a long discussion in the meeting, it was resolved with the following recommendations.

1. To minimize design and manufacturing defects with proper internal quality control and inspection.
2. To increase the reworking of defectives and to be sold as the final product.
3. To enhance after market demand by analyzing the market sentiments.
4. To reduce the sale of scrap as it fetches only a nominal value.

Chandran, the ED finally instructed the production manager, quality manager, sales manager, and finance manager to analyze the above-mentioned recommendations and prepare a report.

Questions for Discussion:

1. Differentiate OE tyres from AM tyres.
2. Differentiate design defects from manufacturing defects.
3. How can a production manager reduce manufacturing defects?
4. Is the cost of reworking will increase the cost of the product? If so, how will the company manage to fix a price?
5. Discuss the causes for the decline in AM demand at present.
6. How can the company manage the base effect?
7. Is the quality manager also responsible for the defects?
8. How the scarp can be reduced in a company?
9. Whether the RCA and SPC will reduce the degree of defectives?
10. Whether coordination is required between the managers to reduce the scrap?

A STUDY ON UNPACKING THE CRISIS: UNDERSTANDING “WHY BANGALORE FACES WATER SCARCITY”

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Abstract

Bengaluru, known as the Silicon Valley of India, grapples with a severe water scarcity crisis, posing a significant challenge to its sustainability and growth. This abstract delves into the multifaceted factors contributing to the water scarcity in Bengaluru. Firstly, rapid urbanization coupled with unchecked population growth has strained the city's water resources beyond capacity. Additionally, inefficient water management practices, including outdated infrastructure and leakages, exacerbate the situation. Furthermore, the unsustainable exploitation of groundwater resources, largely due to unregulated borewell drilling, has led to depletion and contamination of aquifers. Climate change-induced erratic rainfall patterns further compound the issue by disrupting traditional water recharge mechanisms. Moreover, the encroachment and pollution of lakes and water bodies, once lifelines of the city, have diminished their capacity to store and supply water. Lastly, the lack of effective governance and public awareness exacerbates the challenge of addressing water scarcity sustainably. Understanding these complex interplays is crucial for formulating holistic solutions to mitigate water scarcity and ensure the long-term water security of Bengaluru. This study provides insights about the factors that influence the water scarcity and solutions to mitigate the crisis faced by Bangalore.

Introduction

Bangalore, the Silicon Valley of India, has garnered global attention for its rapid urbanization and technological advancements. However, beneath the sheen of development lies a pressing concern - water scarcity. This case study delves into the multifaceted factors contributing to water scarcity in Bangalore, analyzing its causes, consequences, and potential solutions.

Background

Bangalore, located in the southern state of Karnataka, is home to over 12 million people and about 920 meters above sea level on the Deccan plateau of South India also serves as a hub for IT, biotechnology, and other industries. It covers an area of 741 sq. km. However, the city's exponential growth has placed immense pressure on its water resources, leading to a chronic Bangalore faces a formidable challenge in ensuring water security for its residents.

The climate of Bengaluru has changed due to the enormous number of concrete buildings.

Causes of Water Scarcity

Urbanization and Population Growth: The rapid influx of migrants seeking employment opportunities has exerted immense pressure on Bangalore's water infrastructure.

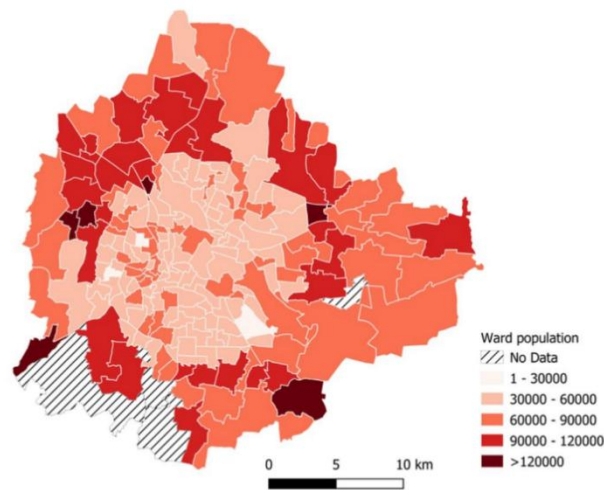


Fig 2-Population in current Bangalore

Source: Semantic Scholar

Unplanned Development: Poor urban planning, unauthorized construction, and encroachment on water bodies have exacerbated the problem, leading to the destruction of natural water recharge mechanisms.

Declining Groundwater Levels: Excessive extraction of groundwater for domestic, industrial, and agricultural purposes has led to a significant decline in groundwater levels, making it unsustainable.

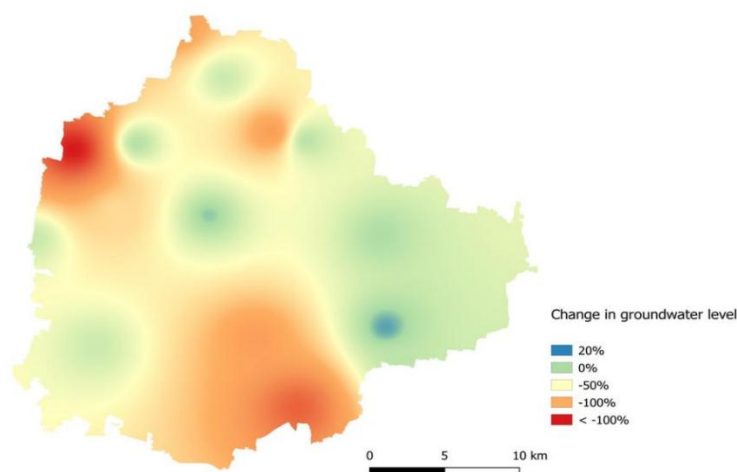


Fig 1-Changes in groundwater level

Source: mdpi.com

Pollution and Contamination: Industrial effluents, untreated sewage, and chemical runoff have contaminated water sources, rendering them unfit for consumption.

Climate Change: Changing weather patterns, including prolonged droughts and erratic monsoons, have further strained Bangalore's water resources, exacerbating the scarcity.

Consequences

Public Health Concerns: Contaminated water sources contribute to the spread of waterborne diseases, posing serious health risks to the population.

Economic Implications: Water scarcity hampers industrial productivity, agricultural output, and overall economic growth, affecting livelihoods and exacerbating poverty.

Social Disparities: Water scarcity disproportionately affects marginalized communities who often lack access to clean and reliable water sources, exacerbating social inequalities.

Environmental Degradation: Depletion of groundwater reserves, loss of biodiversity in lakes and water bodies, and land degradation are some of the environmental consequences of water scarcity in Bangalore.

Potential Solutions

Water purification process implementation

The methods used include physical processes such as filtration, sedimentation, and distillation; biological processes such as slow sand filters or biologically active carbon; chemical processes such as flocculation and chlorination; and the use of electromagnetic radiation such as ultraviolet light.

Advanced oxidation process

Oxidation is a highly efficient technology in the elimination of emerging micropollutants from water. Almost all types of water pollutants, including pesticides, PPCPs, dyes, plasticizers, microcystin, and toxic metals are successfully removed from water systems using various advanced oxidation.

Membrane filtration

Membrane technology encompasses the scientific processes used in the construction and application of membranes. Membranes are used to facilitate the transport or rejection of substances between mediums, and the mechanical separation of gas and liquid streams. In the simplest case, filtration is achieved when the pores of the membrane are smaller than the diameter of the undesired substance, such as a harmful microorganism. Membrane technology is commonly used in industries such as water treatment, chemical and metal processing, pharmaceuticals, biotechnology, the food industry, as well as the removal of environmental pollutants.

Biological treatment

Wastewater treatment is a process which removes and eliminates contaminants from wastewater and converts this into an effluent that can be returned to the water cycle. Once returned to the water cycle, the effluent creates an acceptable impact on the environment or is reused for various purposes (called water reclamation). The treatment process takes place in a wastewater treatment plant. There are several kinds of wastewater which are treated at the

appropriate type of wastewater treatment plant. For domestic wastewater (also called municipal wastewater or sewage), the treatment plant is called a Sewage Treatment. For industrial wastewater, treatment either takes place in a separate Industrial wastewater treatment, or in a sewage treatment plant (usually after some form of pre-treatment). Further types of wastewater treatment plants include Agricultural wastewater treatment and leachate treatment plants.

Electrocoagulation

Electrocoagulation (EC) is a technique used for wastewater treatment, wash water treatment, industrially processed water, and medical treatment. Electrocoagulation has become a rapidly growing area of wastewater treatment due to its ability to remove contaminants that are generally more difficult to remove by filtration or chemical treatment systems, such as emulsified oil, total petroleum hydrocarbons, refractory organics, suspended solids, and heavy metals. There are many brands of electrocoagulation devices available, and they can range in complexity from a simple anode and cathode to much more complex devices with control over electrode potentials, passivation, anode consumption, cell REDOX potentials as well as the introduction of ultrasonic sound, ultraviolet light and a range of gases and reactants to achieve so-called Advanced Oxidation Processes for refractory or recalcitrant organic substances.

Advanced membrane bioreactors

Membrane bioreactors are combinations of some membrane processes like microfiltration or ultrafiltration with a biological wastewater treatment process, the activated sludge process. These technologies are now widely used for municipal and industrial wastewater treatment. The two basic membrane bioreactor configurations are the submerged membrane bioreactor and the side stream membrane bioreactor. In the submerged configuration, the membrane is located inside the biological reactor and submerged in the wastewater, while in a side stream membrane bioreactor, the membrane is located outside the reactor as an additional step after biological treatment.

Chemical precipitation

Precipitation is the process of transforming a dissolved substance into an insoluble solid from a supersaturated solution. The solid formed is called the precipitate. In case of an inorganic chemical reaction leading to precipitation, the chemical reagent causing the solid to form is called the precipitant. The clear liquid remaining above the precipitated or the centrifuged solid phase is also called the supernate or supernatant.

Green infrastructure

Green infrastructure has been defined as “A strategically planned network of natural and semi-natural areas with other environmental features, designed and managed to deliver a wide range of ecosystem services, while also enhancing biodiversity.” Such services include, for example, water purification, improving air quality, providing space for recreation, as well as helping with climate mitigation and adaptation. This network of green (land) and blue (water) spaces improves the quality of the environment, the condition and connectivity of

natural areas, as well as improving citizens' health and quality of life. Developing green infrastructure can also support a green economy and create job opportunities.

Conclusion

Water scarcity poses a significant challenge to Bangalore's sustainable development trajectory, impacting its environment, economy, and society. Addressing this complex issue requires concerted efforts from government authorities, industries, civil society, and citizens alike. By adopting a multifaceted approach encompassing policy reforms, infrastructure upgrades, community participation, and climate resilience measures, Bangalore can strive towards achieving water security and ensuring a sustainable future for its residents.

Questions

1. How would you describe the current water supply situation in Bangalore?
2. What are the main reasons, in your opinion, behind the water crisis in Bangalore?
3. How has the water crisis in Bangalore impacted your daily life and activities?
4. What measures, if any, have you taken at the individual or community level to conserve water?
2. How important do you think sustainable water management practices are for the future of Bangalore?
3. What role do you think technology can play in mitigating the water crisis in Bangalore?

A CASE STUDY ON YES BANK: CHALLENGES AND STRATEGIES

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ABSTRACT:

The Yes Bank case study delves into the multifaceted challenges encountered by the institution, a leading private sector bank in India, and the strategic maneuvers orchestrated to overcome these obstacles. At its core, Yes Bank grappled with a confluence of issues, including governance lapses, mounting non-performing assets (NPAs), liquidity crunches, and regulatory noncompliance, precipitating a sharp erosion of its financial standing and market credibility. These challenges necessitated a comprehensive revaluation of the bank's operations, risk management practices, and stakeholder engagement strategies. In response, Yes Bank's management devised a series of strategic initiatives aimed at stabilizing its financial position and restoring investor confidence.

These initiatives encompassed capital infusion efforts through equity raises and institutional investments, aggressive asset quality recognition and resolution measures, including the implementation of asset monetization strategies and the formation of asset reconstruction companies, as well as recalibration of its business model to focus on retail and liability franchises. Additionally, the bank forged strategic partnerships with fintech firms and established collaborations with governmental bodies to bolster its technological capabilities and enhance operational efficiencies. Furthermore, regulatory interventions and oversight played a pivotal role in guiding the bank's restructuring process, underscoring the importance of regulatory compliance and governance reforms in safeguarding the stability of financial institutions. Through a meticulous examination of the Yes Bank case study, valuable insights emerge regarding crisis management, corporate governance best practices, risk mitigation strategies, and the imperative of proactive measures in navigating turbulent financial landscapes and restoring institutional resilience and sustainability.

KEYWORDS: Yes Bank, Challenges, Strategies, Banking Industry, Private Banks, Commercial Banks

INTRODUCTION:

YES Bank incorporated in 2004, Yes Bank was founded by Rana Kapoor who headed the bank till 2018. His other co-founder — Ashok Kapur suffered demise during the 26/11 attacks in Mumbai. Since its inception, YES BANK has adopted international best practices, with the highest standards of service quality and operational excellence. It offers comprehensive banking and financial solutions to all its customers. Using technology to provide superior customer service is central to YES BANK's business philosophy. By offering innovations such as mobile banking, two-factor authentication, radio-frequency identification and advanced speech-enabled interactive voiceresponse systems, YES BANK delivers a differentiated service to its commercial and retail customers.

YES bank turned out to be the go-to bank for a lot of companies which relies on private banks for their funds. They acquired many clients for all operations and it was the only banking partner for UPI transactions such as Swiggy, Phonepe, Flipkart, Redbus, etc for more than 20 companies. Looking at the growth of the bank, people started depositing more and more, essentially, this valued to 2 lakh crores for the bank. YES bank attained its peak and the highest confidence among depositors and rating agencies.

This study traces out the genesis of Yes bank Crises and the reasons for downfall of a major Indian Bank. This recent exceptional case has reached its epitome in terms of recovery though, but studying on this case will help to understand the mindset of the bank to engage into dialogues with some soon to be bankrupt companies and acting as their sole survivor without taking into consideration its own balances.

BANKING INDUSTRY IN INDIA:

The banking industry in India is a crucial component of the country's financial system, playing a vital role in economic growth and development. It consists of various types of banks, including public sector banks, private sector banks, foreign banks, cooperative banks, and regional rural banks. The Reserve Bank of India (RBI) serves as the central regulatory authority, overseeing the functioning of banks and maintaining monetary stability. Over the years, the industry has witnessed significant reforms, liberalization, and technological advancements, leading to increased competition, innovation in products and services, and improved efficiency. Additionally, initiatives like financial inclusion have aimed to extend banking services to unbanked and underbanked populations, fostering inclusive growth and financial empowerment across the country.

The Indian banking sector is broadly classified into scheduled banks and non-scheduled banks. All banks included in the Second Schedule to the Reserve Bank of India Act, 1934 are Scheduled Banks. These banks comprise Scheduled Commercial Banks and Scheduled Co-operative Banks.

The 4 different types of banks they are;

- Central Bank,
- Commercial Bank,
- Cooperative Bank,
- Regional Rural Bank.

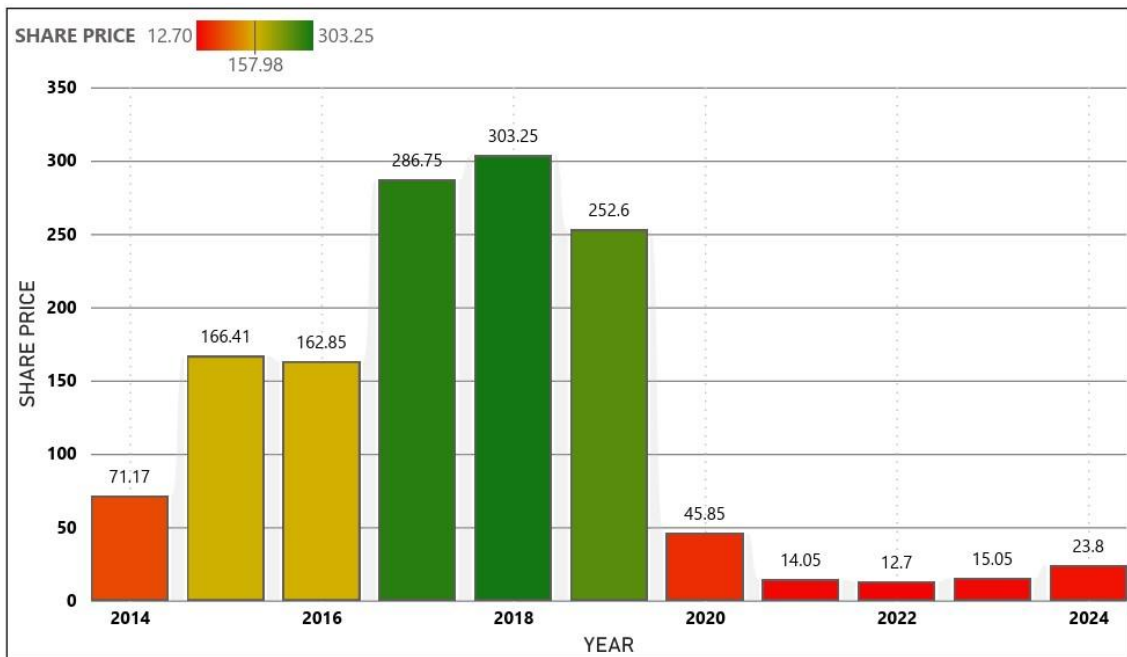
COMPETITORS OF YES BANK:

Table No: 01

S. NO	BANK	FOUNDED YEAR	SHARE PRICE (as on March 2024)
1	HDFC	1994	1454.70
2	Axis	1993	1048.00
3	Bandhan	2014	1084.00
4	IDFC	2015	78.70
5	ICICI	1994	1073.90
6	IndusInd	1994	1480.55
7	Kotak Mahindra	1985	1734.00
8	Fedral	1931	150.15
9	RBL	1943	224.90
10	Bank of America	1904	35.41

LAST 10 YEARS SHARE PRICE OF YES BANK:

Chart No: 01



CHALLENGES:

YES bank reached its peak of success, the bank (owing to the overwhelming response they received) started lending billions to companies. However, some of their clients were already under financial stress — these included Dewan Housing Finance Corp. Ltd (DHFL), Infrastructure Leasing and Financial Services (IL&FS), Anil Ambani's Reliance group, the Zee group, and Subhash Chandra's Essel group etc. and most of these companies really had no way to pay their debts back to the bank and were in no way the safe investments. Though, UBS analysed the blind approach by the bank that is leading to such a massive growth, but only temporary. But even after such warnings Yes Bank failed to control its mess of risky decisions. A lot of questions were raised as to why the financial assistance was given to these companies.

After months of investigation, on March 5 2020, the Reserve Bank of India announced the order to it supersedes the Yes Bank Board of Directors for a period of 30 days “owing to serious deterioration in the financial position of the Bank”. Within a month of Ravneet Gill taking over as head of Yes Bank on March 2019 it was estimated that their NPA was standing at 8%. This gave the picture that eight percent of all loans given out by Yes bank were Bad loans and hence they also downgraded them.

REVIVAL PLAN OF YES BANK:

First, the bank went all out to raise capital worth Rs 24,000 crore, helping it make provisions for NPAs and grow the balance sheet in retail and MSME areas. Apart from SBI, there are two marquee private equity players - Carlyle and Advent International.

Second, the entry of SBI and other private banks as equity contributors brought back trust in the brand. This is evident from the high deposit base. When the moratorium was imposed, the deposit base crashed to Rs 1 lakh crore in March 2020. The deposits now stand at Rs 2.41 lakh crore. In a banking entity, low-cost deposits, especially savings and current accounts, are the fodder for competing in the assets space, especially home loans, personal loans, and the MSME segment. The higher the low-cost CASA, the better the margins.

Third, the share of retail and SME advances, perceived as safer compared to large corporate loans, has increased significantly in the last four years. This share has risen from 36.3 percent at the time of the moratorium to a high of 62.6 percent in December 2023. Last but not least, the brand Yes Bank has a new identity and a completely new team with a strong compliance culture.

While releasing the third quarter results, Prashant Kumar, Managing Director & CEO, YES BANK explained that the bank, over the last few quarters, have remained focused on executing our profitability improvement roadmap by leveraging our core and key business levers of retail asset mix optimisation, SME and Mid-Market strong value proposition, fully exploiting branch network , and leveraging digital and transaction banking capabilities and partnerships.

QUESTIONS:

1. What were the key challenges faced by Yes Bank leading up to its crisis in 2020?
2. How did Yes Bank attempt to rebuild trust and confidence among its stakeholders post-crisis?
3. What lessons can other financial institutions learn from the Yes Bank case study in terms of risk management and regulatory compliance?

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FORD MOTORS EXPANSION STRATEGY IN INDIA

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ABSTRACT

This case study delves into Ford Motor Company's strategic moves to navigate through challenging market conditions, particularly in India, while addressing global industry dynamics. Despite facing operational losses and restructuring challenges, Ford remains committed to serving its customers in India by providing ongoing support while streamlining manufacturing operations. The company's decision to wind down vehicle assembly in certain locations is coupled with plans to revive sales through the reintroduction of popular models like Endeavour. Leveraging its existing infrastructure and regulatory clearances, Ford aims to reposition itself competitively by focusing on product innovation, green initiatives, and strategic marketing efforts. Insights from industry competition analysis underscore the importance of adaptability, product diversification, and market research in driving future success. Recommendations include conducting thorough market research, fostering innovation in product design, prioritizing green vehicle development, and leveraging effective marketing strategies to enhance brand positioning and customer engagement. By embracing these strategies, Ford can position itself for sustainable growth and resilience in the ever-evolving automotive landscape.

KEYWORDS Expansion strategy, Automotive industry, Market entry, Market analysis, Competitive landscape, Growth strategy, Localization, Manufacturing facilities.

INTRODUCTION

Ford will continue to provide customers in India with ongoing parts, service, and warranty support. As part of the plan, Ford India will wind down vehicle assembly in Sanand by the fourth quarter of 2021 and vehicle and engine manufacturing in Chennai by the second quarter of 2022, the company announced.

As per industry sources, Ford aims to revive sales by bringing back the Endeavour, contemplating both local assembly in Chennai and direct imports. The company could import fully built cars without homologation, staying competitive against rivals like the Toyota Fortuner while gearing up for local production in 2025. Ford's Plant Dilemma Having retained its Chennai factory despite earlier plans to sell, Ford has a strategic advantage for restarting operations. The regulatory clearances for the potential sale of the plant had been secured, making it easier for Ford to resume manufacturing. The retooling process to produce the new Endeavour would also be relatively straightforward since the previous Endeavour shared some underpinnings with the latest model.

The new Ford Endeavour, built on the Ranger pickup's platform, boasts of a sturdy ladder-frame architecture. Its exterior showcases a boxier front end with a prominent grille, Matrix LED headlights, and a squared-off design. Inside, the three-row cabin boasts a modern dashboard with a 12-inch touchscreen, SYNC infotainment software, and advanced safety features.

This follows accumulated operating losses of more than \$2 billion over the past 10 years and a \$0.8 billion non-operating write-down of assets in 2019. Among the three top American automakers, Ford Motors is the most prominent. Founded in Michigan by Henry Ford in 1903, the company expanded to employ more than 370,000 people and generate \$150 billion in revenue by 1996. In 1998, Ford had a quarter of the US vehicle market. As of 2010, it was the fifth largest car manufacturer in the world and the second largest in the United States. Ford's 2009 global revenues place it at number eight on the 2010 Fortune 500 list. The business made \$6.6 billion in profit as of 2010 and used that money to pay down its \$33.6 billion in debt. More quality survey honours were given to the corporation in 2007 than to any other carmaker. According to a US national poll, the company domain "ford.com" had more than 11 million annual visitors by 2008.

Beginning in 1999, the company's performance declined dramatically. Its items' market value decreased, and its market share decreased from 25% to 14%. The business was about to implode. A few of the problems Ford Motors was dealing with were high debt, a poor reputation in the marketplace, dwindling consumer base, and rapidly increasing operating expenses. Ford blamed the sluggish US economy and rising petrol prices for its market failure. Expert evaluations of Ford Motors' commercial failure add another level of complexity to the company's failure. They claim that Ford failed to consider consumer preferences and market trends. They focused solely on their product lines, which were trucks and SUVs; they also had higher operating expenses, poor customer service, and inadequate market research. There was no innovation in the Ford product line. Porter explained that a business can obtain a competitive advantage by being goal-focused, diversifying its product line, and cutting costs. Only the company's strategies—both those it employs to counter the competition and those it manages well—will allow it to succeed. A corporation can become proficient in both cost-effectiveness and unique selling points. They neglected to conduct proper market research, had greater operating costs, and only paid attention to their product lines, which were trucks and SUVs. The Ford product range lacked innovation. Porter clarified that a company can get a competitive edge through cost-cutting, product diversification, and goal-focused Ness. The company's success will only depend on its strategies, both the ones it uses to beat the competition and the ones it effectively manages. A company can become adept in both distinctive selling propositions and cost-effectiveness. The CEO of Ford Motors, Alan Mulally, took the initiative to enhance the business's operations and reputation.

COMPETITION ANALYSIS

The recession, erratic oil prices, and declining employment rates in the US and Western Europe are all consequences of the 2008 automotive industry crisis that have had a significant

impact on automakers and the credit markets. The automobile manufacturers and the elements that influence consumers' purchasing decisions were negatively impacted by these variables. Due to this, consumer leasing and purchase decisions were postponed, which decreased global auto sales. In 2008, 2007 and 2006, General Motors estimated global market share was 12.4%, 13.3% and 13.5%, respectively. The biggest market for General Motors has been drastically impacted by these unfavourable variables. Americas. General Motors continued to hold the most market share in the US despite the adverse economic conditions that the country faced in 2008. The business made a few strategic adjustments to address problems brought on by falling market shares and revenues. In order to make choices quickly, when necessary, General Motors decentralised the decision-making process. The authority to make important decisions on behalf of the corporation rests with the managers overseeing the branches all around the world. The business created new marketing strategies and updated its marketing objectives. It is engaged in offering clients cutting-edge items with environmentally friendly automobiles. General Motors' competitive edge is derived on the inventive vehicles it manufactures.

SWOT ANALYSIS

Table No:1

STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
1.Massive global presence	1.Inability to adapt to customer preferences	1.Product diversification	1.Competition
2.Vast product range	2.Over-dependence on US markets	2.In house chip production	2.High material cost
3.Sustainability		3.Electric vehicles	3.Shortage of chips

1. RESEARCH

Ford Motor Company ought to carry out a survey and market research before drafting a new model to ascertain consumer preferences. The company needs to monitor market trends and needs because it is still heavily indebted and wants to recover from its debt. If it takes the wrong turn, it could fall into a deep hole, which is something the company dread. Rather than replacing the models every year, they ought to enhance the company's manufacturing processes to highlight the quality and performance of the ongoing initiatives. The business ought to put more effort into the designs of its goods and develop a wider range of more effective models.

2.INNOVATION

Japanese automakers already meet the needs of the market segment by producing tiny automobiles. In this market, Toyota, Honda, and other companies are Ford's principal rivals. who provide reasonably priced goods with attractive features and performance that isn't compromised in any way. For Ford's C-car platforms to attract a wide number of prospective customers, unique products must be designed.

3.GREEN VEHICLES

It is now vital for every automaker to release vehicles that are more fuel-efficient, emit less smoke, and don't damage the environment because governments in the US and other nations are placing a greater emphasis on the manufacture of eco-friendly cars and other vehicles. Honda, a Japanese automaker, has unveiled the Honda Civic GX, a new green vehicle. The American Council for an Energy-Efficient Economy named the vehicle the greenest car of 2011. Ford has demonstrated its commitment to developing environmentally friendly cars with the introduction of the Ford Fiesta SFE, which ranks seventh in the ACEE list. However, to remain competitive, the business should consider introducing further eco-friendly vehicles.

4.MARKETING

We are in the age of marketing. Success in this competitive climate is probably limited to individuals with a strong personal brand. Ford's marketing strategy, which highlights the product's features over its technological advances, has won marketer of the year. Ford's products are now better than they were, mostly due to newly devised strategies and efficient promotion and marketing by Mr. Farley, VP of worldwide marketing and sales. Sales have increased by 17%, more than doubling the industry-wide rise of 8.4%. I advise the company to continue with its current marketing strategies and make use of its current advertising platforms. They should also engage in aggressive marketing and advertising campaigns to attract customers for the customers.

QUESTIONS:

1. How does Ford's decision to wind down vehicle assembly in Sanand and Chennai impact its future operations and market strategy in India?
2. What strategic advantages does Ford retain by keeping its Chennai factory operational despite previous plans to sell it?
3. What lessons can Ford learn from its historical performance and market challenges to inform its future strategies and decision-making processes, particularly in terms of adapting to changing consumer preferences and market dynamics?

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HUMAN RESOURCE MANAGEMENT DROPPING EMPLOYEE ABSENTEEISM THROUGH IDEAS

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The Scenario:

Mr. Ram, Managing Director of Tale, Paper Bag Manufacturing (P) Ltd, was all smiling on that day. As the company has achieved the set target on absenteeism (<5%) in the present month. It was a long-awaited dream come true for them. He was communicating the message and congratulated the HR head, Mr. Aravinth, and other employees.

Six months ago, the company faced a high degree of employee absenteeism (average of 24% at the plant level) among the workforce. The Managing Director was reminded of what had occurred in the previous year at the manufacturing plant. It's another day at the factory, and hundreds of workers are about to arrive. After an hour, production managers notice that the lines are moving slower than usual. What could be the cause of the delay? Several employees are unable to report to work for reasons beyond their control, and their absence is impeding production. It's an all-too-common story for plant operations managers.

Industry Picture:

The Company 'Tale' Paper bag, a manufacturing unit that employs 400+ employees and is of medium size, specializes in the procurement and supply of high-quality products for the textile and food industries. The company has access to a larger network of international export orders. The company is not just interested in making money; it is a social venture to stipulate employee sustainable growth opportunities. It is critical to success in today's increasingly complex manufacturing environment to ensure that all segments of the workforce are on time and track with their production. Most manufacturers, on the other hand, continue to struggle with responding to sudden changes in manpower, such as when employees are unable to come in for their shifts due to circumstances outside of work. It becomes even more difficult when critical personnel changes occur at the last minute. Unplanned absenteeism causes productivity losses in labour-intensive industries because of the sequential nature of production. When a plant head experiences worker absenteeism, "segmental delays become bottlenecks that eventually impede productivity".

IDEAS kick Starts:

At this moment, Mr. Aravinth, HR head, attended a conference in Hyderabad on benchmarking HR practices where the top HR officials of renowned corporates shared their experiences and journeys of handling employee-specific issues. Having gained an understanding of the scenarios and cases, he discusses with top officials to implement an

intervention named IDEAS to reduce employee absenteeism. This programme recalls four steps to achieve the desired outcome.

Objective: To create a happy workplace to work and reduce absenteeism by up to <5%

Intervention Programme- IDEAS		Outcome: Reducing absenteeism -<5%	
Programme content	Method	Process Owner	Report to
ID- Identifying reasons for absenteeism	conducting survey	HR along with Department head	MD
E- Establish the relationship of cost with causes	Entry of data in excel	HR and Data entry department	HR
A-Analyse the facts	Apply visualising data tools and prepare charts/graphs	HR and Data entry department	HR
S-set strategies and policies	Devise strategies, policies in the context of improving productivity through reducing absenteeism by implementing IDEAS within the stipulated time frame. (Three months)	HR and heads of all department	MD

Mr.Aravinth embarked on his IDEAS journey and started surveying to know the various causes for absence in the workplace by observation, one-to-team talk and one-to-one. The parameters for observation could be transportation mode, issues at workplace, work schedule, personal problems, health issues, job engagement and satisfaction etc., Based on the survey, in executing the first step, the following top reasons were identified:

Reasons for absenteeism: high level of stress and low morale, child care and elder care, depression, disengagement, personal /family illness, bullying and harassment any substance abuse, mental health issues, etc. In the second stage, employee absence data is entered and compared with productivity indicators such as production volume, cost, on-time delivery, first-time right, and revenue per employee. Furthermore, the additional indirect costs cover the paid wages to absent employees. cost of replacing workers, the costs of managing absenteeism, problems with poor quality of goods/services and safety, excess manager time, employee morale will suffer if they must fill in or do extra work to cover for absent co-workers.

Framing Strategies

As part of the next stage, the strategies framed in the focused areas are based on grouping the causes of absenteeism. It may be based on

- Work environment strategies
- Relationship building strategies
- Health well-being strategies

Work environment strategies include allowing for a flexible work schedule within the department. Employees with a good attendance record must be rewarded for their best attendance each month. Employees need long-term leave for extended illness, maternity, or other reasons. Such leaves can occasionally result in a behavioural transition, resulting in a loss of interest in one's responsibilities. Back-to-work interviews and orientation session will be held in conjunction with the interview to assist employees in resuming their regular routines.

The relationship strategies include establishing a grievance cell to monitor workplace discipline and assist employees in breaking free from stigma and discussing issues with others to find a reliable solution. Employee engagement programs assist businesses in keeping their employees interested in their workplace based on workplace requirements and workforce size.

The health well-being strategies consist of instigating employee wellness programs. These wellness programs are primarily intended to complement an employee's normal work schedule. Implementing such will encourage employees to maintain a healthy and active lifestyle and presence in the workplace will improve.

In the final step, after framing the strategies, the following written policies could be framed and communicated to the workforce.

Scheduling and rescheduling responsibilities: For creating a happy work environment, flexibility in daily routines and relevant changes in schedule can be done with the permission of their immediate superior. Another method for reducing absenteeism is to assign employees to reschedule their shifts themselves with other co-workers mounting with a sort of social pressure to avoid unnecessary absence.

Avoidance of Alcohol and other Drug policies: The written policies and action plans strictly prohibiting the use of smoking, alcohol, and/or drugs at work.

Absence verification: Introducing a system for absence verification through medical documentation decreases absence.

Establishing a culture of listening: The company management believed that the power of the organization is the voice of employees. To make sure the voice reached the management, the company focused on building systems that enabled employees to express themselves without fear or inhibition.

Creating a Commitment: Creating commitment through storytelling which help employees immerse in the world and go on a journey with the various characters, imagining joy, fears, and other challenges. This exercise through listening circles will improve alignment and commitment with organization leads to lower absenteeism.

Workplace health promotion policy: Instigating Corporate wellness programs inclusive of exercises, yoga/meditation schedules, psychological assistance programs for mental well-being, and health screening programs to detect/prevent serious health issues at work place make employees fit both physically and mentally which intern leads to reducing absenteeism.

Thus, the IDEAS intervention act as guiding principle for reducing workplace absenteeism (Exhibit-1). Employee absence behaviour has numerous causes and consequences. The core issue is that high absenteeism rarely occurs in isolation. Other factors, such as work environment, employee relationships, and health well-being, frequently play a role. This has given a clue to management that absenteeism interventions are desirable when they are part of a agile HR strategy aimed at resolving these issues and aligning with improvements along with other HR processes, such as right performance management and rewards, learning opportunities, and efforts to improve employee engagement.

Exhibit 1: A Snapshot of IDEAS intervention in Tale Manufacturing

ID	E	A	S	Policies
Methods: observation, one-to-team talk, one-to-one talk	Productivity indicators production volume, cost, on-time delivery, first-time right, and revenue per employee. Indirect costs Paid wages to absent employees. cost of replacing workers, the costs of managing absenteeism, problems with poor quality of goods/services and safety, excess manager time, low employee morale	Reasons for absenteeism high level of stress and low morale, child care and elder care, depression, disengagement, personal /family illness, bullying and harassment, any substance abuse, mental health issues,	Strategies Work environment strategies Relationship building strategies Health well-being strategies	1.Scheduling and rescheduling responsibilities 2.Avoidance of alcohol and other drug policies 3.Absence verification 1.Establishing a culture of listening, voice of employees 2.Creating a Commitment through storytelling, listening circle 1.Workplace health promotion policy

Questions:

1. Identify the core issue presented in the case.
2. What is your opinion on the company profile mentioned?
3. Who is responsible for the absenteeism in Tale manufacturing?
4. Do you agree with the decision of Mr.Aravinth, HR head for introducing the intervention?
5. Brief on the 'IDEAS' Programme.
6. How to link absenteeism causes with productivity indicators?
7. What indirect costs should be considered for absenteeism?
8. What are the three strategies identified in the case?
9. Assess the policies mentioned in the case.
10. Provide any other suggestions to reduce absenteeism at workplace.

EVALUATION OF INVESTMENT OPPORTUNITIES A CEMENT COMPANY IN MALAYSIA

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This case study is on a real local cement company in Malaysia and was written to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The real name of the company is not revealed and the authors may have used certain names and other identifying information to protect confidentiality.

Abstract

The management consulting project aims to rank financial options and to identify the projects providing the most revenue for a cement manufacturing company in Malaysia. The project evaluation will consider several initiatives such as equipment improvements, productivity gains and technological breakthroughs to develop cement company's internal operations and overcome its competitors. A complete financial analysis will be conducted using techniques such as net present value (NPV), internal rate of return (IRR), and marginal cost of capital. The NPV analysis will assess the present value of anticipated cash flows while considering the time value of money to determine the net gain or loss generated by each project. The IRR will establish the discount rate at which the project's net present value equals zero to evaluate the project's viability and potential return on investment. The marginal cost of capital will also be considered when estimating how much it will cost to seek additional project funding. A SWOT analysis on the chosen cement company pertaining to strengths, weaknesses, opportunities and threats is also included in the research. Porter's Five Forces model was used to examine the cement company's competitive environment. The fundamental challenges influencing business production will also be identified and addressed on equipment downtime using Pareto and reliability analysis. The study aims to identify, prioritize and select projects that will enhance internal operations while maximizing the return on investment. The financial analysis section will provide information about the project's viability and profitability. The paper aims to assist the cement company in making an informed decision by investigating the financial aspects and accounting for elements like likelihood, accountability, measurability and resource allocation. Besides, the project's principal objective is to fully inform the cement company of its financial options, competitive position and long-term success plans. By utilizing financial tools and analysis processes, the

company may set precise priorities for and invest in projects that will assist promote internal improvement, overcome challenges and gain a competitive advantage in the market.

Keywords: capital budgeting, financial analysis, project evaluation, reliability analysis

Paper type: Case study research paper

Executive Summary

Every year, cement company operation management team comes up with the capital expenditure list to obtain approvals from the top management based on the listed project's investment and its priority to be executed. As the capital expenditure list is finalized and presented to business owners, the ultimate curiosity is how financially viable the projects listed are and how they should be prioritized through financial analysis. In short, the activity is defined as 'capital budgeting'. Businesses use capital budgeting to assess and rank significant investments or projects that will cost money. Deciding if these projects are worthwhile includes analyzing and weighing the risks and potential rewards. Making decisions about long-term capital investments in a well-informed manner is the aim of capital budgeting.

Therefore, there is a need to conduct a financial analysis on projects that are involved in sustaining and upgrading business operations. The business decision-making is done based on evaluation of probability, accountability, measurability, resource allocation and maximizing the return on investment. The report aims to perform NPV, IRR and marginal cost of capital analyses. The selected projects will be independent of improving the internal operation and solving the core challenges contributing to lower productivity. The focus on internal integration involves CAPEX and the selected projects are validated as they can supersede the investment. An analysis of the business's competitiveness is carried out on the broader perspective using Porter's Five Forces model to understand the strengths, weaknesses, opportunities and threats. The SWOT model is used to evaluate the strategy and challenges of the cement plant. Besides that, the significant equipment downtime is tabulated and Pareto analysis is also performed to identify and cluster the core challenges within the cement company.

The primary challenge is prioritizing projects properly, especially after raising capital expenditures (CAPEX). Project selection becomes more difficult as a business portfolio develops and becomes more involved. The difficulty is most apparent when deciding which initiatives should come first among those mutually exclusive and independent projects. Additionally, the current prioritization techniques should adequately consider crucial elements like capital rationing and the shifting cost of capital. As a result, it becomes urgently necessary to redesign the project assessment framework. Projects must be carefully chosen to maximize resource allocation and strategic decision-making to produce the most significant value.

Project Report

Phase 1: Project Scoping and Concept Generation

SWOT Analysis on Cement Plant

SWOT provides a structured framework for evaluating the internal and external factors that can impact the success or failure such as strategic planning, decision-making, a company's

competitive advantage, risk management and resource allocation. Referring to Figure 1.0, the cement company's competitive advantages are its emphasis on increasing efficiency, its ability to maximize its current equipment to optimize output while minimizing costs and its affiliation with its parent industry, which gives it excellent brand recognition and customer trust. The business stands out in the industry due to its dedication to sustainability and capacity to meet the growing need for environmentally friendly building supplies. Operational obstacles are including the requirement for facility modifications, reliance on raw materials like clay and limestone and difficulties with regulatory compliance. Despite these challenges, there are plenty of opportunities including the company's ability to diversify revenue streams through foreign markets, prospective expansion through infrastructure projects in Malaysia and surrounding countries and an experienced management team that facilitates dependable decision-making. However, threats like difficult-to-find spare parts, intense industry competition that demands constant innovation and fluctuating raw material prices emphasize the necessity of strategic planning and flexibility to preserve the sustainability and competitiveness of the company over the long run.

Analyzing SWOT in Basis of Project Objectives

One notable strength of the cement company is its goal of maximizing output and productivity while decreasing costs by using equipment efficiently. In improving the cement plant's performance plant renovations are one of the shortcomings that have been rectified. Using its skilled operations management staff offers a chance for dependable decision-making and strategic progress. However, risks like inventory problems and the availability of spare parts could result in longer wait times and higher capital costs. The cement company must tackle these vulnerabilities and risks to sustain its competitive advantage in the market and improve the company's operational efficiency.

Porter's Five Forces Analysis on the cement plant:

The presence of vendors in the market influences suppliers' bargaining strength which is minimal for the cement company. However, their negotiating ability is impacted by variables such as procuring equipment and spare parts from international vendors. On the other hand, cement company is under pressure to provide competitive pricing because purchasers in the cement industry have significant negotiating power and are influenced by criteria like cost and quality. The threat of new entrants is low to moderate because of the high capital needs and current economies of scale but it could rise in a market with favorable conditions. Because of its distinctive qualities, cement is less vulnerable to alternative products. However, fierce competition exists as other cement companies in Malaysia with wider for market dominance. Therefore, the cement company must improve its internal processes and boost production to keep up with the competition.

Pareto and Reliability Analysis on Major Equipment of the Cement Company

Based on the financial year from July 2022 to June 2023, all the major equipment's total downtime and reliability are collected. As the data are consolidated, the top 20 incidents on the major equipment which are kilns, vertical raw mills, vertical cement mills and ball mills are filtered out and a Pareto analysis is performed. Generally, the top 20 major equipment incidents are categorized into material-based and equipment-based subunits. Material-based incidents refer to downtime due to material challenges due to high moisture or blockage incidents. Equipment-based incidents refer to downtimes due to machine malfunctions such

as cracks, leaks, high vibration, drifting and equipment tripping. Based on Figure 2.0 and Figure 13.0, the majority of incidents that cause major equipment to have low reliability are due to machine-related challenges. This would be the impactful point in establishing reliable productivity and continuous sustainable operation to meet customer demand and increase the strength of internal operations. The reliability target in the cement industry is deemed to be 90% to ensure a better production operation (C&CA).

On the reliability of major equipment in the cement company, Figure 3.0 depicts the distribution of RFs. The clinker stage contains both kiln and vertical raw mill. The vertical raw mills 1 and 2 have 95.1% and 92.7% reliability factors, respectively on a year-to-date basis. Meanwhile, kilns 1 and 2 have 97.9% and 97.1 %, respectively. Moving to the cement stage, vertical cement mills 1 and 2 have 92.6% and 86.0%, while ball mills 3 and 4 have 83.7% and 89.5%, respectively. Overall, the cement stage's reliability is poorer than the clinker stage's major equipment. The productivity of the cement stage's major equipment should be sustained and upgraded occasionally as these mills are responsible for grinding cement and supporting the sales demand. High priority should be given to ball mill equipment due to its lowest reliability at an average of 86.6%.

Referring to Figure 4.0, the top five times the equipment RF is lower than 90% are vertical raw mill 2 at 25%, vertical cement mill 1 at 17%, vertical cement mill 2 at 50%, ball mill 3 at 42%, and ball mill 4 at 33%. Ball mills 3 and 4 would be the areas of priority and focus on capital expenditure investing. Figure 5.0 shows the incidents that have caused the reliability of each piece of equipment to be lower than 90%. All the primary stoppage reasons are listed. The listing summarizes that the incidents caused by broken or dislodged categories are the highest at 44%, followed by blockage issues at 26%. In the third position, replacement activity and equipment's high vibration are 12%, respectively. The signal-related challenge and leakage are 4% and 2%, respectively.

In a nutshell, it is notable that from the Pareto analysis and equipment reliability factor, the intention to invest in productivity improvement, sustainability development and reliability improvement will be points of interest when deploying the investment. Alongside, the capital expenditure projects are to be financially analyzed to ensure proper decision-making and stability by assessing the return on investment. The financial analysis will be performed using tools such as net present value (NPV) and internal rate of return. The selected projects should be validated, as they should supersede the investment.

Benefits of Embarking On New Proposed Projects

Projects that are specifically designed to increase productivity would greatly benefit the cement company. Through optimizing resource usage, waste reduction and operational streamlining activities, the lead times will be shortened, manufacturing output will rise and operational effectiveness will be improved. Reducing costs for energy, labor, raw materials and maintenance are among other factors that will increase profitability even more. By implementing these ideas the company will also be able to regulate its manufacturing processes better, improving the quality and consistency of its products and boosting customer satisfaction and brand reputation. The cement company can also obtain a competitive advantage in the market by investing in productivity-enhancing initiatives. By providing products more effectively and affordably than its competitors. The cement company is able to increase its market share and establish itself as the go-to provider in cement industry.

Phase 2: Business Analysis and Strategy Report

In this section, the financial analysis of the selected projects is elaborated. Following will be the key explanation of the six financial tools utilized to understand the key metrics of cash flow analysis.

1) Net Present Value (NPV):

NPV measures the present value of future cash flows. It is useful in determining if a project will produce a positive or negative return. When the NPV is positive, the project is expected to be profitable; when it is negative, it is anticipated to be unsuccessful.

- $NPV = \sum (CF_t / (1+r)^t) - \text{Initial Investment}$
- CF_t represents the cash flow in each period, r is the discount rate, and t is the period

2) Internal Rate of Return (IRR):

The projected rate of return on a project is known as the IRR. It aids in figuring out whether a project is anticipated to provide a return greater than the cost of capital. A higher IRR suggests that a higher return is anticipated from the investment.

- The IRR is the discount rate that brings a project's NPV to zero.
- It is calculated by finding the rate that satisfies the equation: $\sum (CF_t / (1+IRR)^t) - \text{Initial Investment} = 0$

3) Modified Internal Rate of Return (MIRR):

The reinvestment of cash flows at a rate other than the initial investment is considered by MIRR, a modified variant of IRR. It aids in more precisely determining a project's profitability than IRR.

- MIRR modifies a project's cash flows to incorporate various reinvestment rates for cash inflows and outflows.
- It is calculated by finding the rate that satisfies the equation: $\sum (CF_t / (1+MIRR)^t) - \text{Initial Investment} = 0$

4) Payback Period (PB):

PB focuses on figuring out how long it will take to recover the initial investment. It aids in estimating the length of time needed for a project to produce sufficient cash flows to recoup the initial expenditure.

- PB measures how long a project takes to recoup its initial expenditure.
- It is computed by accumulating the cash flows until the cumulative cash flow reaches or exceeds the initial investment.

5) Profitability Index (PI):

The main goal of PI is to calculate how quickly the initial investment may be made up in subsequent cash flows from the project. It aids in figuring out a project's profitability concerning the initial investment.

- The present value of cash inflows divided by the present value of cash outflows is known as the PI ratio.
- $PI = \sum (CF_t / (1+r)^t) / \text{Initial Investment}$

6) Return on Investment (ROI):

ROI refers to a project's net profit relative to its initial investment. It shows how much money is made from each dollar invested in a project.

- ROI is computed as a percentage by dividing a project's net profit by the initial investment.
- $ROI = (\text{Net Profit} / \text{Initial Investment}) * 100$
- The project's annual savings decide the current capital expenditure project approval mechanism, return on investment and payback period where less than two years is preferred and prioritized. For multiple independent projects, this method alone would not support the decision-making to prioritize more than ten projects. To enhance the selection process, financial tools such as net present value (NPV), internal rate of return (IRR), modified internal rate of return (MIRR) and profitability index are utilized. As explained in the previous sub-point, these tools are excellent financial tools for further in-depth analysis of the project cash flows and prioritizing based on the key metrics. To ease the decision process with the multiple tools, a scoring method is imposed to bring up the projects that should be focused more to be invested and the value of return is the utmost.

Phase 3: Solution Realization

Project prioritization is a critical technique that helps organizations choose which projects to concentrate on given their limited time and resources. Making wise decisions entails evaluating project viability, effect, and prospective value. The main goal of this report is to evaluate the list of projects provided and suggest the top projects based on a financial analysis.

Methodology:

Key financial parameters like Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Return on Investment (ROI), Payback Period (PB) and other pertinent elements were assessed during the investigation.

Analysis and Result:

Net Present Value (NPV):

A project's future cash flows are valued using the Net Present Value (NPV) metric compared to the initial investment. The project "VRM1 Upgrading of Tyre 4 Pedestal Base" has the highest NPV of the group at RM27, 621, 427.45, indicating a high potential for profitability.

Internal Rate of Return (IRR):

The IRR measure shows how much profit is anticipated from an investment. With an IRR of 2,876.75%, "BM3&4 Bucket Elevator - 436BE45/446BE45" offers the highest potential return on investment.

Profitability Index (PI):

The profitability index (PI) statistic calculates the proportion of the initial investment to the present value of cash inflows. With a PI of RM93.07, "VRM1 Upgrading of Tyre 4 Pedestal Base" has the best return on investment (ROI).

Return on Investment (ROI):

It is a statistic used to determine a project's profitability as a percentage of the initial investment. The item with the most significant ROI, "BM4 Roller Press," has a 90.49% ROI indicating a good return on investment.

Payback Period (PB):

All projects have a 1-year payback period, meaning that the initial investment is anticipated to be repaid in a reasonably short time.

The project that stands out as the best option for selection based on the financial analysis and indicators is "BM3&4 Bucket Elevator." This project displays the highest NPV, IRR and PI which suggests a high likelihood of profitability and a reasonable rate of return on investment. It is consistent with the organization's strategy and has the potential to make a significant improvement in reliability. Before deciding, it is crucial to weigh various aspects including feasibility, market conditions, resource availability and strategy alignment. To ensure an informed and well-rounded decision-making process, conducting a thorough examination using several project selection methodologies and criteria is advised.

Overall, all the projects have good IRRs, MIRR, ROIs, positive NPVs and positive MIRR showing their potential for profitability. The average payback durations are realistic indicating that the investments are anticipated to recoup their expenses quickly. The profitability indices are typically higher than 1, adding to the project's feasibility. It is crucial to remember that financial indicators might give a partial picture of the initiatives' viability. Before making investment selections, additional considerations like risk analysis, project scope, market conditions and strategic fit should be considered.

Conclusion and Recommendation

A situation when a business or organization has a finite amount of money or resources to devote to different endeavors or possibilities is referred to as capital rationing. In other words, there is a cap on how much money can be granted to various projects. Budgetary constraints, borrowing limitations or the need for the business to maintain a certain level of financial stability are some examples of the causes of this constraint. Capital rationing is a key factor in selecting which projects to take on and which to postpone or reject in capital budgeting and project management. Companies must set priorities and devote their limited resources to initiatives that can pay off and align with their long-term objectives. This necessitates a thorough analysis of the projects' anticipated cash flows, risk factors and contributions to the company's total value. Capital rationing is a crucial factor in decision-making to ensure adequate resource allocation and maximize the value generated from available investment possibilities within the limits of limited money. Based on the filtered-out projects, Figure 6.0 shows the number of projects that can proceed based on capital availability. For instance, if the management has RM 1M in hand, then five capex projects are executable, while if the management is willing to invest more, let us say RM 10M, then the number of projects that can be executed is 14. Further details on projects are listed in Figure 12.0. It is recommended to choose within the capital availability.

Based on IRR and capital availability simulation, if management is willing to invest RM 1M, then the IRR is 1605% and if management decides to invest RM 5M, then the reverted IRR is 916%. All IRRs are above the cost of capital which is 6.54%. The graphical representation in Figure 7.0 shows the IRR and the number of project reflections based on a determined capital investment by top management. Figure 8.0 shows the average reduction in IRR as the capital availability increases. For instance, investing RM 1M would have an average IRR of 1605%, lower by 166% than a RM 0.5M investment. Figure 8.0 demonstrated how much the IRR will drop for every million is being spent. Based on a simple scoring method, Figure 9.0, shows

the summary of projects trended based on scoring highest to lowest. The top 5 highest-scored projects are recommended to be executed.

These five projects have excellent financial prospects with positive NPVs, strong IRRs, MIRR, and ROIs. They have favorable profitability indices, indicating the potential for value generation and short payback periods, indicating quick cost recovery. These projects are the top candidates for investment however, significant thought must be given to risk assessment and alignment with strategic objectives. Risk analysis, project scope, market conditions and strategic fit should be considered before making investment decisions. The company is contemplating with many projects and thus the idea is to determine which projects are financially viable economically while screening through the potential projects based on capital budgeting financial tools.

References

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Figure 1.0: Risk and Opportunities (Internal and External Issues, Interested Parties)

A strategic approach that incorporates risk and opportunity management was carried out to addresses both internal and external issues and involves stakeholders in order to promote sustainable organizational decision-making.

No	Issues		Interested Parties (Needs & Expectations)	Risk	Opportunity	Occurrence	Severity	Formula	Risk Priority	Planning Action	PIC	Date	Effectiveness (Yes/No)
	External	Internal				O	S	O x S					
1	Cement market / economy slow down	-	-	Uncontrollable causes that will affect company P&L	When market is up trend, potential higher sales / profit	2	3	6	C	Continuous participation in C&CA (Cement & Concrete Association) in sustaining &	Top Mgmt	On-going	Yes
2	Customer expectations too high (high quality but low	-	-	Customer that buys based on price only, less / no profit	Customer that willing to pay higher price for premium products	3	3	9	C	Establish long term customer-supplier relationship with win-win situation	Sales	On-going	Yes
3	Importing High Cost Raw Materials due to Ringgit Malaysia (RM)	-	-	Uncontrollable causes that will affect company P&L	Lower raw material cost incurred will be advantage for our company capturing bigger	4	2	9	C	Alternative suppliers for high cost materials	Procurement	On-going	Yes
4	-	Higher energy usage	-	Contribute to increase in Cost of Production (COP)	Reduce energy usage thus lower manufacturing cost potential higher profit margins	4	2	8	C	Initiate & lead Energy Saving Project Team	Electrical	Effective 2017	Yes
5	-	Breach of Security	-	Pilferage of cement / valuable spares / scrap materials	-	4	2	8	C	Upgrading existing CCTV and installation of new CCTV in the plant premises is proposed to	Security	FY'18/19	TBD
6	-	High Machines Breakdown Time	-	Potential Line shut down / miss shipment	Less machines breakdown contribute to higher capacity thus potential higher sales /	4	4	16	B	1. Create Annual Preventive Maintenance Schedule 2. Deploy Manufacturing	1. Mechanical 2. All Depts	1. Effective 2017 2. Apr'2018	1. Yes 2. TBD
7	-	High Materials Spillages	-	Contribute to company cost of poor quality	Less material spillages will improve production output thus potential higher sales / profit	5	4	20	A	1. Focus on Root Cause Analysis (RCA) & Preventive Actions. 2. Deploy Manufacturing	1. Production & Mechanical 2. All Depts	1. On-going 2. Apr'2018	1. Yes 2. TBD
8	-	Raw material shortage (Gypsum & Coal)	-	Risk of customer complaints & missed shipment	No slow down on KIn or the mills contributes to higher sales / profits	3	2	6	C	To have minimum 1 month stock of raw material. To carry out stock survey to	Production	Effective 2017	Yes
9	-	High Kiln refractory failure	-	Risk of customer complaints & missed shipment	Additional clinker output provides options for export clinker	3	4	12	B	To have contingency stock of bricks at hand (15 meter minimum).	Production	Effective 2017	Yes
10	-	High Turnover of Staffs	-	New joiners might not well verse with both company technical & non-technical	Company knowledge / wisdom from all staffs will be maintained within the	4	2	8	C	Succession Planning Program Continuous Training to level up	HR	0	On-going
11	-	-	Local Communities (Maintain good environment for	Risk of complaints which will lead to plant shut down.	Support from local communities in growing the company business	1	4	4	C	Continuous PR & CSR activities with all surrounding local communities to maintain good	HR Safety Security	On-going	Yes
12	-	-	Local Authorities (JMG, JPJ, Majlis Daerah Kampar,	1. Serious violation / delayed in local authority rules / licenses / permits that will affect		2	4	8	C	Continuous PR activities with related Government Agencies such as Land Office, Municipal	Safety & Security	On-going	Yes

Figure 2.0: Major Equipment Pareto (Downtime Analysis)

Pareto principle is used to analyze downtime on major equipment in order to find and rank the primary causes and facilitate effective resource allocation. Similar steps were done for vertical raw mills, vertical cement mills and ball mills.

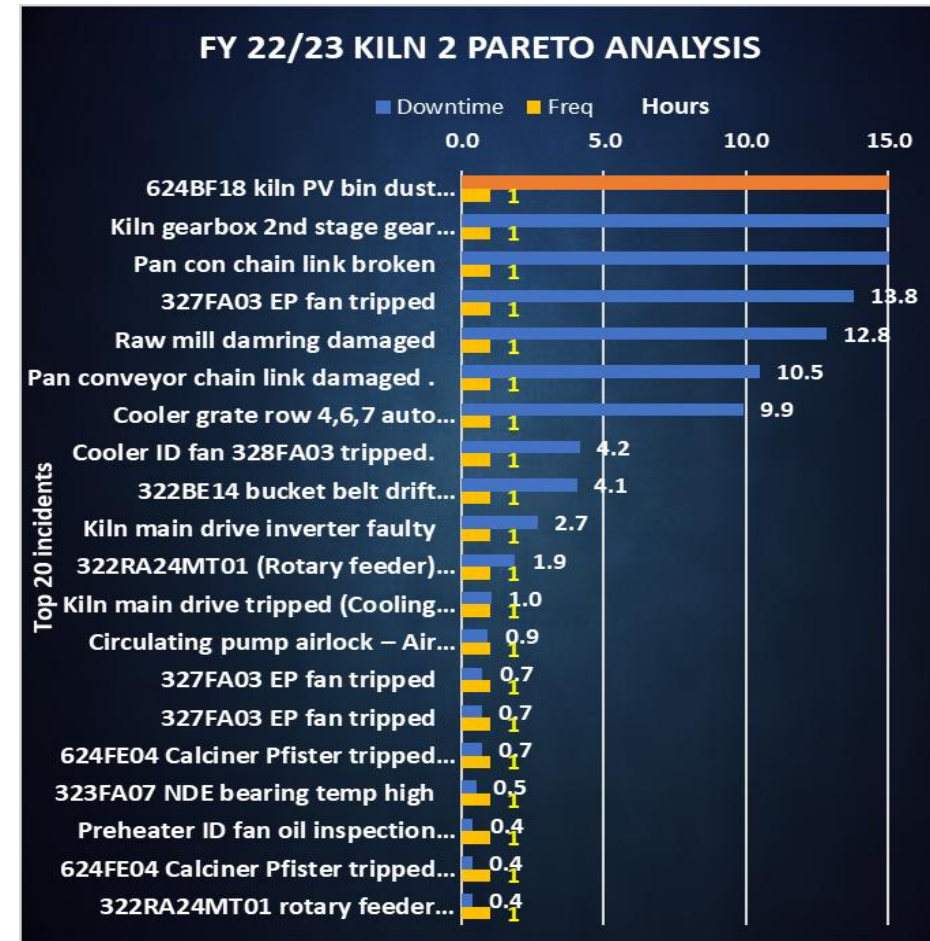
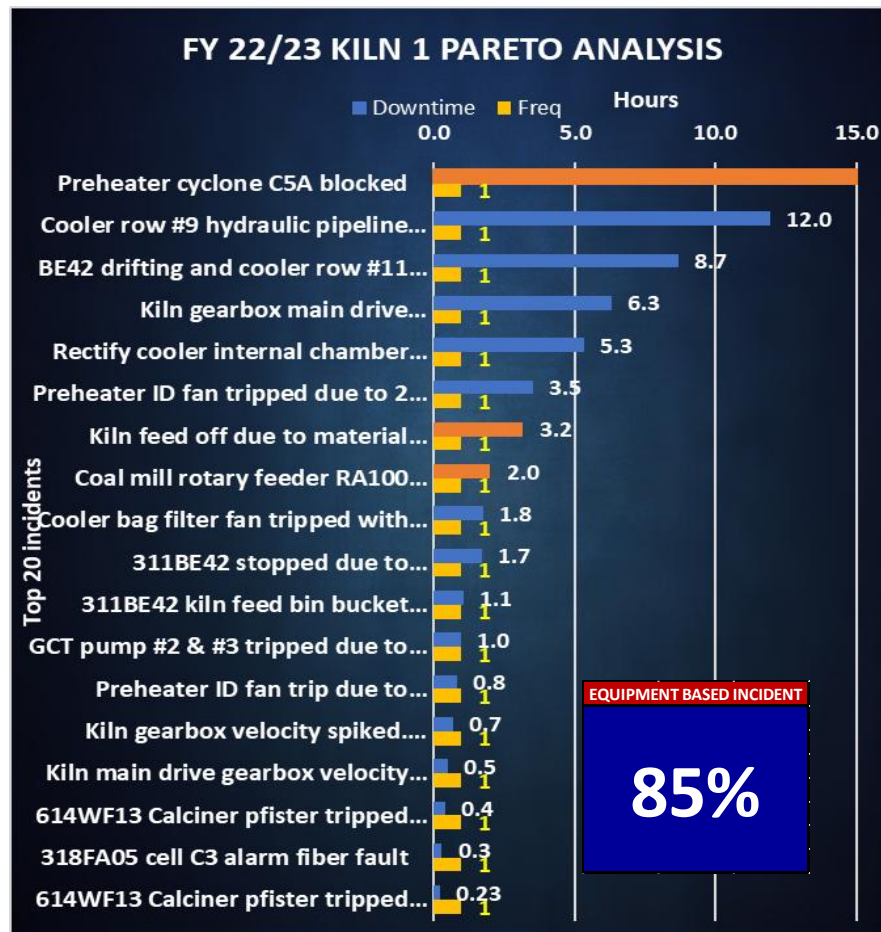


Figure 3.0: Cement Plant Layout with RF Distribution

Figure below shows the distribution of RF on major equipment in the chosen cement company. The RF is categorized in two stages which are clinker stage and cement stage.

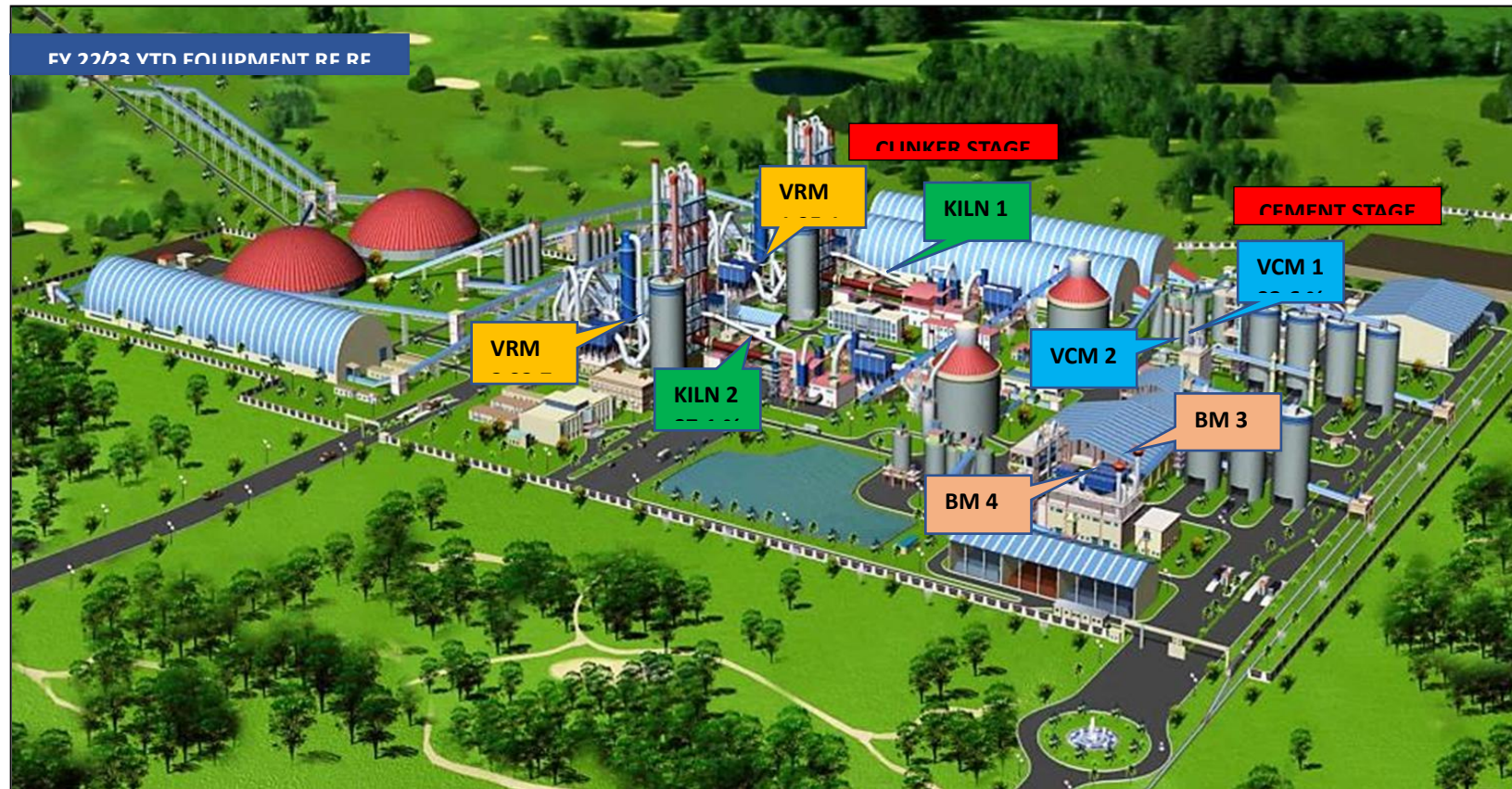


Figure 4.0: Major Equipment RFs

It is a crucial indicator used to assess the reliability and consistency of major equipment that is necessary for organizational operations. This information makes it possible to implement proactive maintenance plans, better repair schedules and increased operational effectiveness all of which guarantee continuous productivity and lower downtime expenses.

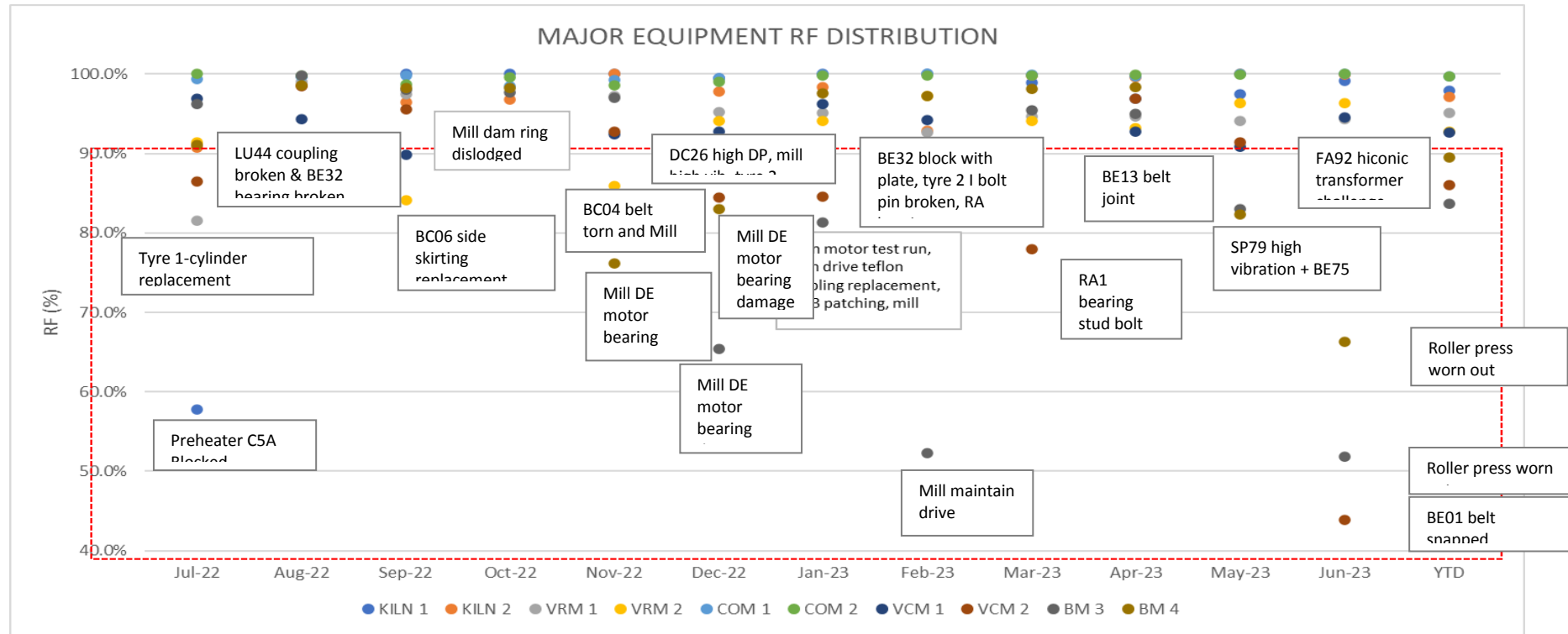


Figure 5.0: Downtime categorization for RFs below 90% on Major equipment

The incidents from major equipment are classified into 6 major groups to understand the weightage of the mentioned downtime.

Figure 6.0: Capital Rationing based on Capital Available

Figure below shows the number of projects that can be executed based on the funds provided.

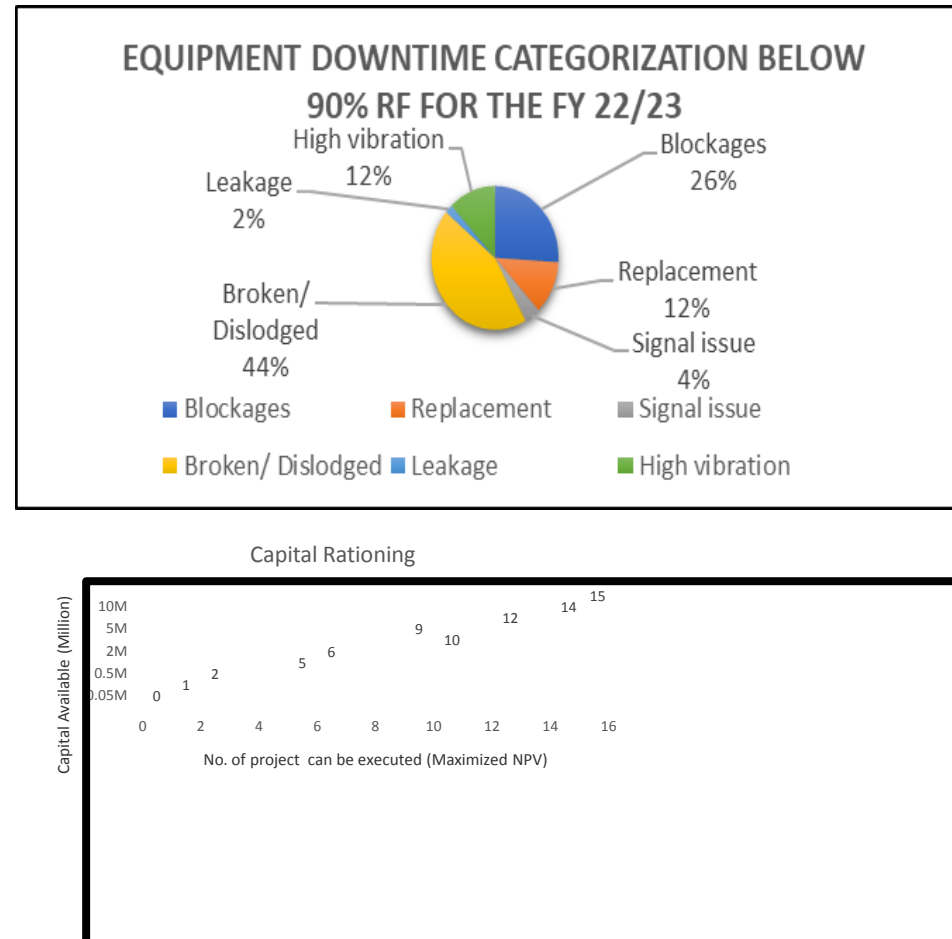


Figure 7.0: Average IRR (%) vs Capital Available

Figure below shows the relationship between the available capital fund and the impact towards IRR (average basis).

Figure 8.0: Reduction in Average IRR (%) vs Capital Available

Figure below illustrate the reduction in IRR versus the capital fund available.

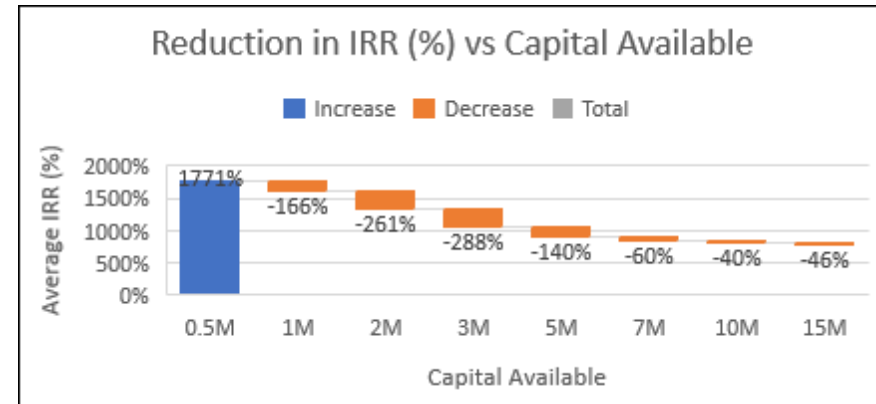
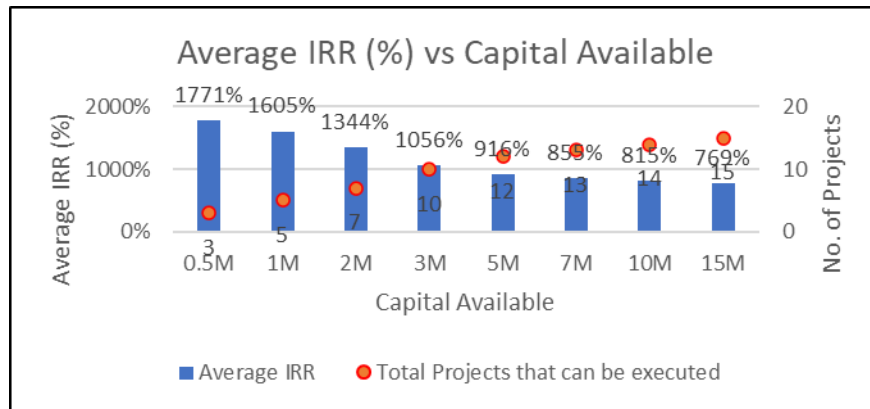
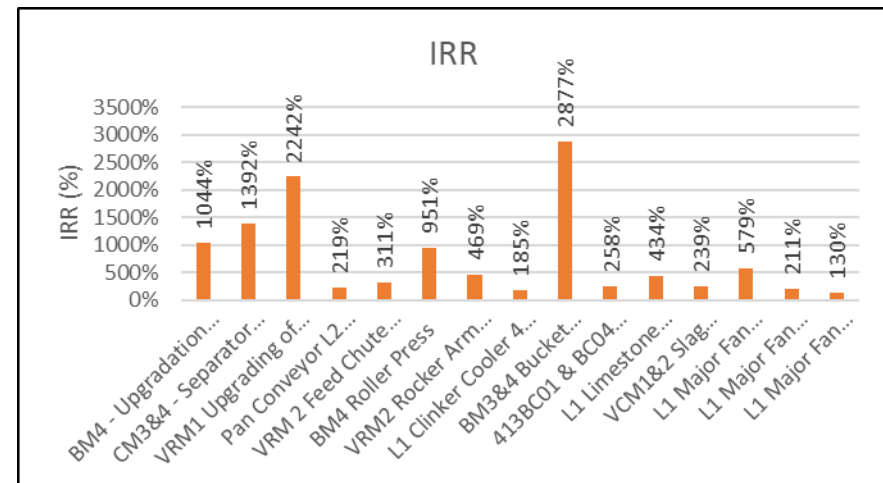
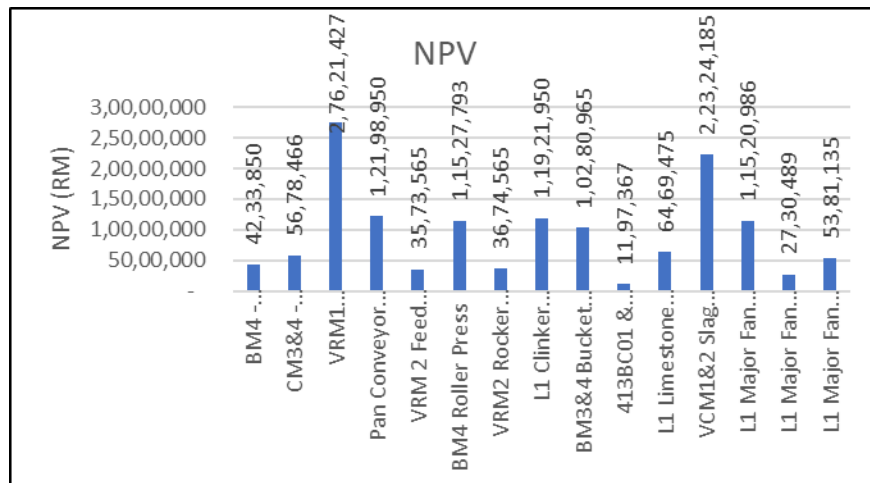


Figure 9.0: Financial Analysis trend lines based on Selected Projects

Various financial analysis tools were used to evaluate the value of the selected projects for project prioritization and these indicators assists on project selection in capital rationing.



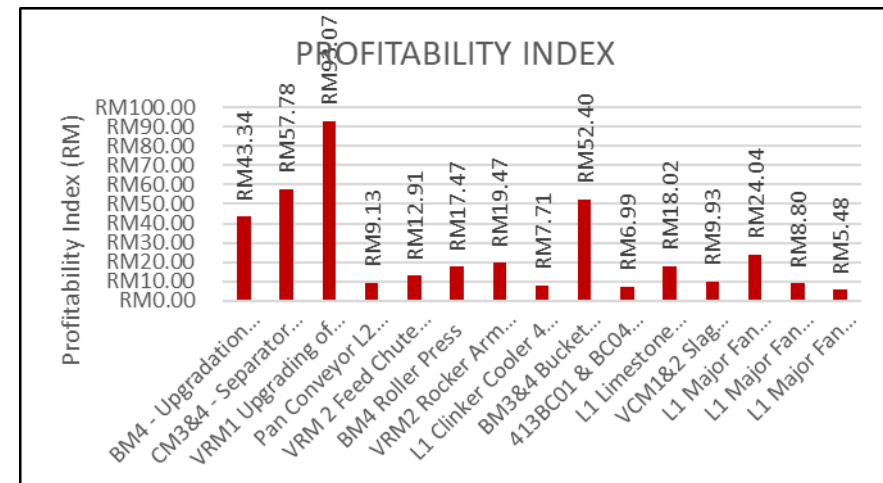
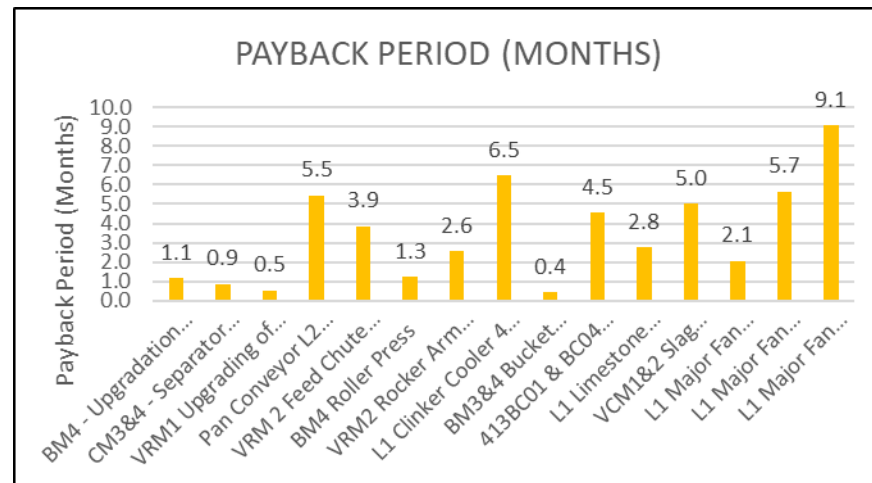
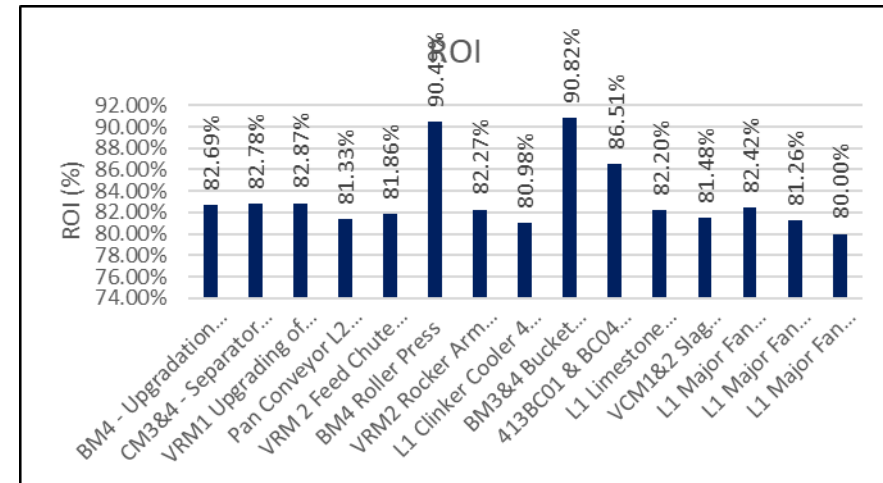
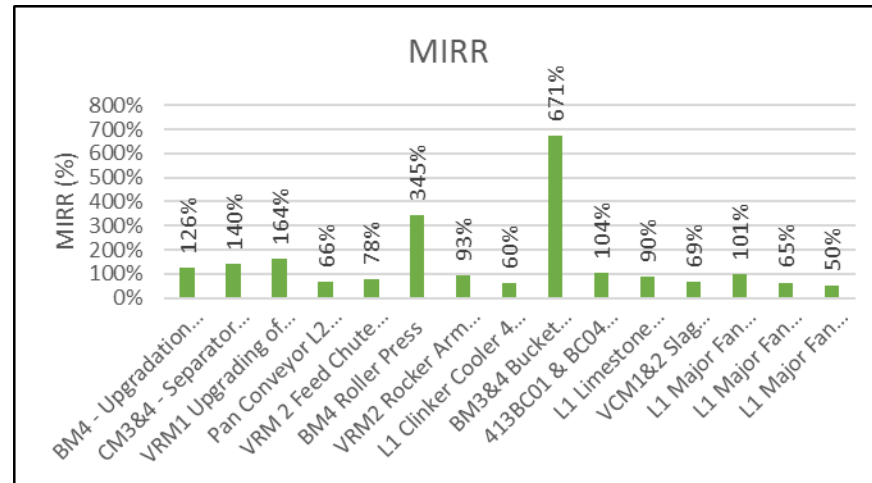


Figure 10.0: Project scoring from financial analysis

All the projects financial analysis metrics were summarized using scoring method and this highlights the top scored projects to be embarked on.

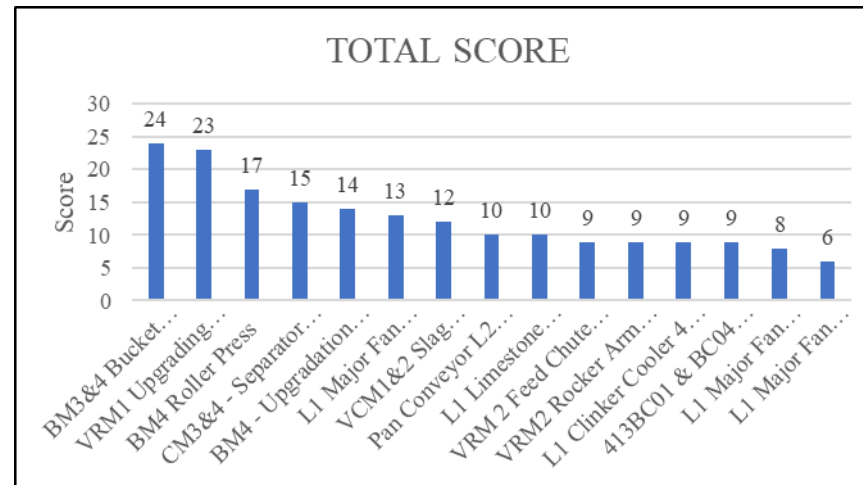
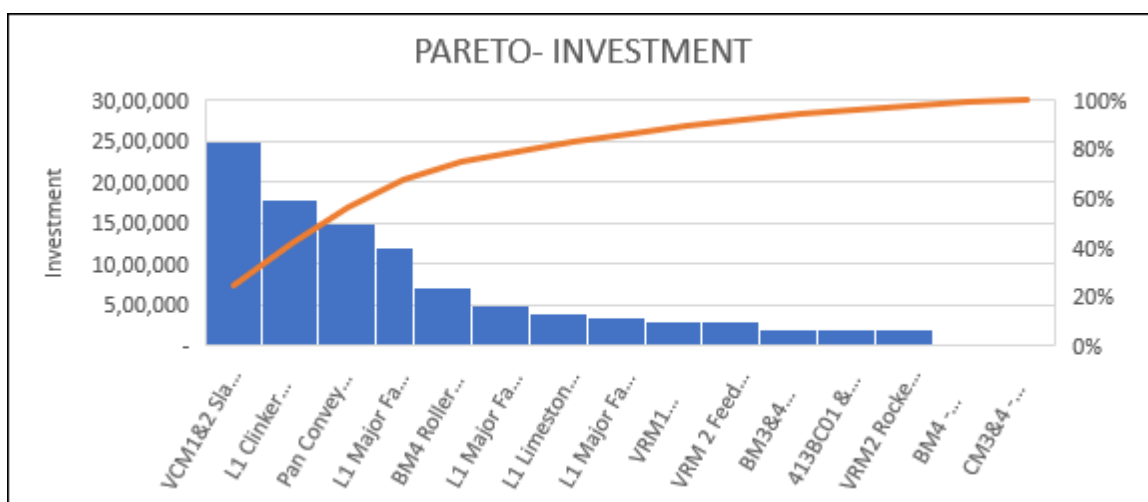
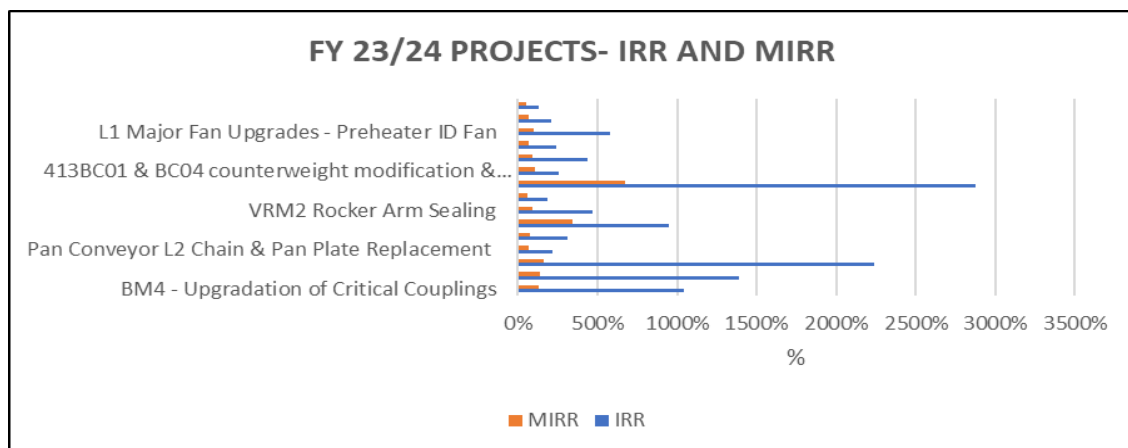
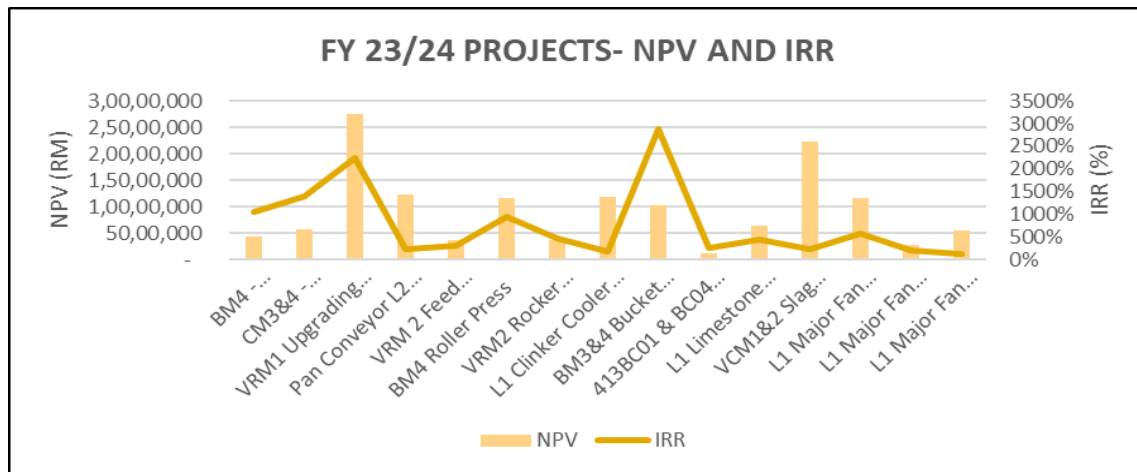


Figure 11.0: Financial Analysis Trend lines based on Selected Projects (Composite)

Based on a few chosen projects, financial analysis trends comparing NPV vs. IRR, IRR & MIRR and investment Pareto charts are used to help prioritize investments and evaluate the potential for profit and return.

**Figure 12.0: Capital Rationing based on NPV and IRR**

Based on NPV and IRR, capital rationing prioritizes investments with higher IRR or positive NPV to maximize returns while taking risk and return trade-offs into account.

Sri Sai Ram Institute of Management Studies,
Sri Sai Ram Engineering College

Projects\Capital Available (Based on NPV)	0.05M	0.1M	0.5M	1M	2M	3M	5M	7M	10M	15M
BM4 - Upgradation of Critical Couplings	N	Y	N	Y	Y	Y	Y	Y	Y	Y
CM3&4 - Separator Input Teflon Coupling	N	N	N	Y	Y	Y	Y	Y	Y	Y
VRM1 Upgrading of Tyre 4 Pedestal Base	N	N	Y	Y	Y	Y	Y	Y	Y	Y
Pan Conveyor L2 Chain & Pan Plate Replacement	N	N	N	N	N	N	N	Y	Y	Y
VRM 2 Feed Chute Modification	N	N	N	N	N	Y	N	Y	Y	Y
BM4 Roller Press	N	N	N	N	Y	Y	Y	Y	Y	Y
VRM2 Rocker Arm Sealing	N	N	N	Y	N	Y	Y	Y	Y	Y
L1 Clinker Cooler 4 Link Joints	N	N	N	N	N	N	N	N	Y	Y
BM3&4 Bucket Elevator - 436BE45/446BE45	N	N	Y	Y	Y	Y	Y	Y	Y	Y
413BC01 & BC04 counterweight modification & steel structure corrosion	N	N	N	N	N	Y	N	Y	Y	Y
L1 Limestone Reclaimer Harrow Modifications	N	N	N	N	N	Y	Y	Y	Y	Y
VCM1&2 Slag Feeding System	N	N	N	N	N	N	Y	Y	Y	Y
L1 Major Fan Upgrades - Preheater ID Fan	N	N	N	N	Y	Y	Y	Y	Y	Y
L1 Major Fan Upgrades - Coal Mill Fan	N	N	N	N	N	N	N	N	N	Y
L1 Major Fan Upgrades - Cooler Fans (11 units)	N	N	N	N	N	N	N	N	Y	Y
Total Projects that can be executed	0	1	2	5	6	10	9	12	14	15

Projects\Capital Available (Based on IRR)	0.05M	0.1M	0.5M	1M	2M	3M	5M	7M	10M	15M
BM4 - Upgradation of Critical Couplings	N	N	Y	Y	Y	Y	Y	Y	Y	Y
CM3&4 - Separator Input Teflon Coupling	N	Y	Y	Y	Y	Y	Y	Y	Y	Y
VRM1 Upgrading of Tyre 4 Pedestal Base	N	N	N	Y	Y	Y	Y	Y	Y	Y
Pan Conveyor L2 Chain & Pan Plate Replacement	N	N	N	N	N	N	Y	Y	Y	Y
VRM 2 Feed Chute Modification	N	N	N	N	N	Y	Y	Y	Y	Y
BM4 Roller Press	N	N	N	N	Y	Y	Y	Y	Y	Y
VRM2 Rocker Arm Sealing	N	N	N	Y	Y	Y	Y	Y	Y	Y
L1 Clinker Cooler 4 Link Joints	N	N	N	N	N	N	N	N	Y	Y
BM3&4 Bucket Elevator - 436BE45/446BE45	N	N	Y	Y	Y	Y	Y	Y	Y	Y
413BC01 & BC04 counterweight modification & steel structure corrosion	N	N	N	N	N	Y	Y	Y	Y	Y
L1 Limestone Reclaimer Harrow Modifications	N	N	N	N	Y	Y	Y	Y	Y	Y
VCM1&2 Slag Feeding System	N	N	N	N	N	N	N	N	Y	Y
L1 Major Fan Upgrades - Preheater ID Fan	N	N	N	N	N	Y	Y	Y	Y	Y
L1 Major Fan Upgrades - Coal Mill Fan	N	N	N	N	N	N	N	Y	Y	Y
L1 Major Fan Upgrades - Cooler Fans (11 units)	N	N	N	N	N	N	N	Y	N	Y
Total Projects that can be executed	0	1	3	5	7	10	12	13	14	15
Average IRR	0%	1392%	1771%	1605%	1344%	1056%	916%	855%	815%	769%

Figure 13.0: Equipment based incidents for all major equipment

Equipment	Kiln 1	Kiln 2	VRM 1	VRM 2	VCM 1	VCM 2	BM3	BM 4
Equipment based incidents	85%	95%	55%	70%	65%	60%	85%	90%
Average	90%		63%		63%		88%	

Figure 14.0: Formulas

Reliability Factor (%) = Running Hours / (Running Hours + Breakdown) x 100%

Figure 15.0: Abbreviation and Nomenclature

BM	Ball Mill	CAPEX	Capital Expenditure
IRR	Internal Rate of Return	MIRR	Modified Internal Rate of Return
NPV	Net Present Value	PB	Payback Period
PI	Profitability Index	ROI	Return on Investment
SWOT	Strength, Weakness, Opportunity, Threat	VCM	Vertical Cement Mill
VRM	Vertical Raw Mill		

A CASE STUDY ON AWARENESS AND ADOPTION OF IMMERSIVE TECHNOLOGIES IN WORKPLACE

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INTRODUCTION:

The modern workplace is poised for a paradigm shift, driven by the ever-evolving landscape of technology. In the dynamic landscape of contemporary workplaces, the integration of immersive technologies, such as virtual reality (VR) and augmented reality (AR), has emerged as a transformative force reshaping traditional modes of operation. This research endeavors to probe deeply into the levels of awareness and adoption of these immersive technologies within professional settings, aiming to provide a comprehensive understanding of the current state of affairs and the implications for the future of work.



Immersive technologies refer to cutting-edge digital experiences that immerse users in computer-generated environments, blurring the lines between the real and the virtual. where Augmented Reality enhances the real-world environment by overlaying computer-generated information, such as images, sounds, or data, onto it. AR does not replace the real world but instead adds digital elements to it, allowing users to interact with both the physical and virtual aspects simultaneously. On the other hand Virtual Reality creates a fully simulated digital environment that entirely replaces the real world. Users typically wear VR headsets that immerse them in a computer-generated space, providing a sense of presence and interaction within this virtual realm. For example, in case of recruitment and onboarding VR offers virtual office tours and showcases company culture to potential candidates and AR enhances recruitment events by overlaying digital information, creating interactive experiences for candidates. (Seeing is believing , 2019) report highlights the potential of VR and AR to add value to the economy by 2030.

However, the realization of these promises hinges on the widespread awareness and adoption of immersive technologies within organizations The first pillar, awareness, reflects the understanding and knowledge that individuals, from employees to decision-makers, possess

about these technologies. Without a foundational awareness, the potential benefits and applications of immersive technologies may remain elusive. Achieving awareness requires targeted efforts, including education, training programs, and communication strategies that demystify these technologies and highlight their relevance to specific job functions.

The second pillar, adoption, involves the integration of immersive technologies into the daily workflows and processes of organizations. While awareness sets the stage, adoption determines the extent to which these technologies become integral to business operations. Adoption decisions are influenced by various factors, including , perceived usefulness, perceived ease of use, financial motivation and the ability of these technologies to address specific business challenges. Resistance to change, concerns about implementation complexities, and uncertainty about return on investment often act as barriers to widespread adoption.

To navigate this intricate landscape, this research embarks on a comprehensive exploration of awareness and adoption patterns of immersive technologies in the workplace. It seeks to unravel the current state of awareness among employees and decision-makers, investigating the factors shaping their understanding of VR, AR. Simultaneously, the study delves into the adoption dynamics within organizations, dissecting the motivations that drive some companies to embrace immersive technologies while others remain cautious or skeptical.

This case study aims to contribute valuable insights to the ongoing dialogue surrounding immersive technologies in the workplace. Through a meticulous analysis of awareness-building strategies and the factors influencing technology adoption, the study strives to offer a roadmap for organizations aiming to harness the transformative potential of VR, AR, and MR. In doing so, it aspires to pave the way for a future where the fusion of physical and digital realities becomes an integral and seamless part of the modern work experience.

STATEMENT OF PROBLEM:

Historically, these technologies, including augmented reality (AR) and virtual reality (VR), have been underutilized, resulting in a lack of awareness among employees and decision-makers about their existence and potential applications. This awareness gap poses a significant challenge as organizations now find themselves at the crossroads of technological advancement, where the adoption of immersive technologies is not only an option but a necessity for staying competitive. The problem unfolds in two dimensions: firstly, there is a need to elevate awareness levels, ensuring that individuals within the organization comprehend the capabilities and advantages that AR and VR can bring to the table. Secondly, the challenge extends to the adoption phase, where organizations must navigate obstacles such as perceived usefulness, perceived ease of use, and financial considerations to successfully integrate these immersive technologies into their daily operations. This dual problem underscores the urgency for a comprehensive investigation into the awareness deficit and the barriers impeding the seamless adoption of AR and VR technologies. Addressing this problem is paramount for organizations aspiring to not only keep pace with technological evolution but also to harness the full transformative potential of immersive technologies in the contemporary workplace.

OBJECTIVES:**PRIMARY OBJECTIVES**

- Develop an in-depth understanding of current awareness and adoption levels of immersive technologies in the workplace.

SECONDARY OBJECTIVES

- Investigate the impact of social factors on awareness levels among employees and decision-makers.
- Examine the effectiveness of professional development initiatives, such as training programs and workshops, in enhancing awareness.
- Explore how the frequency and nature of technological upgradation within organizations influence awareness levels.
- Discover how employees and decision-makers perceive the usefulness of immersive technologies in improving work processes.
- Assess how the perceived ease of use of immersive technologies influences the willingness to adopt and integrate them into regular workflows.
- Explore financial considerations in relationship with cost-effectiveness and potential economic benefits.
- Evaluate the influence of AR and VR introduction on employment opportunities and its impact on the country's GDP.

NEED OF THE STUDY:

This study addresses the need to systematically investigate the awareness levels among employees and decision-makers regarding immersive technologies such as virtual reality (VR) and augmented reality (AR). By assessing the extent to which individuals are cognizant of these technologies, the research aims to identify knowledge gaps that may impede the effective integration of immersive technologies into organizational workflows.

Furthermore, understanding the factors influencing the adoption or resistance to immersive technologies is crucial for organizations seeking to leverage these tools for enhanced productivity, training, and collaboration. The need to identify and address barriers to adoption is paramount to developing targeted strategies that facilitate a smoother transition to incorporating immersive technologies in the workplace. By delving into the need for this study, it becomes apparent that a comprehensive examination of awareness and adoption is essential for organizations aiming to stay competitive in an increasingly digitized landscape. The findings of this research will not only contribute to the academic understanding of technology adoption but will also provide practical insights for industry professionals and policymakers.

SCOPE OF THE STUDY:

The scope of the study is designed to comprehensively explore the intricacies of factors influencing both awareness and adoption within organizational settings. The study will intricately examine the role of social factors, professional development, and technological

upgradation in shaping awareness levels regarding immersive technologies such as virtual reality (VR) and augmented reality (AR) among employees and decision-makers. In the realm of awareness, the research will scrutinize how social dynamics, including peer influence and workplace culture, contribute to or hinder the understanding of immersive technologies. Additionally, the study will investigate the impact of professional development initiatives on increasing awareness, recognizing the role of training programs, workshops, and educational interventions.

Transitioning to the adoption phase, the scope extends to the examination of factors influencing the acceptance of immersive technologies. Perceived usefulness, acknowledging the practical benefits of these technologies in daily work tasks, and perceived ease of use, understanding the user-friendly aspects of the technologies, will be key dimensions explored in the adoption process. Financial motivation, encompassing cost-effectiveness and potential economic benefits, will also be a crucial factor under consideration.

CASE STUDY METHODOLOGY

To achieve the study's goals, a sample survey was conducted among employees in the information technology industry, employing a snowballing sampling method. This unique approach involved initiating a chain-referral process, where individuals with rare traits in the industry were initially sampled. Existing subjects then provided referrals, expanding the sample for the case study. The responses from this diverse group were systematically recorded using Google Forms, offering a user-friendly platform to investigate employees' awareness and adoption of immersive technologies. Sample size of 168 employees from various IT companies was strategically sampled to delve into the awareness and adoption of immersive technologies in the workplace.

ANALYSIS:

To derive conclusive findings, a critical step in the case study journey involves putting formulated hypotheses to the test. These hypotheses undergo rigorous scrutiny, employing statistical techniques to ascertain their validity. Specifically, descriptive statistical techniques become instrumental in this evaluative process. Through the lens of these techniques, hypotheses face empirical assessment, determining whether they merit acceptance or rejection. The subsequent analytical phase, known as Descriptive analysis, unfolds as a meticulous exploration. It extends beyond a mere portrayal of data, aiming to distill meaningful insights that lead to conclusive outcomes. This analytical process operates as a crucial bridge between the initial hypothesis formulation and the ultimate determination of its validity. Descriptive statistics, employed in this analysis, serve a dual purpose. Firstly, they furnish fundamental insights into the characteristics of variables within the dataset, offering a foundational understanding. Secondly, these statistics illuminate potential relationships existing between variables, shedding light on interconnections that might influence the research outcomes. In essence, Descriptive analysis emerges as the methodical journey through data, unraveling its layers to furnish not just information but insightful conclusions that contribute to the overarching objectives of the research endeavor.

TEST 1: CRONBACH ALPHA RELIABILITY TEST

→ **Reliability**

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	168	100.0
	Excluded ^a	0	.0
	Total	168	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

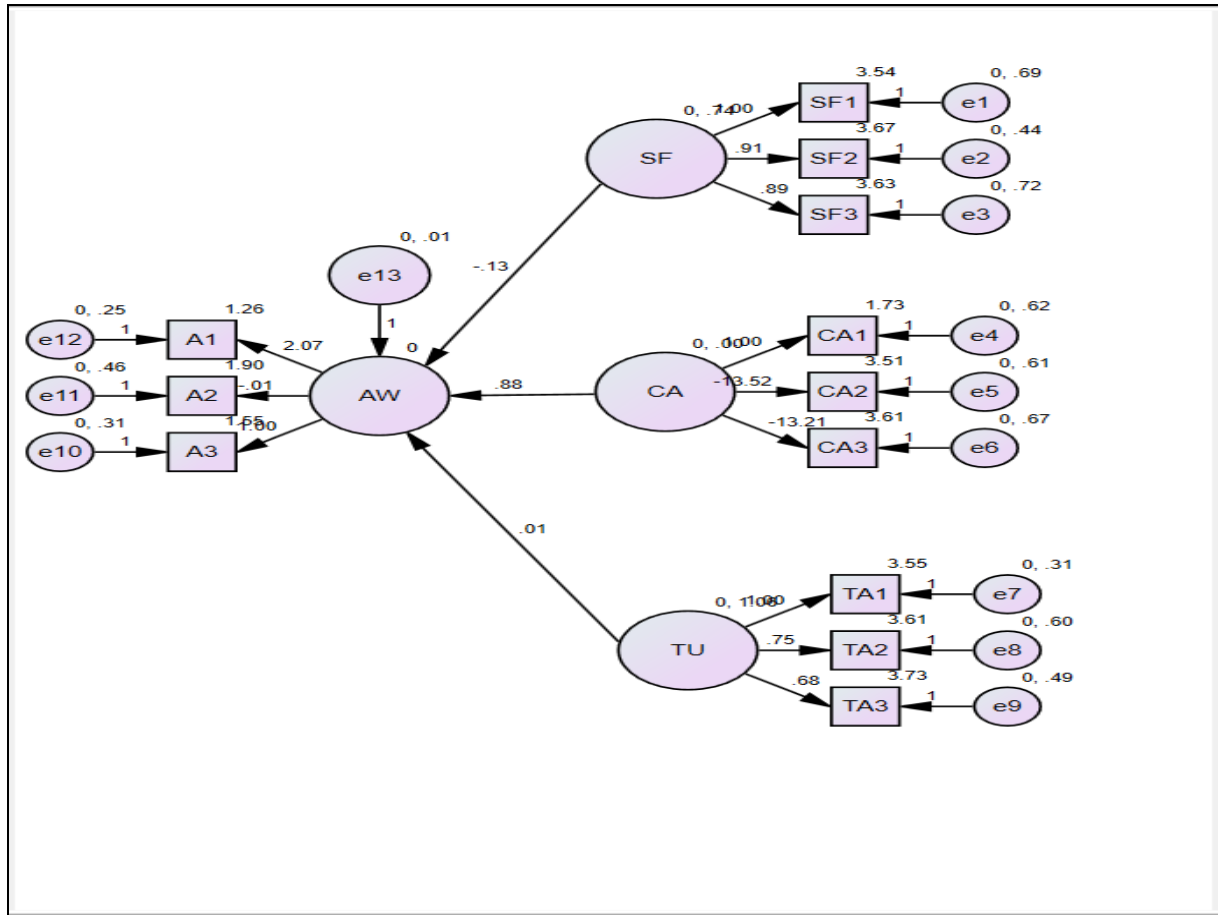
Cronbach's Alpha	N of Items
.864	28

TOOL USED : SPSS Software

INTERPRETATION:

The obtained Cronbach's alpha (α) coefficient of reliability, registering at 0.864, plays a crucial role in evaluating the internal consistency of the variables within the questionnaire. The interpretation of this numerical value provides valuable insights into the reliability and coherence of the measurement instrument. Cronbach's alpha is a reliability coefficient that assesses the degree to which the items in a questionnaire consistently measure the same underlying construct. The coefficient ranges from 0 to 1, with higher values indicating greater internal consistency among the variables. In the context of your study, the α coefficient of 0.864 signifies a robust level of internal consistency, suggesting that the items collectively measure the intended constructs reliably.

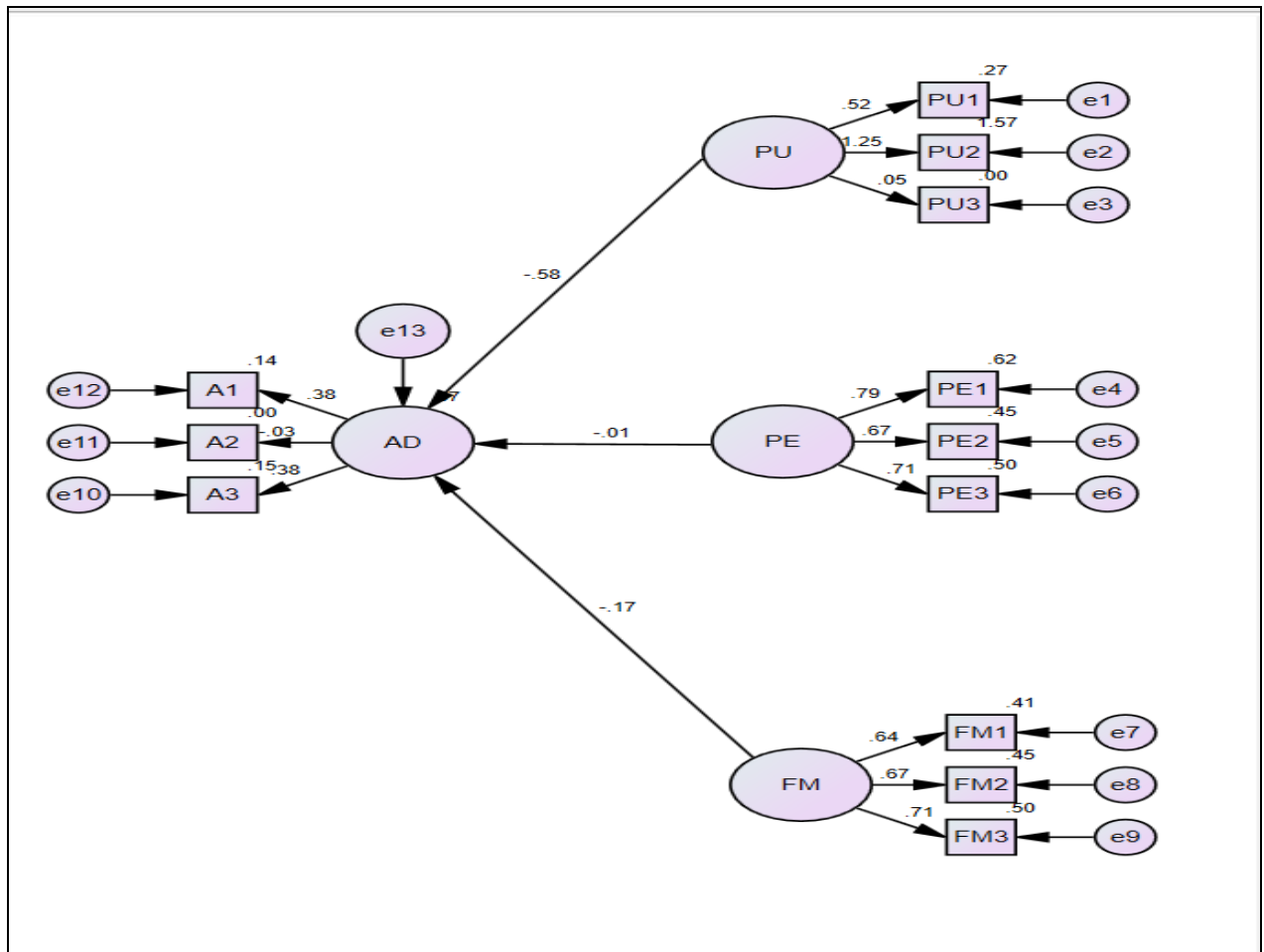
TEST2: TAM MODEL1:



TOOL USED: AMOS Software

INTERPRETATION:

From the Technology Acceptance Model, it is discerned that the social factor elucidates 13% of the variation in the dependent variable 'Awareness of immersive technologies.' Notably, the factor of career advancements emerges as the predominant influencer, explaining a substantial 88% of the variation in the 'Awareness of immersive technologies'. Meanwhile, the technological upgradation factor accounts for 10% of the variation in the same dependent variable. Consequently, it can be inferred that, among the considered factors, career advancement significantly and distinctly shapes the awareness of immersive technologies in this model

TAM MODEL2:

TOOL USED: AMOS Software.

INTERPRETATION:

From the Technology Acceptance Model, it is discerned that perceived usefulness significantly shapes the adoption of immersive technologies, elucidating a substantial 58% of the variation in the dependent variable. In contrast, factors such as perceived ease of use contribute a modest 10%, and financial motivation plays a role with 17% variation in the adoption of immersive technologies. Consequently, a nuanced interpretation underscores that, among the considered factors, perceived usefulness stands out as the predominant and most influential determinant in fostering the adoption of immersive technologies.

TEST 3: ANOVA

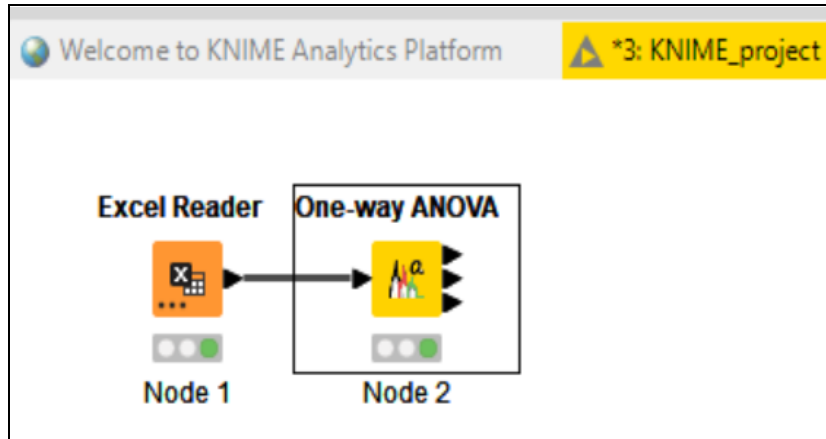


Table "default" - Rows: 3 Spec - Columns: 7 Properties Flow Variables							
Row ID	Test Column	Source	Sum of ...	df	Mean S...	F	p-value
Row0	AR& VR is a valuable tool for achieving my professional goals	Between Groups	6.477	3	2.159	1.87	0.13670816896664...
Row1	AR& VR is a valuable tool for achieving my professional goals	Within Groups	189.374	164	1.155	?	?
Row2	AR& VR is a valuable tool for achieving my professional goals	Total	195.851	167	?	?	?

HO: There is no significant association between Years of experience and AR&VR is a valuable tool for achieving my professional goals.

H1: There is significant association between Years of experience and AR&VR is a valuable tool for achieving my professional goals.

TOOL USED: KNIME Software

P-Value 0.1367 is more than the significance level 0.05.

OUTCOME: Accept the null hypothesis and reject the alternative hypothesis.

INTERPRETATION:

There is no significant association exists between years of experience and the perception that AR&VR is a valuable tool for achieving professional goals. This suggests that observed differences in opinions across varying experience levels are likely due to random chance rather than a meaningful relationship.

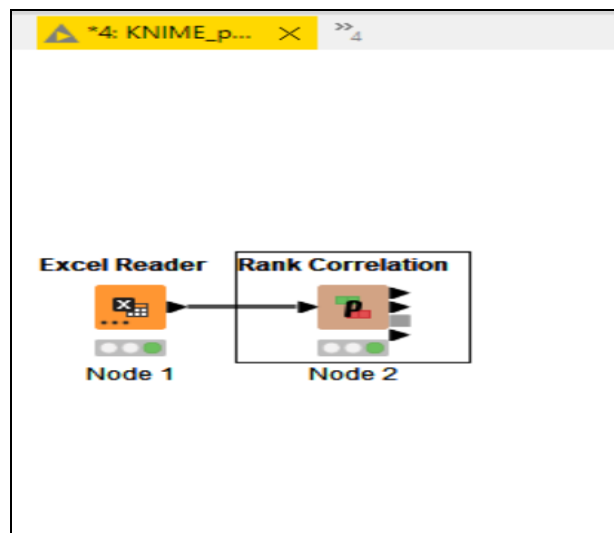
TEST4: CORRELATION

Table "default" - Rows: 1 Spec - Columns: 5 Properties Flow Variables					
Row ID	S First col...	S Second column name	D Correlation value	D p value	I Degree...
Row0	AGE	Influenced by SOCIAL MEDIA	0.17581109151266...	0.02263474799454...	166

HO: There is no significant relationship between Age and Influenced by social media and other channels.

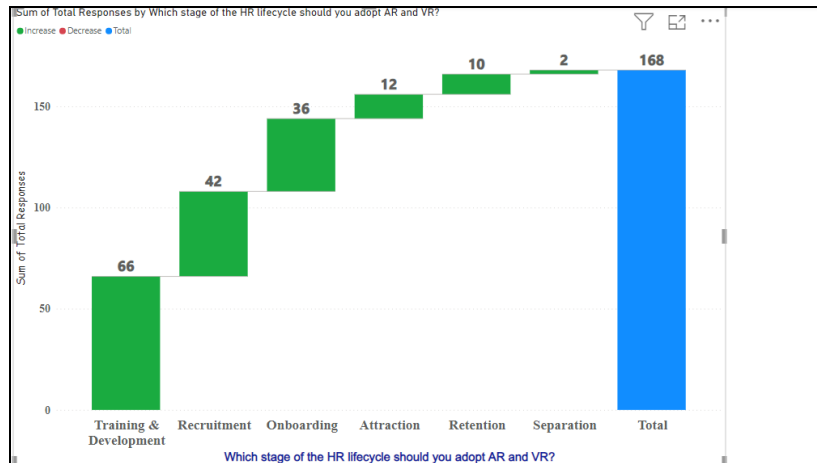
H1: There is significant relationship between Age and Influenced by social media and other channels.

TOOL USED: KNIME Software

INTERPRETATION:

This statistical outcome underscores a noteworthy relationship between an individual's age and their susceptibility to influence from social media and other communication channels. The findings suggest that age plays a discernible role in shaping attitudes and responses to external influences, highlighting the significance of considering age-related dynamics when examining the impact of various communication channels on individuals.

TEST 5: WATERFALL CHART:



TOOL USED: Power bi

INTERPRETATION:

In the evaluation of HR lifecycle stages, the data reveals a notable emphasis on training and development, capturing the highest percentage at 66%, surpassing recruitment (42%), onboarding (36%), attraction (12%), retention (10%), and separation (2%) from a total of 168 responses. This prominence suggests a clear preference for adopting augmented reality (AR) and virtual reality (VR) technologies in the training and development phase. In a waterfall chart, this trend would be visually represented as a cascade, emphasizing the gradual decrease in percentages across the various stages, with training and development standing out as the pinnacle, signaling a strategic focus for AR and VR implementation in organizational training initiatives. Given this trend, it indicates a prime opportunity for the incorporation of cutting-edge technologies such as Augmented Reality (AR) and Virtual Reality (VR) within the training and development stage of the HR lifecycle. This innovative approach can potentially elevate the effectiveness and engagement levels in training programs, aligning seamlessly with the prevailing emphasis on skill enhancement and professional growth.

FINDINGS

- The Cronbach's alpha coefficient, measuring at 0.864, demonstrates a robust level of internal consistency for the variables within the questionnaire. This high reliability suggests that the items collectively and consistently measure the intended constructs, affirming the dependability of the measurement instrument in this study.
- The outcomes derived from the Technology Acceptance Model highlight a noteworthy finding: the career advancement factor emerges as the predominant influence on the awareness of immersive technologies, significantly contributing 88% to the variation, surpassing the impact of other factors considered in the model.
- Based on other Technology Acceptance Model, our findings highlight that the perceived usefulness factor significantly drives the adoption of immersive technologies, holding a predominant influence of 58% compared to other adoption factors.

- The p-value of 0.1367, exceeding the significance level of 0.05, from ANOVA indicates no significant association between years of experience and the perception of AR&VR as a valuable tool for professional goals, suggesting differences in opinions across experience levels are likely due to random chance.
- From correlation we would found that p-value of 0.02 below the significance level of 0.05, the statistical outcome reveals a significant relationship between age and influenced by social media and other channels, emphasizing the role of age-related dynamics in shaping attitudes and responses.
- The waterfall chart highlights a predominant emphasis on training and development (66%) over other HR lifecycle stages, indicating a strategic preference for integrating Augmented Reality (AR) and Virtual Reality (VR) technologies in organizational training initiatives, presenting a significant opportunity for enhancing effectiveness and engagement in professional development programs.

CONCLUSION

This case study has provided valuable insights into the awareness and adoption of immersive technologies in the workplace. Through an in-depth analysis of the factors influencing awareness levels and adoption rates, as well as the perceptions and experiences of employees, several key findings have emerged. It is evident that immersive technologies, such as virtual reality (VR) and augmented reality (AR), hold immense potential to revolutionize various aspects of work, from training and skill development to collaboration and productivity. However, while awareness levels are increasing, there remain significant barriers to widespread adoption, including cost, technological complexity, and organizational readiness. Nevertheless, by prioritizing comprehensive training programs, fostering a culture of innovation, and actively seeking feedback from employees, organizations can overcome these barriers and harness the full potential of immersive technologies. Moving forward, it is imperative for organizations to continue investing in research and development, collaboration with industry experts, and the creation of supportive ecosystems to drive the successful integration of immersive technologies into the workplace. By doing so, organizations can position themselves at the forefront of innovation and gain a competitive edge in an increasingly digital and immersive world.

EQUITY LINKED SAVINGS SCHEME – AN OPULENCE IN MUTUAL FUND PORTFOLIO

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Introduction:

In the shape of a "trust" mutual funds serve as a mechanism for investors to pool their funds and use them to make investments in a variety of securities and markets that meet predetermined investing goals.

Stated differently, an investor can access stocks, bonds, money market instruments, and/or other assets through a mutual fund investment and benefit from the expert fund management services provided by an asset management organization that they might not otherwise be able to. As a result, an investor receives a different investment strategy rather than a new product. The distinction is in the professional approach to investing, portfolio diversity, and a regulated vehicle.

Mutual funds' principal function is to assist investors in earning an income or growing wealth by investing in the opportunities accessible in the securities markets. Mutual funds can design schemes to meet a variety of investing objectives.

The money pooled from investors eventually benefits governments, companies, and other entities, either directly or indirectly, by funding various initiatives or covering various projects. Mutual funds investment in various projects creates jobs for individuals, increases the production of goods and services and promotes businesses resulting in boosting of total economic growth. Mutual funds can also operate as a market stabilizer, balancing big inflows and outflows from international investors. As a result, mutual funds are regarded as an important investment avenue in every economy's capital market.

Mutual fund industry growth – Indian Scenario:

Phase I: 1964–1987:

The Reserve Bank of India (RBI) exercised regulatory and administrative authority over the Unit Trust of India (UTI), which was established by an Act of Parliament in 1963, marking the beginning of the mutual fund business in India. In 1978, UTI was delinked from the RBI, and the Industrial Development Bank of India (IDBI) took over regulatory and administrative authority. The first scheme that UTI introduced was Unit Scheme 1964 (US '64). Unit Trust of India had □ 6,700 crores in assets under management (AUM) by the end of 1988.

Phase II: 1987 – 1993: Public Sector Mutual Funds Entry:

Public sector mutual funds, established by public sector banks, the Life Insurance Corporation of India (LIC), and the General Insurance Corporation of India (GIC), made their debut in 1987. Launched in June 1987, the SBI Mutual Fund was the first "non-UTI" mutual fund. The Canbank Mutual Fund was started in December 1987, followed by the Punjab National Bank Mutual Fund in August 1989, the Indian Bank Mutual Fund in November 1989, the Bank of India Mutual Fund in June 1990, and the Bank of Baroda Mutual Fund in October 1992. LIC started its mutual fund in June 1989, whereas GIC launched its mutual fund in December 1990. In 1993, the mutual fund sector managed assets worth ₹ 47,004 crore.

Phase III: 1993 – 2003: Private Sector Mutual Funds Entry:

The Indian securities market gained its greater significance with the creation of SEBI in April 1992 to safeguard investors' interests and to encourage the growth and regulation of the securities market.

The first set of SEBI Mutual Fund Regulations went into effect in 1993 and applied to all mutual funds, with the exception of UTI. In July 1993, the first private-sector mutual fund (MF) was registered. It was formerly known as Kothari Pioneer and has now amalgamated with Franklin Templeton. A new era in the Indian mutual fund market began in 1993 with the emergence of private sector funds, which offered Indian investors an even wider range of mutual fund products. The original SEBI Mutual Fund Regulations were updated and superseded in 1996 by the SEBI (Mutual Fund) Regulations, 1996, which is the current set of regulations.

With numerous international sponsors launching mutual funds in India, the number of mutual funds has grown over time. Moreover, during this time, the MF industry saw a number of mergers and acquisitions. 33 mutual funds had an aggregate asset under management (AUM) of ₹ 1,21,805 crores as of the end of January 2003; UTI alone had an AUM of ₹ 44,541 crores.

Phase IV: 2003 February to 2014 April:

The Unit Trust of India Act 1963 was amended in February 2003, which led to the division of UTI into two distinct organizations: the Specified Undertaking of the Unit Trust of India (SUUTI) and the UTI Mutual Fund, which operates in accordance with SEBI MF Regulations. The MF business began its fourth phase of consolidation with the split of the former UTI and other mergers among various private sector funds.

India's stock market collapsed along with the rest of the world after the global financial crisis of 2009. The majority of investors who had joined the capital market at its height suffered financial losses, which severely damaged their confidence in the securities market. The global financial crisis and SEBI's elimination of entry loads had a more severe effect on the Indian mutual fund industry, which took more than two years to recover and restructure in

an effort to preserve its financial stability. This was demonstrated by the mutual fund industry's slow AUM growth from 2010 to 2013.

Phase V: Current Phase (Since May 2014):

In September 2012, SEBI introduced a number of progressive measures to "re-energize" the Indian mutual fund industry and increase the penetration of mutual funds. The regulator took note of the low penetration of MFs, particularly in tier II and tier III cities, resulting in the need for greater alignment of the interests of various stakeholders.

Things were considerably better once the Centre's new government was formed, and over time, the measures were successful in reversing the negative trend that had started after the global financial crisis. The industry has had consistent inflows, growth in AUM, and an increase in the quantity of investor folios (accounts) since May 2014.

Classification of mutual fund schemes based on SEBI guidelines:

Mutual fund schemes are categorized as follows in accordance with SEBI guidelines on the categorization and rationalization of schemes published in October 2017.

- a) Equity schemes: These involve the mutual fund investing primarily in equity and instruments related to equity. This specific sort of plan carries a larger risk, but the return will also be commensurate with the risk.
- b) Debt Schemes: Fund managers in this type of mutual fund allocate a large portion of their portfolio to debt, bond, and money market instruments, which have a lower level of risk. As a result, the return will be commensurate with the risk.
- c) Hybrid Schemes: These mutual fund schemes give investors a chance by combining underlying asset classes such as debt, equity, money market instruments, derivatives, and commodities like silver and gold.
- d) Solution-Oriented and Other Schemes: In this category, the fund manager makes passive investments in index funds and exchange traded funds, or in other categories, for preset goals like retirement and the future of the children, among others. This mutual fund scheme classification will also include the fund of fund schemes.

Equity Linked Savings Scheme (ELSS) – A best investment option:

As per the guidelines of SEBI, every AMC has to submit the report on the basis of the total number of schemes, total number of folios, and total assets under management in a timely manner. AMFI has to consolidate the report and release it for public access. Based on this information, the common categorization of schemes has been affected by the 2020 report.

The report for the last three financial year-ends has been considered for the case study, i.e., the years ended March 31, 2020, to March 31, 2023. The equity scheme has had the top rank among all other scheme types for all four years, and under that category, the equity-linked savings scheme has dominated all the different schemes by retail investors investment.

The Equity Linked Savings Scheme (ELSS) invests at least 80% in stocks in accordance with the Equity Linked Savings Scheme, 2005, as notified by the Ministry of Finance. This scheme has a lock-in period of 3 years, which is the shortest among all other tax-saving options. Also, this fund is currently eligible for deduction under Sec. 80C of the Income Tax Act up to ₹ 1,50,000.

Conclusion:

The investors start their investment journey in stock market with ELSS as it meets the volatility through three-year lock-in period. This will have a further pathway for the larger investments in equity schemes with a benefit for five to seven years. An investment in ELSS mutual funds will earn better and constant returns. An investor may continue the investment in ELSS without opting for redemption of the gains as it is not mandatory after three years lock-in period. The tax liability for short-term capital gains is not in ELSS and the tax for the long-term capital gains will be levied for an amount exceeding Rs.1,00,000. This tax benefit will be the added advantage for the individual investors who invest in ELSS.

Questions for discussion:

1. How does mutual fund investment help an investor in a better way compared to other investment avenues?
2. Does the current phase of mutual funds really reach small investors?
3. What are all the types of mutual fund schemes available for investing in India?
4. How does an equity scheme differ from a hybrid scheme?
5. Is ELSS really a better investment option than any other mutual fund scheme?

INVESTOR SENTIMENT, BENCHMARK PRICE AND PRICE SIGNALS ON LAND INVESTMENTS

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Abstract

The study is initiated to measure investor sentiment, benchmark price and price signals in land investors. The study is carried out among the individual investors in various parts of Tamil Nadu. The study is commenced with 384 samples and it is selected using purposive sampling techniques. The purpose of the study is to assess socio-demographic profile, factors influencing investor sentiment, impact of benchmark price in price determination, and role of price signals in land investments. Questionnaire is used for data collection. Statistical tools such as simple percentage, factor analysis, multiple regression analysis, chi-square test and Garrett ranking are used for data analysis. Results confirmed that investor sentiment is largely influenced by investment decisions, behavioral factors, property information, legal regulations, market dynamics, and property outlook. Benchmark price has significant relationship with price determination of land. Demand for land, inflationary conditions, bank credit supply, offers from developments and domestics capital inflows are the most important price signals in land investments.

Key Words: Investor Sentiment, Benchmark Price, Price Signals, Price Determination, Land Investments, Individual Investor.

1. Introduction

In India, the real estate market is customarily unorganized and fragmented. However, in recent times market conditions have seen a consolidation as real estate developers expand their capabilities to the maximum to meet the growing market demand (Pruthvi et al., 2015).

Nowadays, land investments are the main fascinating vision of individuals, because it ensures some sort of shelter. Land investment is an asset that is marketed in illiquid, highly segmented and inefficient information based local markets (Cheung and Lee, 2021). Investor sentiment is considered as the expectation and perception that are fully justified by the information available in the real estate market. Investor sentiment, plays main role in pricing of properties and especially in land market (Majid et al., 2012). Investor sentiment can be defined as the belief about future benefit and risk in investment that is not justified by the facts at hand. Real estate market is mainly an inefficient market; under such circumstances the role of sentiment is manifold (Nagaraja and Sree Krishna, 2016). The real estate market is recognized as both investment and consumption market, the factor apart from rational deliberations may affect its valuation (Jayanthi and Saravanakumar, 2020). In real estate market, the emotional reaction of possible land investor weighs greatly on transactions (Singh, 2018). Further, microstructure market, heterogenous properties and availability of

market information on property prone to sentiment in terms of their fear, mood, greed and so on (Jinjarak and Sheffrin, 2011).

Real estate investors face the challenge of finding the right criteria, determining the transparency and asset universe for the property class (Jayanthi and Saravanakumar, 2021). Real estate is a challenge in which each property is unique and cannot be easily purchased by multiple owners (Beracha and Seiler, 2014). When the selling price of a land property is estimated in a particular area with similar features is called as benchmark price (Dirgasova et al., 2017). It sets the price of land with same characteristics like land layout, soil quality, road facility, water availability, better neighborhood and so on (Saravanakumar and Jayanthi, 2021). Benchmark price helps to determine the price of land (An et al., 2015). It can be considered as a regular selling price and in no manner does it take into account downstream or upscale assets. Investors are commonly check the price quoted in nearby areas, then they make decisions based on the prevailing benchmark price in such particular areas (Eichholtz et al., 2010). Individual investors have limited opportunity to access the benchmark price in real estate investments. Benchmark price helps to determine the exact value of land. For several individual investors, the key criterion in measuring the real estate benchmark is to make sure that it is the right reflection of long-term relative performance (Munneke et al., 2011). Tremendous information found in real estate markets and it plays immense role in communicating signals to invest or not to invest in land (Jayanthi and Saravanakumar, 2022). Positive signal conveys information to buy and negative signal convey information to sell or not to buy (Fisher et al., 2003). However, price signal paves the way to make real estate investments. It can be considered at any point of time to make investments in land.

Objectives

1. To investigate the impact of benchmark price in price determination of a land.
2. To examine the role of price signals in land investments.

Factors influencing investors

Table – 3: Regression Coefficient

Investor Sentiments	Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
	β	S.E.			
Constant	0.821	0.565		1.569	0.166
Investment Decisions	0.463	0.122	0.443	8.645***	0.003
Behavioral Factors	0.254	0.113	0.167	8.887***	0.002
Property Information	0.221	0.144	0.135	5.789**	0.021
Legal Regulations	0.155	0.110	0.151	5.863**	0.019
Market Dynamics	0.132	0.136	0.125	4.556*	0.057
Property Outlook	0.126	0.162	0.141	6.212**	0.015
F-value				216.843	
R				0.812	
R ²				0.659	
Adjusted R ²				0.656	

Source: Primary Data

*Note: * = Significance level 10%; ** = Significance level 5%; and *** = Significance level 1%*

Table shows that the calculated R^2 and adjusted R^2 values are found at 0.659 and 0.656 respectively. It assures that these factors have influence on investor sentiment to the extent of 66%. Amongst the six factors, investment decisions possess greatest beta coefficient of 0.463 with t-value of 8.645, therefore, its value is statistically significant at 1% level. Further, behavioral factors ($\beta=0.254$; $t=8.887$) is statistically significant at 1% level. It confirms that both investment decisions and behavioral factors have strong influence on investor sentiment. Property information ($\beta=0.221$; $t=5.789$); legal regulations ($\beta=0.155$; $t=5.863$) and property outlook ($\beta=0.126$; $t=6.212$) are statistically significant at 5% level. Market dynamics ($\beta=0.132$; $t=4.556$) is statistically significant at 1% level. It confirmed that investment decisions, behavioral factors, property information, legal regulations, market dynamics, and property outlook have significant influence in investor sentiment with regard to land investments.

Impact of Benchmark Price in Price Determination of a Land

The price of a land is determined by various attributes connected with the land. Further, benchmark price means comparing price of a particular land in one area to the price of land in another area with similar features. Usually, in real estate sector, benchmark price is compared prior to invest in a land. The price determination is largely governed by the benchmark price. Benchmark price is mostly depended on the factors like price of land in similar areas, price of land with similar features, layout specifications of the land, facilities available, road connectivity, ground water level, quality of soil, growth opportunity, marketability of the land and location of the land. These aspects have tremendous impact on setting benchmark price to a particular land. Impact of benchmark price in price determination is compared with type of land preferred to buy, that is, residential land, commercial land and agricultural land. It is analyzed with chi-square test with the null hypothesis stating that the benchmark price has no impact in price determination of a land. It is tested and results are described in table 4.

Table – 4: Chi-Square Test

Variables	Chi-Square	
	Value	Sig.
Price of land in similar areas	12.325	0.012
Price of land with similar features	19.947	0.001
Layout specifications of the land	16.673	0.001
Facilities available	17.555	0.003
Road connectivity	12.632	0.011

Groundwater level	16.954	0.001
Quality of soil	15.627	0.001
Growth opportunity	21.333	0.002
Marketability of the land	22.657	0.006
Location of the land	23.648	0.001

Source : Primary Data

Table 4 shows that the computed values for price of land in similar areas and road connectivity are statistically significant at 5% level. Further, price of land with similar features, layout specifications of the land, facilities available, ground water level, quality of soil, growth opportunity, marketability of the land and location of the land are statistically significant at 1% level. However, it rejects the null hypothesis. Therefore, the benchmark price has impact in price determination of a land.

Role of Price Signals in Land Investments

The rise or fall in price of land can be determined by various factors relating to inflow of funds, credit supply, demand and so on. These can be classified by growth of gross domestic product, inflationary conditions, domestic capital inflows, bank credit supply, offers from developers, increase in per capita income, ease of registration formalities and demand for land. These are the most important price signals in land investments. Garrett ranking is used to identify the most important price signals in land investments. Its results are described in table 4.

Table – 5: Garrett Ranking

S. No	Price Signals	Total Score	Mean Score	Rank
1	Growth of GDP	756	50.40	7
2	Inflationary conditions	829	55.27	2
3	Domestic capital inflows	798	53.20	5
4	Bank credit supply	805	53.67	3
5	Offers from developers	801	53.40	4
6	Increase in per capita income	566	37.73	8
7	Ease of registration formalities	783	52.20	6
8	Demand for land	877	58.47	1

Source: Primary Data

Table 5 reveals that the most important price signals while planning to invest in land. Demand for land is the main indication to rise in prices of land, it is ranked first with 58.47 mean score points. Inflationary conditions also confirm the rise in prices of land, it is ranked second with 55.27 mean score points. Bank credit supply also induces rise of prices of land; it

is ranked third with 53.67 mean score points. Offers from developers is also creates price rise; it fetches 53.40 mean score points and ranked fourth. Domestic capital inflows boost price of land; it is ranked with 53.20 mean score points. Further, ease of registration formalities (52.20), growth of GDP (50.40) and increase in per capita income (37.73) are also boosts the price land.

Conclusion

The study made an effort to test the investor sentiment, benchmark price and price signals in land investments. In land investments, sentiment of individual investor makes their motive to invest in land. Benchmark price is formed with several aspects and it is actively associated with price determination. Benchmark price have considerable impact on price determination of land. Price signal may be in the form of positive and negative. Positive signal shows price rise whereas, negative signal shows price falls in land investments. Factor analysis confirms that investor sentiment is largely influenced by investment decisions, behavioral factors, property information, legal regulations, market dynamics, and property outlook. However, these variables under six factors explain 86.653% of variance in data. Multiple regression results confirmed that these factors have significant influence in investor sentiment with regard to land investments. Benchmark price has significant relationship with the factors like price of land in similar areas, price of land with similar features, layout specifications of the land, facilities available, road connectivity, ground water level, quality of soil, growth opportunity, marketability of the land and location of the land. Demand for land, inflationary conditions, bank credit supply, offers from developments and domestics capital inflows are the most important price signals in land investments.

Questions:

1. How do inflationary conditions and monetary policy act as price signals affecting land investment decisions?
2. What impact do government policies and regulations on land use and zoning have on the benchmark prices and investor sentiment in land markets?
3. How do legal regulations and market dynamics affect the risk assessment and valuation process of land investments by individuals?
4. What extent do behavioral factors and access to property information influence investor sentiment and decision making in land investment?

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FINANCIAL PERFORMANCE OF TATA CONSULTANCY SERVICES (TCS LIMITED) – AN ANALYSIS

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Introduction

The Information Technology (IT) industry holds a prominent position in the business world, known for its significant profitability and ongoing expansion. The primary focus of IT enterprises is to maximize profits, thereby excelling in the competitive market. To accomplish this aim, a comprehensive examination of financial statements is essential for accurately assessing the financial standing. This case study delves into the assessment of chosen IT firms, such as Tata Consultancy Services (TCS Limited), utilizing analyses of profitability, liquidity, and leverage.

Tata Consultancy Services Limited released its earnings report for the second quarter and six months ending on September 30, 2023. In the second quarter, the company disclosed that sales reached INR 596,920 million, compared to INR 553,090 million the previous year. Revenue also showed growth, reaching INR 606,980 million, up from INR 562,740 million a year ago. Net income for the quarter stood at INR 113,420 million, compared to INR 104,310 million in the same period last year.

For the six-month period, sales amounted to INR 1,190,730 million, compared to INR 1,080,670 million the prior year. Revenue for the same period was INR 1,214,760 million, up from INR 1,098,210 million a year ago. Net income increased to INR 224,160 million, compared to INR 199,090 million in the previous year. Basic earnings per share from continuing operations rose to INR 61.26, from INR 54.41 a year ago, with diluted earnings per share from continuing operations also increasing to INR 61.26, compared to INR 54.41 in the same period last year. The present case study provides scope for discussing the concept of profitability of a company.

Review of Literature

Michael, James., Rahul, Sharma., Dr., Amalanathan, Paul. (2022) endeavors to explore the method by which an organization's or company's financial performance can be assessed through the utilization of financial ratios. This study scrutinizes the performance of the commercial banking sector spanning from fiscal year 2017 to fiscal year 2021.

Arkan, T. (2016) aims to explore the significance of financial ratios extracted from financial statements in forecasting stock price trends within emerging markets. The findings revealed that certain ratios exhibited robust positive and statistically significant associations with stock price behavior and trends. Specifically, the most influential ratios for the industrial sector were identified as ROA, ROE, and net profit ratio. Similarly, for the service sector, ROA, ROE, P/E, and EPS ratio emerged as the most influential, along with the investment sector. The study concludes that relying on a specific set of financial ratios tailored to each sector

enables accurate prediction of stock prices. Decision-makers, particularly investors, can utilize the financial analysis provided by these ratios to inform their financial and operational decisions effectively.

Ahmed, Rahi, Abed., Ahmed, Mahdi, Hadi., Ahmed, Kadhim, Sendw. (2019) conducted a study to assess the importance of financial ratios extracted from financial reports in forecasting stock price trends. Their findings indicate that financial ratios serve as dependable tools for predicting stock prices during investment decision-making. The study highlights results demonstrating the efficacy of financial ratios as the most effective means for predicting stock returns. Consequently, it substantiates that financial ratios are trustworthy instruments for forecasting stock prices in investment decision-making processes.

Shabri, Imansyah., Matrodji, H., Mustafa. (2021). This research aims to discern the effect of financial ratios on the stock price of Consumer Goods Industry Sector Companies listed in Kompas 100 Index on 2013-2019 period, partially or simultaneously. The financial ratios analyzed in this research are: Current Ratio (CR), Net Profit Margin (NPM), Return on Equity (ROE) and Dividend Yield (DY). The CR, NPM, ROE and DY variables influence the stock price simultaneously. CR, NOM, ROE and DY variables can explain the stock price on the Consumer Goods Industry Sector companies listed in Kompas 100 Index at 98.38%.

The objective of this case is to evaluate the financial achievements of Indian Tata Consultancy Services (TCS Limited) IT enterprises spanning the last five years. Selected based on their market capitalization, which positions them as frontrunners in the industry, these companies collectively represent about 74% of the Indian IT sector. The assessment utilizes a range of financial metrics to thoroughly assess their performance.

Methodology:

The financial analysis encompasses three main categories of ratios: Liquidity Ratios, Current Ratio, Quick Ratio, Cash Position Ratio, Profitability Ratios, Return on Assets (ROA), Return on Equity (ROE), Return on Capital (ROC), Gross Profit Ratio, Net Profit Ratio, Earnings Per Share (EPS), Leverage Ratios, Debt Equity Ratio, Interest Coverage Ratio, Total Debt to Total Assets Ratio.

Analysis and Interpretation:

Statistical techniques including Pearson Co-efficient of Correlation analysis are employed to assess the impact of liquidity on profitability. The study aims to provide insights into the relationship between liquidity levels and profitability across the TCS IT companies.

TABLE NO.1
Liquidity Ratios OF TCS (in Times)

	Current ratio	Quick ratio	Cash position ratio
2018-19	4.18	1.74	0.47
2019-20	3.30	1.39	0.20
2020-21	2.92	1.04	0.61
2021-22	2.49	1.15	0.36
2022-23	2.36	1.20	0.12
AV	3.05	1.31	0.35
SD	0.73	0.28	0.20
CV	1.77	1.45	4.08

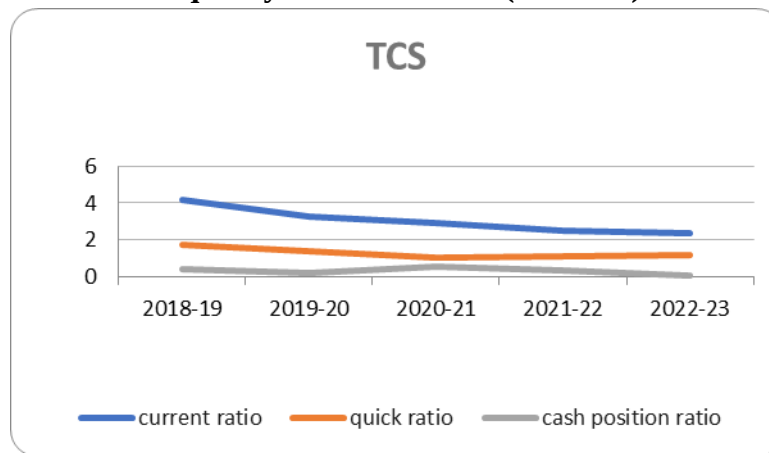
Source: Primary data

From the above table, the average current ratio for TCS over the specified years is 3.05. Notably, the ratio fluctuates across different years, indicating varying levels of liquidity. In the year 2018-19, the ratio peaks, signalling a robust liquidity position. However, subsequent years witness a decline, with 2019-20, 2020- 21, and 2021-23 showing ratios below the average, while 2018-19 and 2019 -20 exhibit ratios above the average. This suggests a positive performance trend until 2019-20, followed by a decline in liquidity.

Regarding the quick ratio, the average stands at 1.31. Years 2021-22 and 2022-23 record ratios below the average, while the remaining years show ratios above the average. This indicates fluctuations in TCS's ability to cover immediate liabilities with its quick assets.

The average cash position ratio for TCS is 0.35, with most years falling below this average, except for 2018-19. This suggests that TCS maintains a relatively low cash position compared to its total assets, which may influence its liquidity management strategies.

CHART NO.1
Liquidity Ratios OF TCS (in Times)



TCS- CORRELATION AMONG THE LIQUIDITY RATIOS

In order to understand the correlation between the various liquidity ratios of TCS the Pearson Co-efficient of Correlation has been calculated.

TABLE NO 2

Correlations – TCS				
		Current Ratio	Quick Ratio	Cash Position Ratio
Current Ratio	Pearson Correlation	1	.967**	.245
	Sig. (2-tailed)		.007	.692
	N	5	5	5
Quick Ratio	Pearson Correlation	.967**	1	.256
	Sig. (2-tailed)	.007		.677
	N	5	5	5
Cash Position Ratio	Pearson Correlation	.245	.256	1
	Sig. (2-tailed)	.692	.677	
	N	5	5	5
**. Correlation is significant at the 0.01 level (2tailed).				

Source: Primary data

From the above table, it is inferred that both current ratio and quick ratio are having significant correlation. Hence it is proved that there is a relationship between Current and Quick Ratios of TCS.

TABLE NO: 3
Profitability Ratios of TCS (in %)

	Return on Assets	Return on Equity	Return on Capital	Gross Profit Ratio	Net Profit ratio	EPS
2018-19	27.4	35.4	46.6	25.9	21.0	101.4
2019-20	27.4	34.2	44.8	28.2	22.4	123.5
2020-21	25.6	30.6	40.0	27.4	22.3	133.8
2021-22	24.4	30.4	40.1	26.4	21.0	135.2
2022-23	27.6	35.3	46.7	27.0	21.5	84.1
Average	26.48	33.18	43.64	26.98	21.64	115.6
SD	1.4185	2.4924	3.3635	0.8899	0.6804	22.2019
CV	5.3569	7.5117	7.7073	3.2983	3.1441	19.2058

Source: Primary data

From the computed table, it is inferred that the average of return on assets ratio is 26.48 of TCS other than 2018-19 and 2019-20 all other years are above the average. Regarding the average Return on Equity of TCS is 33.18, 2018-19, 2022- 23 are above the average percentage. The average Return on Capital is at 43.64. 2018-19, 2019-20 and 2022-23 are above the average. The average Gross Profit ratio of TCS is 26.98, for which 2019-20 are above the average level.

Net profit ratio of TCS shows an average of 21.64, for which 2019-20 & 2020 -21 are above the average, regarding the EPS the average percentage is 115.6, 2019-20, 2020-21 & 2021-22 are above the average and regarding 2018-19 & 2022-23 are below average. It can be interpreted that the overall profitability ratios of TCS have varied position but on an average it has been on a favourable side with effective risk handling it can be improved.

Fig. 3 - TCS Profitability Ratios

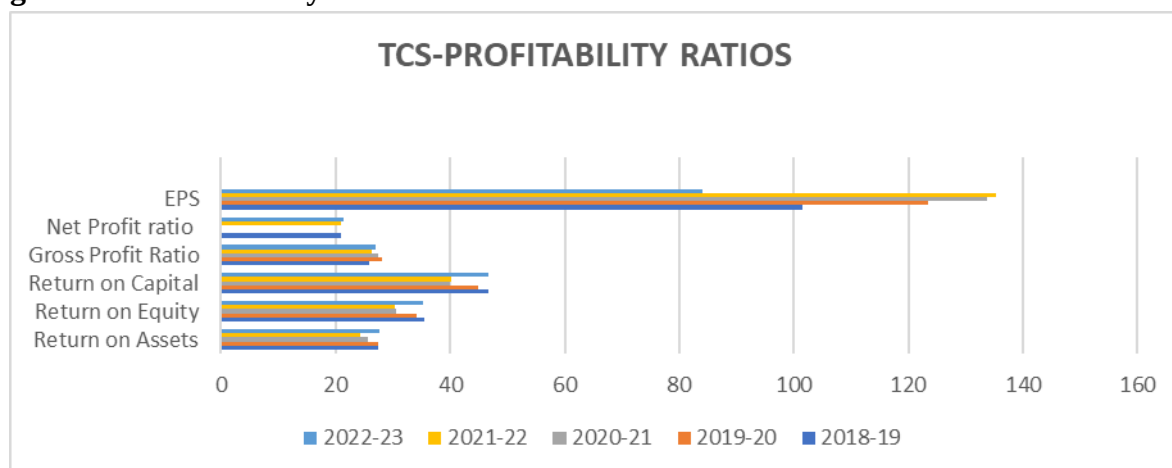


TABLE NO 4
TCS – CORRELATION AMONG THE PROFITABILITY RATIOS

Correlations – TCS							
		Return on Assets	Return on Equity	Return on Capital	Gross Profit	Net Profit	EPS
Return on assets	Pearson Correlation	1	.948*	.932*	.196	.182	-.777
	Sig. (2-tailed)		.014	.021	.752	.769	.122
	N	5	5	5	5	5	5
Return on Equity	Pearson Correlation	.948*	1	.998**	-.066	-.128	-.866
	Sig. (2-tailed)	.014		.000	.917	.838	.058
	N	5	5	5	5	5	5
Return on Capital	Pearson Correlation	.932*	.998**	1	-.100	-.172	-.887*
	Sig. (2-tailed)	.021	.000		.873	.782	.045
	N	5	5	5	5	5	5
Gross Profit	Pearson Correlation	.196	-.066	-.100	1	.935*	.261
	Sig. (2-tailed)	.752	.917	.873		.020	.672
	N	5	5	5	5	5	5
Net Profit	Pearson Correlation	.182	-.128	-.172	.935*	1	.314
	Sig. (2-tailed)	.769	.838	.782	.020		.607
	N	5	5	5	5	5	5
EPS	Pearson Correlation	-.777	-.866	-.887*	.261	.314	1
	Sig. (2-tailed)	.122	.058	.045	.672	.607	
	N	5	5	5	5	5	5

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

From the above table, it is inferred that Return on Assets = sig. correlation among Return on Equity and Return on Capital at 0.05 level. Return on Equity= Sig. Correlation among Return on Assets and Return on capital at 0.05 and 0.01 levels respectively. Net Profit = Sig. correlation between Gross Profit at 0.05 level. EPS = Sig. correlation between Return on Capital at 0.05 level.

Conclusion:

The analysis of TCS's liquidity ratios reveals fluctuations in its financial performance and liquidity position over the years. While TCS exhibits strengths in maintaining a high current ratio in certain years, the decline observed in subsequent years underscores the importance of closely monitoring liquidity metrics. By understanding these ratios, TCS can implement effective strategies to manage liquidity, mitigate risks, and sustain financial stability amidst changing market dynamics.

The case would help to analyse the following question: Can analyzing financial statements through Profitability analysis unveil trends that not only reflect past performance but also provide insights into the company's near-term performance predictability?

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THE INTRIGUING WORLD OF DABBAWALLAS

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Abstract

This essay is a case study of Mumbai, India's well-known "Dabba Walla" lunchbox delivery service. This study examines this complex distribution network's efficiency, cultural relevance, and distinctive technique. This research intends to shed light on how a traditional technique can still be very effective in the current world by analyzing the Dabba Wallas' operations and influence.

Introduction

A crew of lunchbox deliverymen in Mumbai who have been in business for more than a century are known as the Dabba Wallas. With this technique, clients' home-cooked meals are delivered to their places of employment, guaranteeing that lunch is provided hot and fresh. This delivery system's accuracy and precision have drawn notice from all across the world, piquing the curiosity of both business analysts and researchers. They are a formidable force of about 5,000 individuals who make sure that 2,00,000 people arrive at their workplaces for lunch on time.

Numerous well-known individuals, like Prince Charles and Richard Bradstone, have paid them a visit because of how effectively they perform. Furthermore, these white males have lectured at several business colleges. They are thus compatible with six sigma.

The service started out of pure necessity. There was a lack of a sufficient food delivery system because so many people from other villages were traveling to the city of dreams at the time, and fast food was not as common.

The supply of uneducated laborers who had come to the city after their agricultural enterprise failed to provide for their family was equal to the expanding demand. The idea of providing home-cooked food was born out of the need for people with adequate stamina to work hard even without formal schooling, such as clerks in British homes.

In Mumbai, the "Dabba Delivery System" was introduced in this manner.

A group of lunchbox delivery workers in Mumbai known as the Dabba Wallas have been in business for centuries

How did the Mumbai Dabbawala Emerge?

A Parsi banker in Fort Branch desired home-cooked meals in his office over 125 years ago. Thus, he designated a young Gurgaon resident to pick him up for lunch each afternoon at his house. That's how the first Dabbawala's job came to be. At that time, a Mumbai dabbawalla cost around two annas. Mahadeo Havaji Bacche's imaginative efforts soon began to pay off as the company began to pick up steam and acquire recognition. Seeing this as a perfect opportunity, he made the decision to turn it into a business.

Thanks to Mahadeo Havaji Bacche's imaginative work, the business soon began to catch up and acquire popularity. Seeing this as a good opportunity, he chose to grow it as a business. This paper's primary focus will be on the Dabba Walla system's complex inner workings. We will investigate how the Dabba Wallas accomplish their daily delivery of over 200,000 lunchboxes with almost flawless precision. The logistics, organizational design, and deliverymen's commitment will all be examined to determine the main elements influencing the system's performance.

We will also talk about the Dabba Wallas' cultural relevance in Mumbai. They emphasize the value of food by making sure office workers have a taste of home-cooked meals every day.

We will also talk about the Dabba Wallas' cultural relevance in Mumbai. They play a vital role in providing office workers with a daily taste of home-cooked meals, underscoring the significance of food and community in Indian culture. This delivery system's social impact will be investigated to learn how it promotes a feeling of connection and belonging among both consumers and deliverymen.

Applications and Use Cases

We will look at the Dabba Walla system's possible uses and applications in this part outside of lunchbox distribution. For other industries trying to increase their operational efficiency, the deliverymen's cooperative efforts and effective logistics can serve as a model. Businesses can learn valuable lessons about teamwork, time management, and customer service from the Dabba Wallas that they can use in a variety of contexts.

Comparison with Related Concepts

To illustrate the special qualities and benefits of the Dabba Walla system, we shall contrast it with alternative delivery methods, logistical networks, and cultural customs. We may appreciate the nuances and innovations that have allowed this time-tested delivery technique stand the test of time by knowing how the Dabba Wallas shine and differ from other systems.

Challenges and Limitations

Although the Dabba Walla system's precision and efficiency have been praised, it is important to recognize that it has drawbacks. Weather, traffic, and human error are a few examples of factors that can affect how quickly and dependably deliveries are made. We can gain a better understanding of the Dabba Walla system's resilience and complexity by acknowledging these difficulties.

Conclusion

The Dabba Wallas case study concludes by highlighting the amazing success of a conventional lunchbox delivery service in Mumbai. Through an analysis of its functions, cultural relevance, and uses, we can gain important insights about productivity, collaboration, and customer service. The Dabba Wallas' lasting legacy is proof of the ability of a group of people working together to accomplish incredible things.

Questions:

1. Give any two values which Dabbawallas communicated to the society
2. Specify the Henry Fayol principles followed by Dabbawallas

EMOTIONAL INTELLIGENCE AND INTERPERSONAL RELATIONSHIP: CASE OF UNIVERSITY STUDENTS OF SRI LANKAN CONTEXT

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Abstract:

Exploring the Impact of Emotional Intelligence on Interpersonal Relationship among the students is the objective of this study. For the purpose of this study, primary data were collected from 250 students of universities in Sri Lanka. Convenient sampling techniques was method through well designed questionnaire with five-point Likert Scale. Reliability analysis, demographical statistics of sample respondents, descriptive statistics of studied variable, correlation analysis, multiple regression analysis and independent t-test were used to find out the results of all hypotheses of the study. The result of this study showed that there is a significant relationship between Emotional Intelligence and Interpersonal Relationships and Emotional Intelligence has impact on Interpersonal Relationship among students. The study suggests that Emotional Intelligence is the strongest predictor of Interpersonal Relationship among students. Further, the study recommends the changes that can be adopted to improve emotional intelligence.

Key Words: Emotional Intelligence, Interpersonal Relationship, Perception of Emotion, Managing own Emotions, Managing others emotions and Utilizing Emotion.

Introduction

Emotional intelligence involves developing a strong and authentic sense of self while learning to effectively navigate life's challenges, managing one's emotions, and fostering meaningful connections with others. Recognizing and understanding one's emotions is integral to achieving success in life, as emotional intelligence significantly impacts how individuals manage their feelings, enhance their leadership abilities, and foster effective problem-solving and decision-making skills. Interpersonal relationships are deeply intertwined with emotional intelligence. According to Schutte et al. (2001), Interpersonal connections are composed of seven key components, with four serving as the foundation for fostering relationships, while the remaining three serve as indicators of relationship strength. Among the pillars for building strong connections are adept social skills, a spirit of cooperation, the capacity to self-regulate in social settings, and empathy. Meanwhile, the quality of a relationship can be gauged through the presence of close emotional bonds, shared affiliation, and the establishment of a fulfilling partnership (Schutte et al., 2001).

Students play a vital role in shaping society. Strong emotional intelligence significantly enhances positive social interactions and relationships, (Wang, 2006). Students are required not only to analyze theory and tackle societal issues but also to develop emotional intelligence, including recognizing and expressing emotions, integrating emotional cues into decision-making, managing emotions, and understanding their impact on behavior and performance. However, numerous researchers are now contending that personal and social skills, often referred to as emotional intelligence, could outweigh logical or linguistic intelligence in terms of life success. (Tucker, Sojka, Barone & McCarthy, 2000).

Theoretical Background and Hypothesis Development

Emotional Intelligence

According to David Wechsler, Intelligence is the culmination of an individual's ability to act intentionally and navigate their surroundings proficiently. Wechsler also, in 1943, it was hypothesized that skills beyond intellect played a crucial role in determining one's success in life (Cherniss, 2000). Emotional Intelligence (EI/EQ) pertains to a particular set of tasks related to social intelligence, extending beyond understanding emotions in social interactions to also include the ability to reason about internal emotions crucial for personal development. EI is also more narrowly targeted than social intelligence as it specifically deals with emotional challenges deeply rooted within personal and social contexts (Tucker. et al., 2000). Vrba (2007) defines EI as the capacity of an individual to utilize their emotional awareness in order to effectively regulate their behavior and navigate relationships with others. Hughes, Patterson and Terrell (2005) defined Emotional intelligence is the collection of emotions individuals experience within their relationships. They proposed that emotional intelligence could be defined as the ability to engage in rationality with emotions and interpret emotional cues, along with the ability to enrich cognitive processes. Barons (2000) define Emotional intelligence encompasses a spectrum of non-cognitive abilities, competencies, and skills—spanning intrapersonal understanding, interpersonal interactions, and stress management—that collectively shape an individual's capacity to navigate and cope with the challenges presented by their environment.

Interpersonal Relationship

In actual human interactions, interpersonal relationships emphasize genuine engagement and mutual participation in shared activities among friends, peers, as well as between parents and teachers (Chang, 1998; Y. Z. Chen, 2002). Internet technologies broaden users' social circles and can enhance interpersonal skills, yet they cannot fully substitute genuine human interaction in the real world, such as the bond between parents and children, friendships, and other vital social connections (Z. Y. Chen, 2000). S. Y. Chen and Macredie (2004) indicated that the variation of interpersonal relationships. Schutz (1960) proposed interpersonal relationship as a need between people; it contains three different levels of needs, namely affection, inclusion and control. Affection entails the longing to express emotions and receive warmth from others; inclusion involves the desire for acceptance and acknowledgment; control relates to an individual's aspiration to exert influence over people, circumstances, and objectives within specific domains. Heider (1959) defined an interpersonal relationship is a

connection between small groups of individuals, encompassing their thoughts, expectations, awareness, and reactions towards one another.

Relationship between Emotional Intelligence and Interpersonal Relationship

Limited research has been conducted demonstrating a direct correlation between emotional intelligence and interpersonal skills. Below are a few of the studies that touch upon this relationship.

In a study carried out by Sunindijo and Zou (2013) on enhancing construction safety performance through emotional intelligence, interpersonal skills, and transformational leadership, the authors underscored a significant correlation between emotional intelligence and interpersonal skills. The findings indicate that emotional intelligence serves as a fundamental requirement for the effective utilization of interpersonal skills. The authors emphasized that the ability to regulate emotional reactions is pivotal for fostering productive communication, which in turn forms the bedrock for conflict resolution and team cohesion. Nevertheless, the study did not specifically address the impact of emotional intelligence on interpersonal skills. In a study carried out by *Elisabeth and Lennart (2005)* to assess interpersonal skills with the help of emotion-based abilities as outlined.

Therefore, we hypothesize that:

H1: There is a significant relationship between emotional intelligence and interpersonal relationships.

H2: Emotional intelligence has impact on interpersonal relationships among students.

Perception of Emotion

In the context of this study, emotion perception refers to the ability to recognize and understand emotions within oneself and others, facilitating a deeper understanding of both self and others.

Respondents demonstrated a high level of self-awareness, readily recognizing and acknowledging their own emotions as they occurred. Additionally, they were adept at interpreting the emotions of others through facial expressions, enabling them to discern the emotions being experienced by different individuals.

Emotion perception is the ability to recognize and understand feelings both within oneself and in others (Mayer & Salovey, 1997).

Therefore, we hypothesize that:

H2a: Perception of emotions has impact on interpersonal relationship.

Managing Own Emotions

In the context of this study, managing self-relevant emotions referred to the ability to take ownership of one's own goals and emotions. When confronted with challenges, respondents demonstrated resilience by recalling past experiences of overcoming similar obstacles, instilling confidence in their ability to succeed in various endeavors. Moreover, they

exhibited adeptness in prolonging positive emotions, thereby effectively managing their emotional state.

It entails the ability to effectively regulate and assume accountability for one's own emotions, fostering both social and personal development (Mayer & Salovey, 1997).

Therefore, we hypothesize that:

H2b: Managing own emotions has impact on interpersonal relationship.

Managing Others Emotions

In this study's context, managing others' emotions encompassed the skill to recognize and understand emotions in others, providing support to those experiencing emotional challenges. Respondents were perceived as trustworthy confidants, adept at organizing events that catered to others' preferences, and presenting themselves in a manner that left a positive impression. Managing others' emotions involved the ability to regulate people's emotional experiences to offer assistance or prevent causing hurt feelings (Mayer & Salovey, 1997).

Therefore, we hypothesize that:

H2c: Managing others emotions has impact on interpersonal relationship.

Utilizing Emotion

In this study's framework, utilizing emotion referred to the ability to allow one's feelings to guide discernment between good and bad decisions. Respondents exhibited a propensity to perceive new opportunities as their mood fluctuated, with positive emotions facilitating problem-solving and the generation of innovative ideas. Utilizing emotion denoted the capacity to harness one's emotional state effectively and judiciously for favorable outcomes (Mayer & Salovey, 1997).

Therefore, we hypothesize that:

H2d: Utilization of emotion between has impact on interpersonal relationship.

Research Framework

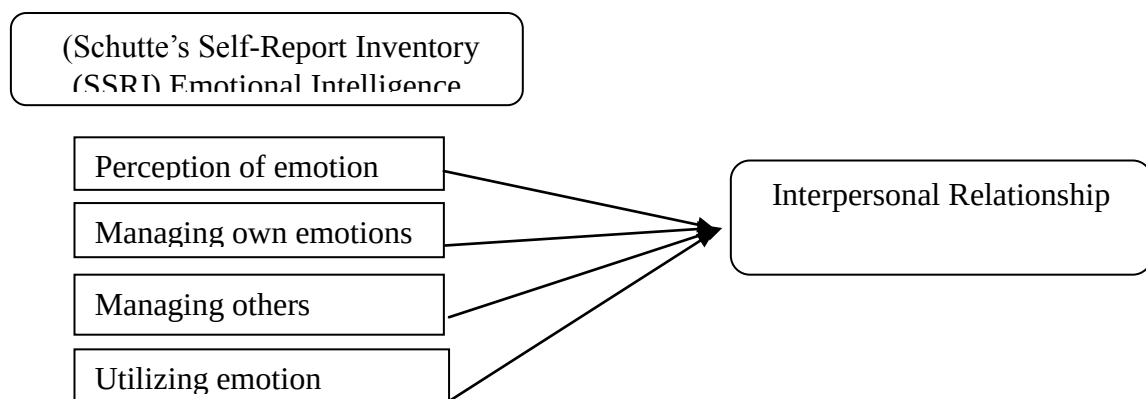


Figure 1: Proposed Conceptual Model for this Study

Research Methodology

The study will be carried out on University Students of Sri Lankan Context. Population includes various type of Faculty, Gender Distribution, Age Distribution, Religion Distribution and Year of Study Distribution. The impact of Emotional Intelligence on Interpersonal Relationship will be investigated in this study.

The total sample size in the present study was 250 students who are selected among University Students of Sri Lankan Context. In this study, convenient sampling method will be used.

Primary data were collected using self-administered questionnaire. The questionnaire was subtly adjusted, while preserving the original content, to suitably translate it into the local language, ensuring alignment with the research context. It primarily comprised three sections. The first part comprises the personal profiles of the respondents, while the second part consists of 33 statements concerning the emotional intelligence of undergraduates. The third part encompasses 32 statements pertaining to interpersonal relationships. All statements were assessed based on responses using a five-point Likert Scale to gauge agreement with the statements, ranging from strongly disagree (1) to strongly agree (5). SPSS version 20.0 (Statistical Package for Social Sciences) was employed in this study to analyze the gathered data.

Measures

Schutte Self-Report Inventory (SSRI) scale on Emotional intelligence

Emotional intelligence was measured using the SSRI which was validated by Schutte et al. (1998) and most common assessments. The Schutte Emotional Intelligence Scale (SEIS), assesses EI based on self-report responses. This scale measures the participants' perception about their emotional skills, both at an intrapersonal and an interpersonal level. It consists of 33 Likert items answered on a five-point scale, where 1 = *strongly disagree*, 2 = *disagree*, 3 = *neutral*, 4 = *agree*, and 5 = *strongly agree*. The sub scale items included on Perception of emotions, Managing own emotions, Managing others emotions and Utilization of emotions. The sample items included were 'I am aware of my emotions as I experience them', 'I know why my emotions change', 'I know what other people are feeling just by looking at them' and 'I expect that I will do well on most things I try'.

Interpersonal Relationship Scale

The Interpersonal Reactivity Index (Davis, 1980) which were used by Nicola et.al (2001) were modified for the purpose of this study. The sample items included 'I do not want to share things about myself with others', 'I ask other people to tell me about their feelings and their experiences', 'In order to avoid conflict, I try to anticipate what the other person wants me to do' and 'I express my emotions in an extreme manner'

Data Analysis and Findings

Demographics Analysis

This part includes the selected sample that includes the different faculties, gender, age, religion and year of study in Universities of Sri Lankan Context. These 05 demographical questions describe the characteristics of the selected sample to identify if these can impact on the research study.

Table 01: Demographics

Category	Frequency(N)	Percentage (%)
Faculty		
Management	61	24.4
Science	58	23.2
Medicine	54	21.6
Arts	77	30.8
Total	250	100.0
Gender		
Male	115	46.0
Female	135	54.0
Total	250	100.0
Age		
21	10	4.0
22	42	16.8
23	68	27.2
24	74	29.6
25	47	18.8
26	8	3.2
27	1	.4
Total	250	100.0
Religion		
Hindu	141	56.4
Christian	31	12.4
Buddhist	58	23.2
Islam	20	8.0
Total	250	100.0
Year of study		
1st year	53	21.2
2nd year	25	10.0
3rd year	102	40.8
4th year	70	28.0
Total	250	100.0
<i>N=250</i>		

Correlation Analysis

Pearson correlation coefficients were utilized in this study to elucidate the relationship and statistical significance between independent variables and dependent variables. The Pearson correlation analysis method was selected due to its ability to compare correlations irrespective of the individual variation exhibited by each variable.

Table 02: Correlation Analysis

Correlations Pearson Correlation							
Variables		EI	PE	SE	OE	UE	IR
Emotional intelligence	Pearson Correlation	1					
	Sig. (2-tailed)						
Perception of emotion	Pearson Correlation	.92**	1				
	Sig. (2-tailed)	.00					
Self-emotion	Pearson Correlation	.94**	.80**	1			
	Sig. (2-tailed)	.00	.00				
Others emotion	Pearson Correlation	.92**	.80**	.82**	1		
	Sig. (2-tailed)	.00	.00	.00			
Utilization of emotion	Pearson Correlation	.90**	.75**	.83**	.79**	1	
	Sig. (2-tailed)	.00	.00	.00	.00		
Interpersonal relationship	Pearson Correlation	.61**	.59**	.50**	.61**	.55**	1
	Sig. (2-tailed)	.00	.00	.00	.00	.00	
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 02 has shown that the correlation matrix was generated for the studied variables, which included perception of emotions, managing own emotions, managing others' emotions, utilization of emotions, and interpersonal relationships. It proved all the associations were found to be significant at 99% level and there were positive correlations among all the constructs because none of the constructs had negative sign on interpersonal relationship variables. According to Table 02, Emotional intelligence is positively associated with interpersonal relationship, moreover strong positive association has been found that $r = 0.61$ which is also significant at 0.00 level ($P < 0.05$).

Next it was followed by, Pearson correlation between perception of emotions and interpersonal relationship is 0.59 and P-value for two tailed test of significance is 0.00 which

is less than 0.05. There for perception of emotion is strongly positive correlated with interpersonal relationship.

Pearson correlation between managing own emotion and interpersonal relationship is 0.50 and P-value for two tailed test of significance is 0.00 ($P < 0.05$). There for managing own emotion is strongly positive correlated with interpersonal relationship. Pearson correlation between managing others emotion and interpersonal relationship is 0.61 and P-value for two tailed test of significance is 0.00 ($P < 0.05$). Therefore, there is a significant strong relationship between managing others emotion and interpersonal relationship.

Pearson correlation between utilization of emotion and interpersonal relationship is 0.55 and P-value for two tailed test of significance is 0.00 ($P < 0.05$). Therefore, there is a significant strong relationship between utilization of emotion and interpersonal relationship.

Regression Analysis

Regression analysis serves as a statistical method aimed at estimating the relationship between variables. Its purpose lies in uncovering the influence of independent variables on dependent variables through regression analysis. In this study, regression analysis is employed to investigate how emotional intelligence affects interpersonal relationships among university students of Sri Lankan context.

Table 03: Model Summary of Regression
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.424	.415	.38376

a. Predictors: (Constant), utilization of emotion, perception of emotion, managing others emotion, managing self-emotion

The R^2 value is computed to identify the impact of perception of emotions, managing own emotion, managing others emotion, utilization of emotion on interpersonal relationship among students. Value of the coefficient of determination of factors which was (R^2) is 0.424. Mean time the results implied that 42.4% of the total variance in interpersonal relationship could be explained by the independent variables, which mean perception of emotions, managing own emotion, managing others emotion, utilization of emotion has the impact of 42.4% on the interpersonal relationship among the undergraduates. It does mean by 42.4% of the independent variables impact on dependent variables. As the model revealed the remaining 57.6% of the variability was not explained. Here adjusted R^2 value (0.415) is always a bit lower than R^2 value because it reflects the number of variables as it relates to data.

Table 04: ANOVA of Regression
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.561	4	6.640	45.089	.00 ^b
	Residual	36.082	245	.147		
	Total	62.643	249			

a. Dependent Variable: Interpersonal Relationship

Predictors: (Constant), utilization of emotion, perception of emotion, managing others emotion, managing self-emotion

Table 04 shows a probability level of significance value of 0.00. There for it tells crystal clearly that the probability is much smaller than 0.05, then the multiple regression models can be used to predict the interpersonal relationship among undergraduates or in the other words, emotional intelligence simultaneously significant effect of interpersonal relationship among undergraduates.

Table 05: Coefficient of Regression
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.765	.142		12.437	.000
	PE	.235	.067	.320	3.506	.001
	SE	-.179	.073	-.257	-2.442	.015
	OE	.271	.066	.400	4.088	.000
	UE	.136	.060	.212	2.281	.023

a. Dependent Variable: Interpersonal Relationship

Table 05 indicates that the relationship between the perception of emotion and interpersonal relationship is significant at 95% confidence level which is 0.01 here the Beta value is 0.320 this exhibits that there is a significant positive relationship between perception of emotion and interpersonal relationship. It reveals that when PE increases, interpersonal relationship would be increased. In the coefficient analysis from Table 05, the regression equation $Y=1.765+0.235x$ exhibits that the impact of perception of emotion on interpersonal relationship. SE has ($\beta=0.235$, $p=0.001$) which shows that 0.235-unit increase in PE brought one-unit increase in interpersonal relationship.

As per the results in Table 05, relationship between the managing self-emotion and interpersonal relationship is significant at 95% confidence level which is 0.015 here the Beta value is -0.257 this exhibits that there is a significant negative relationship between self-emotion and interpersonal relationship. It reveals that when SE increases, interpersonal relationship would be decreased. In the coefficient analysis from Table 05, the regression equation $Y=1.765-0.179x$ exhibits that the impact of managing self-emotion on interpersonal relationship. SE has ($\beta=-0.179$, $p=0.015$) which shows that 0.179-unit decrease in SE brought one-unit increase in interpersonal relationship.

Table 05 indicates that the relationship between the managing others emotion and interpersonal relationship is significant at 95% confidence level which is 0.00 here the Beta value is 0.400 this exhibits that there is a significant positive relationship between managing others emotion and interpersonal relationship. It reveals that when OE increases, interpersonal relationship would be increased. In the coefficient analysis from Table 05, the regression equation $Y=1.765+0.271x$ exhibits that the impact of managing others emotion on interpersonal relationship. OE has ($\beta=0.271$, $p=0.00$) which shows that 0.271-unit increase in OE brought one-unit increase in interpersonal relationship.

The coefficient of regression β is 0.136 for utilization of emotion. It indicates that if utilization of emotion increased by 1 then undergraduates' interpersonal relationship increased by 0.136 amounts. P-value for two tailed test of significance is 0.023($P < 0.05$). Therefore, there is a positive impact utilization of emotion on interpersonal relationship.

Recommendations

Emotional intelligence plays a pivotal role in learning institutions, being recognized as a crucial factor in fostering and sustaining effective relationships within these environments. The findings of the present study further suggest that students exhibiting high levels of emotional intelligence tend to engage in heightened levels of interaction with their peers and other members of the institution.

Universities could offer courses focused on emotional intelligence to enhance students' capacity for managing emotions effectively. These courses may cover topics such as emotion management, interpersonal communication, and self-development. Additionally, universities could facilitate learning through role-play simulations, providing students with practical experiences to develop their emotional intelligence skills in real-world scenarios.

Universities can foster students' self-motivation and self-development by offering support group workshops, group counseling sessions, and a variety of diverse learning activities. These initiatives can guide students in cultivating personal beliefs and effectively managing their emotions. Through these resources and activities, students can receive the necessary support and guidance to enhance their emotional intelligence and overall well-being. Counseling centers and mentors at universities can offer individual counseling sessions tailored to students struggling with interpersonal relationships and emotion management.

Enhancing the institutional culture is crucial for nurturing positive interpersonal relationships among students. Providing opportunities facilitated by staff and faculty for peer interaction and fostering friendships plays a pivotal role in facilitating students' adjustment to the university environment. These initiatives create a supportive atmosphere where students can build connections and feel more at ease in their new academic surroundings. Broaden avenues for cross-cultural dialogue aimed at fostering positive relationships among various identity groups, including Tamils, Buddhists, and Muslims.

Diversify resources aimed at empowering students to navigate and resolve conflicts or disengage from unhealthy relationships. Recognizing that conflict is a natural part of human interaction, offering students a range of support services and tools can enhance their communication skills and equip them with strategies for effectively managing conflicts. By providing comprehensive resources, universities can foster a culture of open communication and promote healthier interpersonal relationships among students.

Conclusion

In summary, the research underscores the significance of emotional intelligence, particularly its influence on undergraduates' interpersonal relationships. The study indicates that the four domains of emotional intelligence—perception of emotion, managing own emotion, managing others' emotion, and utilization of emotion—play a moderating role in shaping the quality of interpersonal interactions among students. At the same time, there are significant positive relationships between every variable of emotional intelligence and interpersonal relationship at academic sector of Universities of Sri Lankan Context.

Emotional intelligence is very important factor which influences on students' interpersonal relationship. Students who understand their emotional intelligence, they can manage their personal life, social life and career lives pleasantly and also perform at a maximum potential level. The researcher aims for this study to make a meaningful contribution to both academic and non-academic domains.

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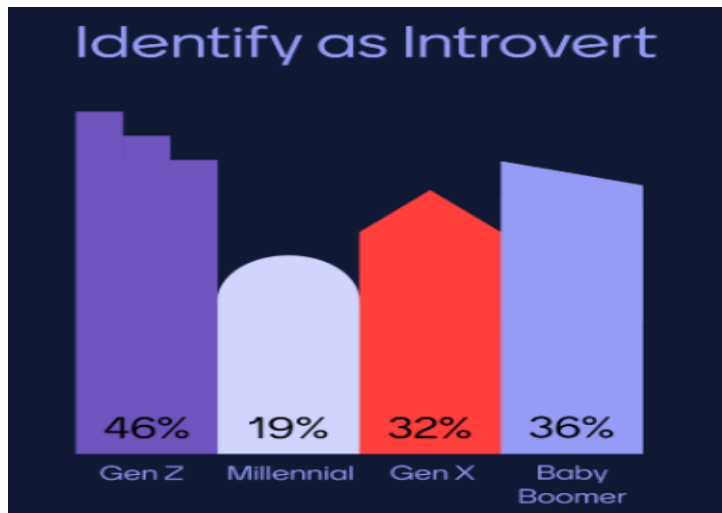
ZOOMERS' INTROVERT REVOLUTION AT WORK PLACE

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Introduction:

Introversion is “the quality of being shy and quiet, and preferring to spend time alone rather than often being with other people” (Cambridge Dictionary). Generation Z, generally called as Zoomers, are those individuals who are born between 1996 and 2012. Though Introversion is a characteristic which is present in all generations, it can be seen that the percentage of introverts among Zoomers is high, compared to other generation. This is proven, according to the survey of North American business leaders & decision-makers, commissioned by Mentimeter, which revealed that Generation Z has a 46% of introverts compared to other generations. This is also supported by studies from Deloitte and McMaster University, which concludes that , recent generations are increasingly likely to identify as quiet and introverted. (Mentimeter report, 2023).



Source: Mentimeter report, 2023

It can be mentioned that the introvert revolution is very much prevalent in the current workplace with Zoomers almost comprising 20% of the workforce, now and by 2030, they will contribute to 30% of the workplace. In this scenario, it is indeed the right time to discuss about their trait of being an introvert impacting their professional life.

Characteristics of Generation Z or Zoomers, who are introverts.

Generation Z or the Zoomers exhibit a variety of characteristics which is reflected in a spectrum. Some of the notable characteristics are

Preference of solitude: They rather prefer to energize themselves by spending time alone or engaging in activities like reading, writing or making creative works solitarily.

Specific Socialization: They tend to socialize with a small crowd with intimate interactions rather than big social gatherings.

Self-Introspective: The Zoomers are deep thinkers who introspect a lot internally about their experiences, thoughts and feelings.

Good listeners: Zoomers tend to be good listeners, with being empathetic and offering the right advice.

Imaginative: Zoomers are very creative and excel well in artistic forms of expressing oneself.

Self-sufficient: Generation Z value their independence and are good in working autonomously rather than in large groups.

Sensitive: Zoomers need time to recover from social overload since they are very sensitive to social stimuli.

Techno Savvy: Gen Z are techno savvy people, being very comfortable with digital communication rather than face to face interaction.

Authentic and meaningful connections: Zoomers make true, authentic relationships with precedence to quality over quantity.

Highly Adaptive: Gen Z are highly flexible and adaptive to any circumstances, when called upon, provided they are given their own space for solitude.

Having known the characteristics of the Zoomers, it is explicit, they definitely would encounter lot of trying situations at the workplace. They do have challenges and in turn, the organizations too have challenges in handling the Zoomers being part of their workforce. The most common challenges faced by introverted Zoomers are depicted through the following scenarios at the workplace.

Pradeep is very talented, but being an introvert Zoomer, fails to assert himself in team meetings, leading to feeling of being undervalued. Pranav, though a team lead is still finding it intimidating to handle himself in large networking or social gatherings. Being a Zoomer introvert, striking up discussions and building relationships with colleagues and peers is indeed a mundane task for him. Prashaanth, another Zoomer working in an open office environment, which is indeed too much for him to adjust. Being introvert, he rather expects a much quieter, environment with more private settings. He feels his privacy is intruded and in turn it affects his productivity and efficiency.

Making presentations and public speaking are commonest in any workplace nowadays. Being an introvert Gen Z, the employee would be very uncomfortable and anxious to render the same, which in turn affects their confidence and performance. Pranav, a person with high performance statistics and man of high potential. with introversion in his kitty, never projects himself, nor speaks for himself or advocates his ideas and accomplishments hindering his professional growth. Introvert Zoomers take time to maintain work life balance as they need more time to recharge from their hectic work demand through solitude, resulting in poor work life balance. Though remote or hybrid work mode is a boon for the Zoomers, with excellent control operational in their work environment. But on the other side, isolation presents a big challenge in communicating with their colleagues and superiors.

Introverts at Workplace

Having known the characteristics of the Zoomers, and the challenges they face at workplace, it is rather essential to have an organizational intervention to utilize the Zoomers productively. Employee engagement is an aspect, that can be addressed specifically for the Generation Z or the Zoomers. Providing quiet work spaces can make the Zoomer introverts to perform better without noise and distractions. Offering hybrid work style can make good for the introvert Zoomer to recharge themselves in solitude and perform better. With the introvert Zoomer being techno savvy, making use of communication via email, messaging or other management tools, which can make them at ease with no necessity for real time interaction. Focussing on written mode of communication for feedback and recognition can make the Zoomer introvert to feel being valued. Self-paced training opportunities through online courses or virtual workshops can be provided to the Gen Z introverts to nurture their skills and knowledge independently. Generating anonymous feedback or suggestion boxes can be employed for getting feedback or suggestions, with the introvert Zoomers not having to speak up in group gatherings. Moreover, this can be facilitated through arrangement of small gatherings or social events, where the Zoomer introverts share like interests with the group and participate effectively. The best way to recognize an introvert Zoomer who is a valuable employee could be to respect their personal space and not forcing them to interact or participate in activities which make them uncomfortable. Moreover, without the pressure of constant collaboration, provision for autonomous work opportunity could be delegated.

Conclusion

Gen Z or Zoomers who are introverts can be exceptionally good in their respective work, if recognized and given a proper space. In a workplace, it is to be noted that in comparison with extroverts taking the limelight with speaking up without hesitation, the introverts are indeed quietly processing, analyzing and formulating their thoughts not opening up. They are very good at thoughtful deliberation, with impetus on written or tech mode which need to be recognized. The organization can implement listening leadership where they embrace cooperation and inclusivity making sure every voice matters. Thus, from an organizational perspective, it is imperative to understand the traits of a Zoomer introvert and to come out with intervention that can evade the challenges faced by them.

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Questions:

1. Discuss the traits and challenges faced by the Zoomers
2. Sketch out the interventions at the individual, group and organizational level to combat the challenges faced by the Zoomers.

BALANCING NATURE AND URBANIZATION: A CASE STUDY OF BANGALORE'S TRANSFORMATION FROM “GARDEN CITY TO CONCRETE JUNGLE”

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Abstract: This case study delves into the evolution of Bangalore, once celebrated as India's Garden City, into a concrete jungle. By analysing historical roots, urban development, environmental challenges, and sustainability initiatives, the study explores the delicate balance between preserving green spaces and accommodating rapid urbanization. Through qualitative and quantitative data analysis, it provides insights into the factors driving this transformation and examines the city's efforts to mitigate environmental impacts while fostering sustainable growth.

Keywords: *Bangalore, historical, green, environmental, sustainable growth.*

Introduction:

Bangalore, known for its lush greenery and pleasant climate, has undergone a remarkable transformation over the years. Once revered as India's Garden City, it now grapples with the challenges of rapid urbanization and concrete sprawl. This case study investigates the factors contributing to this transformation, from historical developments to contemporary urbanization trends. By the

examining the interplay between urban growth, environmental degradation, and sustainability initiatives, we aim to unravel the complexities of Bangalore's journey from a garden oasis to a concrete jungle.

The transformation of Bangalore from a garden city to a concrete jungle has been a notable aspect of its development over the past few decades. Here's an overview of how this transformation occurred



1. **Population Growth and Urbanization:** Bangalore's rapid population growth, driven by factors such as job opportunities in the IT sector and migration from rural areas, led to extensive urbanization. The city's infrastructure struggled to keep pace with this influx, resulting in unplanned growth and the proliferation of concrete structures to accommodate the expanding population.
2. **Expansion of the IT Sector:** Bangalore emerged as a major hub for the IT industry in India, attracting tech companies from around the world. This led to the development of numerous office complexes, IT parks, and residential areas to accommodate the workforce. The construction boom associated with the IT sector fueled the spread of concrete structures across the city.
3. **Infrastructure Development:** While Bangalore's infrastructure did experience some development, such as the construction of flyovers, metro rail, and road widening projects, it often lagged behind the pace of urbanization. As a result, there was increased pressure on land resources, leading to the conversion of green spaces into concrete structures.
4. **Real Estate Boom:** The demand for housing, both residential and commercial, skyrocketed with the city's growth. This led to extensive real estate development, often at the cost of green areas and open spaces. High-rise apartment complexes, shopping malls, and office buildings began to dominate the cityscape, contributing to the concrete jungle phenomenon.
5. **Loss of Green Cover:** Bangalore's once-abundant greenery and open spaces gradually diminished as concrete structures replaced parks, gardens, and trees. The rapid urbanization led to the loss of biodiversity and increased pollution levels, impacting the city's environment and quality of life.
6. **Challenges of Sustainability:** The transformation of Bangalore into a concrete jungle brought to the forefront the challenges of sustainability and urban planning. Issues such as traffic congestion, inadequate water supply, waste management, and air pollution became major concerns as the city struggled to cope with its rapid expansion.
7. **Efforts Towards Sustainability:** In recent years, there have been efforts to address the negative impacts of urbanization and promote sustainability in Bangalore. Initiatives such as tree planting drives, rainwater harvesting, waste segregation, and the development of green spaces aim to mitigate the effects of the concrete jungle and restore some of the city's lost green cover.

Overall, Bangalore's journey from a garden city to a concrete jungle reflects the complex dynamics of urbanization, economic growth, and environmental sustainability in a rapidly developing metropolis. Balancing the need for development with preserving the city's natural heritage remains a key challenge for its future.



Methodology: The case study employs a mixed-method approach, combining qualitative and quantitative analysis. Historical data, archival records, and secondary sources are utilized to trace Bangalore's evolution from a Garden City to a Concrete Jungle. Additionally, surveys, interviews, and spatial mapping techniques are employed to assess the current state of urbanization, green space distribution, and environmental impact. The data collected is analyzed using thematic analysis and statistical methods to identify patterns, trends, and key drivers of change.

Findings:

1. **Historical Roots:** Bangalore's transition from a small settlement to a bustling metropolis began with the establishment of a mud fort in the 16th century. Colonial influences and post-independence urban planning initiatives laid the groundwork for rapid urbanization.
2. **Urban Development:** The proliferation of the IT industry in the late 20th century fueled unprecedented growth, leading to the construction of office complexes, residential areas, and infrastructure projects. The real estate boom and population influx accelerated the conversion of green spaces into concrete structures.

3. **Environmental Challenges:** Bangalore's urbanization has resulted in the loss of green cover, biodiversity, and ecological balance. Increased pollution, traffic congestion, and water scarcity have emerged as pressing environmental concerns, impacting the city's liveability and sustainability.
4. **Sustainability Initiatives:** Recognizing the need for sustainable development, Bangalore has implemented various initiatives to mitigate environmental degradation. Tree planting drives, rainwater harvesting, waste management programs, and green space preservation efforts aim to restore ecological balance and enhance urban resilience.

Conclusion:

Bangalore's transformation from a Garden City to a Concrete Jungle reflects the complexities of urbanization, economic growth, and environmental sustainability. While rapid urbanization has brought prosperity and development, it has also posed significant challenges to the city's natural heritage and ecological integrity. Balancing the need for urban development with the preservation of green spaces remains a critical imperative for Bangalore's future. This case study underscores the importance of proactive planning, community engagement, and sustainable practices in shaping the cities of tomorrow.

HOW AFFECTIVE COMMITMENT DO MEDIATES THE RELATIONSHIP BETWEEN HIGH-PERFORMANCE WORK SYSTEM AND EMPLOYEE ATTITUDES AND BEHAVIOUR: CASE OF HOTEL INDUSTRY IN SRI LANKA

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Abstract:

This study examined the effect of High -Performance Work System (HPWS) on employee attitudes and employee citizenship behaviour in Sri Lankan context. Primary data were collected from Participants participated for this study from Hotel sector. Totally, 150 questionnaires were collected and used for this study. The hypothesized relationship was tested using Correlation and regression analysis. Results of the study confirmed that there is a positive relationship between high -Performance work system and employee citizenship behaviour, and affective commitment;

Additionally, this study discovered that affective commitment served as a mediator between the high-performance work system and the citizenship behaviour behavior of the employees. Furthermore, the study's management implications and future research directions were addressed in light of the findings.

Keywords: High Performance work system (HPWS), Employee attitudes and behavior, Affective commitment, employees' citizenship behavior, Hotel Industry

Introduction

Human resource is vital and has its natural power to think differently so as to create the differences in the competitive environment in achieving strategic goals of the organization and the competitive world is very concerned about the value of human resources. Previous authors (Bill, 2002; Huselid, 1995; Jiang, et al., 2012) has studies and defined High performance work systems (HPWS). HPWS, or High-Performance Work Systems, encompass a suite of human resource management practices adopted by organizations. These practices typically include performance-related pay structures, diverse employee communication initiatives, comprehensive training programs, and fostering team-based work environments. Many previous studies (e.g., Huang, Ma, & Meng, 2018; Sun, Aryee, & Law, 2007; Guthrie, 2001; Huselid, 1995) have highlighted and concentrated on possible benefits of using HPWS as a means to increase firms' competitive advantage in the present complex business environment.

Numerous prior studies (e.g., Huang, Ma, & Meng, 2018; Sun, Aryee, & Law, 2007; Guthrie, 2001; Huselid, 1995) have underscored and focused on the potential advantages of

implementing HPWS as a strategy to enhance firms' competitive edge in today's intricate business landscape.

Bohlander and Snell, (2004), has defined high-performance work systems as “specific combination of human resource practices, work structures, and processes that maximize employee knowledge, skill, commitment, and flexibility”. High-performance work systems (HPWS) are a network of interconnected human resource management practices. These practices encompass recruitment and selection procedures, incentive structures, compensation strategies, flexible work arrangements, and extensive employee involvement and training initiatives. They are designed to improve employees' outcomes by improving competencies, attitudes, and motivation (Huselid, 1995; Pfeffer, 1998). Many previous HR researches (Lawler, 1992, 1996; Levine, 1995; Pfeffer, 1998) has studied on high-performance work systems, that is human resource practices designed to enhance employees' involvement and productivity which lead employees to become as crucial assets of competitive advantage.

Numerous prior studies (Lawler, 1992, 1996; Levine, 1995; Pfeffer, 1998) have investigated high-performance work systems, which are HR practices specifically designed to amplify employee involvement and productivity. Such practices aim to transform employees into a source of competitive advantage for organizations.

The empirical research on high performance work system and outcome of employee are very important in the context of present business competition. The reason why Hotel industry selected for this study is because Sri Lanka is very popular destination for tourists and According to the Sri Lanka Tourism Development Authority (2022), tourism stands as the primary source of foreign income for the country. However due to the COVID-19 and Easter Attack in 2019 and latest Economic crisis the tourist sector has faced immense problems. After two years of modest recovery, beginning in September 2021, overseas arrivals to Sri Lanka began to gradually increase. Thus performance of the employees is vital to enhance the organizational outcome to satisfy the customer needs to earn profit and survive in the market.

Much of the theoretical foundation for asserting that HR practices can influence employee behavior to improve performance is rooted in the Western context, where individuals are often characterized as being individualistic in nature. Existing literature developed within the Western context often lacks clarity regarding the role of employee work attitudes in mediating the relationship between high-performance work systems and desired organizational outcomes. Notably, studies on Human resource practices have been far less focused on Asian contexts where collectivist culture is more prevalent. Thus, this empirical research aimed to find the importance of high performance work system to employee attitudes behaviour in the Sri Lankan context, where hotel industry contribute to the country's economy and focused to strengthen the particular industry through high performance work system in the organizational process.

Theory and Hypotheses

Most of the previous human resource literature (Takeuchi, Chen, and Lepak, 2009; Huselid, 1995; Lepak et al., 2006) confirmed and concluded that HPWS are playing major role on the

human capital as a source for competitive advantage. The firms rely on HR practices, can improve employee performance, and firm performance.

Recent studies conducted within Chinese manufacturing and service sectors have revealed a positive relationship between high-performance work systems (HPWS) and employees' positive mood and job satisfaction, ultimately resulting in heightened employee engagement. The association between HPWS and employee engagement is mediated by employees' good moods and work satisfaction (Huang, Ma, and Meng, 2018).

Thus, in such a collectivistic society as Sri Lanka's, the causal link between employee attitudes and employee behaviors warrants additional empirical investigation.

First, high-performance HR systems rely on the expectation that mutual benefits based on the employment relationship, where an organization invests in employees in turn, expects employees to valuable work-related commitments in the organization (Huselid, 1995). In the line with this idea, the the model of organizational commitment, which was developed by Meyer and Allen, (1990; 1991) revealed three components. These characteristics of organizational commitment include emotional commitment, continuity commitment, and normative commitment. This study focused on affective commitment and the affective component pertains to employees' emotional attachment to, identification with, and involvement in the organization.

According to the Cooke, (2001), view the HPWS contribute to the performance of the employee and, which lead to organizational related performance by improving employee skills and abilities that is their performance.

From the above views, we have clear theoretical base for assuming that HR practices can enhance employee performance. Thus, there is a need from the literatures which were developed based on the western context is that how employee work attitudes (affective commitment) play in mediating the relationship between high-performance work systems employees outcomes.

Relationship between High-Performance HR Practices and Affective Commitment

The literature on HPWSs predicts that a causal link flowing from human resource practices to organizational performance through the reactions of employees (Keith Macky & Peter Boxall; 2007). HPWS are favorably associated to employees' happiness and satisfaction with their work, which leads to strong employee engagement. Furthermore, researchers discovered that employees' good mood and work satisfaction served as mediators in the association between HPWS and employee engagement (Huang, Ma, & Meng, 2018).

Affective commitment demonstrated to relate strong and consistent to preferred work outcomes, which was also included in the present study to experiment the prediction (Meyer et al., (2002).

According to social exchange theory, individuals are motivated to engage in mutually beneficial relationships and subsequently feel compelled to reciprocate benefits to their partners as part of the exchange process (Blau, 1983). As a result, if High-Performance Work Systems (HPWS) are properly followed, workers are more likely to see their connection with

the firm as mutually beneficial. Another study from Cohen (2003) suggests that employees, feeling obligated to the firm's desired destination, often cultivate an emotional connection with the organization. Hence the researcher postulated the following hypothesis

Hypothesis 1: Employees' perceived degree of high-performance work system has substantial positive relationship with emotional commitment.

Relationship between High-Performance work System and Organizational citizenship behavior

The connectivity between High-Performance Work Systems (HPWS) and Organizational Citizenship Behavior (OCB) is often characterized by a positive association. When employees feel that their work firm has implemented effective HR practices, such as HPWS, they are more likely to exhibit OCB. This is because HPWS are designed to enhance employee motivation, engagement, and commitment, which in turn fosters behaviors that go above and beyond formal job requirements, such as helping colleagues, volunteering for additional tasks, and showing loyalty to the organization. Therefore, organizations with well-established HPWS tend to have employees who demonstrate higher levels of OCB.

According to the Organ, (1988, p. 4), OCB was defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization”.

Prior study has discovered a relationship between high-performance HR practices and organizational citizenship behavior (Sun et al. 2007). This association is most likely mediated by specific attitudinal characteristics that are not merely reliant on immediate organizational benefits, such as comprehensive training and performance-based incentives, but rather on the broader implications of these practices in encouraging extra-role behavior.

In particular, the relationship between high-performance HR and corporate citizenship behavior is most likely better explained indirectly, through the influence of high-performance HR practices on employees' emotional commitment, as anticipated by social exchange theory (Kehoe & Wright, 2013). Researchers (Sun et al., 2007) observed that while high-performance HR practices have been empirically associated with retention and turnover (e.g., Batt, 2002; Guthrie, 2001; Huselid, 1995), the precise underlying mechanisms of this relationship remain unclear.

Furthermore, using social exchange theory, Sun et al. (2007) investigated organizational citizenship behavior as a mediator of the high-performance HR-turnover connection. Nevertheless, the authors' explanation focused on workers' emotional ties, rather than the organizational citizenship actions themselves. Thus, depending again on the social exchange approach, the researcher contends that emotional commitment better explains (indirectly) the association between a high-performance work system and workers' organizational citizenship behaviour.

Therefore, considering that emotionally committed workers within a high-performance work system tend to harbor strong affiliations with the organization and feel both enthusiastic and obligated to achieve desired organizational objectives (Blau, 1983; Cohen, 2003).

Numerous prior studies (Judge, Thoresen, Bono, & Patton, 2001; Ostroff, 1992; Wickramasinghe and Perera, 2014) have indicated that job satisfaction serves as a significant predictor of Organizational Citizenship Behaviors (OCBs). To what extent employees dedicate themselves to desired outcome of the organization and perform at their peak is influenced by their feelings towards their jobs and workplace.

Prior research has established a positive correlation between affective commitment and organizational citizenship behavior (Kehoe and Wright, 2013; Podsakoff et al., 2000). Thus, researchers draw the following assumption based on the above connectivity.

Hypothesis 2a: Employees' perceived level of high-performance work system significantly positively related to citizenship behaviour.

Hypothesis 2b: Affective commitment act as a mediator in between high-performance work system and employees' citizenship behavior.

Measures

Employee-level measure of Human Resource Practice

Totally, 15-item scale was utilized. The scale consisted of (a) 7 HR practice items which were borrowed from Gould-Williams and Davies (2005) and (b) 8 items from Truss (1999). For the purpose a 7-point scale (1 = *strongly disagree* to 7 = *strongly agree*) to what extent they agreed or disagreed were utilized. Scale reliability α for these items was .82.

Measure of Organizational citizenship behaviour

This was assessed by using idea from Podsakoff et al., (2000) which consisted six items. Many other researchers (Kehoe, and Wright, 2013) and Nishii, Lepak, and Schneider, 2008) they also used these items for their study with good internal consistency reliability. The following were included as sample items. "I provide constructive suggestions about how my department can improve its effectiveness." organizational citizenship behavior was measured with five point likert scale. The reliability of these items were in acceptable magnitude, α was .79.

Affective commitment Scale

A scale with five questions was designed to assess affective commitment (e.g., Meyer & Allen, 1997; Allen and Meyer, 1990) with a five point likert scale ranging from 1 to 5 (strongly disagree to strongly agree respectively) The sample item was “I feel a strong sense of belonging to this organization” with Internal consistency reliability of α .83.

Control Variables

For the purposes of this study, education, years of experience which may influence how a person sees commitment, and organizational citizenship behavior were controlled.

Results of the Study

Table 1: Descriptive Statistics

N=150; **Correlation is significant at the 0.01 level (2-tailed).

Variables	Mean	Standard deviation	1	2	3
High Performance work system	3.76	.61	1		
2.Affective Commitment	4.31	.67	.66**	1	
3.Citizenship behaviour	3.83	.84	.75**	.68**	1

Correlation analyses of hypotheses are reported in Table 2. Our first two hypotheses predicted that employees’ perceptions of high-performance HR practice would positively relate to affective commitment (Hypothesis 1) and citizenship behaviour (Hypothesis 2a). Supporting Hypotheses 1 and 2a, employees’ perceptions of high-performance HR practice would positively related to affective commitment($\beta = .66$, $p < .000$), and employees citizenship behaviour($\beta = .75$, $p < .000$). Thus the hypotheses H_1 and H_{2a} are supported.

Examining the Role of Mediator- Affective Commitment on Employees citizenship behaviour

As hypothesized, to test the hypothesis H_{2b} ; how Affective commitment act as mediator in the relationship between high performance work practices and employees citizenship behaviour; high performance work system significantly affects employees citizenship behaviour ($\beta = .75$, ΔR^2 value of 0.43, $p < .000$, see above model 1 in table 2), high performance work practices significantly affects affective commitment ($\beta = .46$, ΔR^2 value of 0.43, $p < .000$, , see above model 2 in table 2), and when employees citizenship behaviour is regressed on both high performance work system and affective commitment, affective commitment is significant ($\beta = .22$, ΔR^2 value of 0.46, $p < .05$, see above model 3 in table 2), and high performance work practices is not significant ($\beta = .11$, ΔR^2 value of 0.46, $p > .05$, see above model 3 in table 2). This result confirms that affective commitment mediate

the relationship between high performance work practices and employees citizenship behaviour thereby supporting hypothesis H_{2b}.

Table 2: Summary of Regression Analysis when employees' citizenship behaviour is regressed on both high performance work practices and affective commitment (Affective Commitment as Mediator)

Independent variable	Model 1: Employees citizenship behaviour	Model 2: Affective commitment	Model 3 : Employees citizenship behaviour
Step 1: Control Variables			
Year of experience	.00	.02	.00
Level of Education	.01	.17	-.01
Independent variable			
HPWS	.75**	.66**	.75**
ΔR^2	.43	.46**	.43
Step-2 : Main variables			
Independent variable			
HPWS	.16	.48**	.19
ΔR^2	.09**	.09**	.19**
Step-3: Main variables			
Independent variable			
HPWS			.11
Mediator: Affective Commitment	.35**	-	.22*
ΔR^2			.46*
R^2 for total equation	.72*	.36**	.76*

Discussion and conclusion

The aim of this study was to empirically test how HPWS affects employee attitudes and behaviour. Specifically, this research tried to find the mediating role of affective commitment on the relationship between HPWS and employees' citizenship behaviour. The results of this study provided support for the positive and significant influence of HPWS on employee attitudes and behaviour.

The perception of employees on high-performance HR practice would positively relate to affective commitment (Hypothesis 1) and citizenship behaviour (Hypothesis 2a). Further, the results of the study confirms that the mediating effect of affective commitment on the relationship between high-performance HR practice and employees citizenship behaviour (Hypothesis 2b). This study is consistent with past research studies, and found that HPWS displays a direct and positive relationship with affective commitment and employees' citizenship behaviour at the individual perception level. According to the previous studies (Appelbaum et al., 2000; Chang, 2005; Guest, 1999; Lawler, 1986), this finding supports the

belief that HRM practices influence on employee attitudes and behaviour. Findings of this study could also contribute to collectivistic culture that the mediating results indicate that HPWS will effectively enhance the perception of fairness procedures administered by managers and will eventually increase the level of affective commitment, thereby increasing the employees' citizenship behaviour in the organizations.

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NATIONAL EDUCATION POLICY (2020): ABC MEES – DUSK TO DAWN

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The Scenario:

Mr. Sudharsan was ready to start his dream degree at a famous university that was far from his village after putting in a lot of effort and hard work. Since he is the first in his family to pursue a degree, it is not just his goal to study at that college but also the wish of the entire family. To cover his college tuition and other personal needs, his father goes above and above. Many aspirations and objectives greeted Sudharsan as he began his first year of study towards his undergrad degree in B.Tech Artificial Intelligence and Data Science. Despite encountering significant challenges throughout the early stages of his academic career, in his first year, he managed to do well academically. During his second year of college, he was shocked to know from his family that his father had suffered a serious injury and was unable to return to work. Since the family had to pay high hospital bills following his father's injury, Sudharsan's academic future was seriously jeopardized. After being forced to drop out of school in his second year, Sudharsan started looking for work to support his family. Now, let us discuss, how the scenario gets changed with the ABC MEES of National Education Policy (2020).

The five pillars of the National Education Policy—Affordability, Accessibility, Quality, Equity, and Accountability—ensure ongoing learning and represent a significant improvement to the Indian educational system.

Understanding the Academic Bank of Credits (ABC)

The Academic Bank of Credits (ABC) is a centralized repository of academic credits earned by students during their learning journey in higher education. It is a centralized system that allows students to transfer credits between institutions and programs and accumulate credits over time at their own pace. It was launched in 2021 as part of the National Education Policy (NEP) 2020.

Working of the ABC:

ABC will function as a commercial bank, with students as its clientele, serving as a depository for academic credits. It is necessary for students to open an Academic Bank Account. Students will receive academic credits from higher education institutions for the courses they are enrolled in. The opening, closing, and certification of every student's

academic account will be managed by ABC. In addition, it will manage student credit transfer and redemption, credit verification, credit, and promotion for ABC among stakeholder.

Credits get deposited



Institution A



Transfer of Credits

Redeem Credits



Institution B

Source: abc.gov.in

Credit Management for Students and Institutions through ABC



Source: <https://www.eklavvya.com/blog/academic-bank-credits/>

About the Multiple Entry and Exit System (MEES)

The National Education Policy (NEP) 2020 introduced MEES, a significant evolution in higher education. It permits students to leave a programme at any moment and come back to it or another programme later on with a valid certificate, diploma, or degree. MEES (Multiple Entry and Exit System) guidelines: The University Grants Commission (UGC) prepared recommendations for the implementation of NEP 2020. UGC recommended either a 3-year or a 4-year programme to implement the MEES. In order to carry out the MEES, the UGC requested that colleges and universities set aside a small number of seats for lateral student admission in the second, third, and fourth years of each degree programme. The upkeep of the Academic Bank of Credits (ABC) for each student in each semester of each academic programme was an additional requirement issued by UGC.



Source: MHRD

Proposed Benefits of the Multiple Entry and Exit System (MEES):

Flexibility: The ABC allows students to select their own path and pace of learning. They can exit and re-enter programs as needed, and they can transfer credits between programs and institutions.

Reduced dropout rates: The ABC can help to reduce dropout rates by allowing students leaving a program temporarily without losing their credits or progress. Students can then return to their studies later on when they are ready.

Increased access to education: The ABC makes education more accessible to students from all walks of life. Students can choose to study full-time or part-time, and they can start and stop their studies as needed.

Permit transdisciplinary combinations: Students will have more liberty and flexibility to enroll in or withdraw from courses as they see fit. They will also have the chance to switch courses.

Improved workforce preparedness: The ABC can help to prepare students for the changing demands of the workforce. Students can develop the skills and knowledge they need for specific jobs, and they can easily transition to new jobs as needed.

After a significant setback in just a single year, Sudharsan overcame it all to achieve his ideal position, making it yet another unforgettable day in his life. He is returning to school and enrolled in a different university to begin his second year of a B.Tech. (AI&DS).

Do you want to know how this is possible?

This is the response to the query running through your head. After completing his B.Tech in one year, Sudharsan was awarded a one-year diploma programme. He then joined a reputable organization and made good money there. With that financial assistance, he is beginning his education in a different institution. NEP(2020) reforms in Higher Education system through Academic Bank of Credit(ABC) and Multiple Entry and Exit System(MEES) made it happen in Sudharsan's educational life.

Questions:

1. Identify the pros and cons of the issue presented in the case.
2. What are all the benefits a student will get from ABC and MEES?
3. What are the key takeaways from the case given above?
4. What are the benefits of MEES from the National Education Policy (2020)?
5. Correlate the same case with the previous education policy and state your opinion on the same.

TRANS INCLUSIVE WORK PLACE – CHALLENGES OF LGBTI (SOGIESC)-AN INSIGHT

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Introduction SOGIESC (Sexual Orientation, Gender Identity and Expression and Sex Characteristics) is an umbrella term used to include LGBTQA+ community, commonly including lesbian, gay, bisexual, transgender, genderqueer and intersex people. While Lesbian, gay and bisexual people are categorized based on sexual orientation, transgender people are born either as boy or girl and later transform to the opposite gender and genderqueer is a non-binary gender, which is related to gender identity and intersex, is a group of medical conditions where the child is born with an ambiguous genital and in most cases, doctors advise the parents to go for a cosmetic surgery right after the birth to sex reassignment of the infant. In general, all the above category people are brought under one category and seen as transgender people in most countries of the world. Very recently, following the protests by these people for claiming their rights, many countries have started making policy changes which need lot more concentration and caution.

Historical background in India

Historically speaking, India has had the origin of worshipping and offering a very high place for transgender and other like people. Evidences are seen in **Ramayana** where Lord Rama, on seeing Hijras waiting for him while returning to Ayodhya after 14 years in forest, offers them a boon to bless people during festivals, **Mahabharat** where Shikandi is known as a female (Shikandini) transformed into a male and Lord Krishna taking up the form of Mohini to marry Aravan (son of Arjuna) and to become a widow just a day after marriage and **Sushruta Samhita**, an ancient Sanskrit text of Medicine and Surgery which has mentioned about 2 types of homosexual men, Kumbhika and Asekya and Sandha who is a man with the qualities, speech and behaviour of a female and **Charaka Samhita**, which explains about the biological basis of homosexuality and about 8 type of men who can't copulate with women. But the situation has changed and most of the parents do not want their infant born with ambiguous genital to grow as they are and perform gender reassignment surgery on the newborn infant and mostly prefer their infant to be a male when it grows. When such a surgery is performed, the person may resemble a gent or lady in appearance but may not feel the same from inside.

According to World Health Organization, 'Gender' describes those characteristics of women and men that are largely socially created, while 'sex' encompasses those that are biologically determined. However, these terms are often mistakenly used interchangeably in scientific literature, health policy, and legislation.

American Psychiatric Association (APA) defines sex as biological aspects of maleness or femaleness, whereas gender as the psychological, behavioral, social, and cultural aspects of being male or female, gender expression refers to an individual's presentation — including physical appearance, clothing choice and accessories — and behavior that communicates aspects of gender or gender role, gender identity refers to one's sense of oneself as male, female or something else, genderqueer refers to a person whose gender identity falls outside of the gender binary and sexual orientation as one's enduring sexual attraction to male partners, female partners, or both, may be heterosexual, homosexual or bisexual.

Composition in India

Census taken in 2011, for the first time included the category "Others" other than male and female and based on 2011 census, there were 487803 transgender people in India and two thirds of them resided in the rural areas.

Though in India these people were kept in a better position historically, until recent years' post-colonial period, they suffer problems like discrimination, stigmatization, denial of medical care, education and equal rights. There are few organizations in India which work for the welfare of these people and Srishti Madurai is one such eminent organization which is fighting to protect the rights of these people in the form of Court orders, judgements, Government Orders and so on.

Following the 2011 census, more changes have occurred in society legally. Article 377 Government of India has brought The Transgender Persons (Protection of Rights) Act 2019 in late 2019 for which rules are being formulated. This Act is enacted with a view to protect the rights of the transgender people. Though the provisions under Article 377 of IPC are decriminalized, yet these people are not given due space in the society.

In Tamil Nadu, sex reassignment surgery on infants and children is banned except on life threatening situations, through a Government Order in August 2019 following the Hon'ble Madras High Court, Madurai Bench's order. Early in 2008, though Tamil Nadu has established Transgender Welfare Board, still transgender people do not get their rights without struggle. Though articles 14 to 18 of IPC speak about equality irrespective of religion, race, caste, sex or place of birth or any other basis, these people are still being denied even of their basic rights.

Significance of mentoring LGB

Among this group of people, LGB have sexual orientation which unless they reveal is not evident to others and being silent at the workplace enables them to receive fair treatment. But

in case of intersex and transgender community people, the appearance itself reveals who they are and thus leading to discrimination and stigmatization.

As children in school and as adolescents transforming from school to higher education and as a young adult transforming from higher education institution to work place, like any other novice person, LGB community also needs appropriate mentoring. Since these people are prone to develop both physical and mental health issues, they need consistent support and guidance in the form of social support. As discrimination and stigmatization play a very influential role in these people's life, they need to be given special attention.

When it comes to the support of the employer, colleagues and workplace in general, employer's support plays a vital role in developing job satisfaction, colleagues support in life satisfaction and the organization support in overall quality. When LGB people are able to develop meaningful connections in the workplace, it would help in empowering them. Identifying LGB as human beings and understanding their need for personal and career development are very important for them and the mentors who are able to be sensitive to them and mentor them are taken as role models who also leave a positive impact on these people's life.

In Indian workplace, especially corporates, the situation and response to the LGB community is mixed. In some places, people belonging to this community face excessive humiliation, discrimination, non-response to their queries, lack of facilities like having a gender neutral restrooms and stigmatization. In few other places, they are treated equally, respected for who they are and the significant contribution they make to the organization and their performance. This mixed response and treatment still leave the LGB community the hesitation and fear of approaching people for any personal and professional development and continues to keep them in a pathetic situation. They are either in a position to hide their identity or to face humiliation and stigmatization in most of the places.

Though the condition is different in government and public sector, it is highly difficult for the LGB community people to crack the different competitive exams and secure a position due to lack of support and guidance throughout their life.

Conclusion

When it comes to the educational institution, it is important to educate and sensitize the children about different genders, instead of teaching them that there are only two genders existing by way of adding the same to the curriculum. This will help children develop a gender neutral behavior and will make them to accept the fellow human being as he is. Also, the teachers handling the school children should be sensitized about the prevalence, physiology and the nature of these children. Traditionally, LGB behavior was viewed as a choice, but researches have proven that it is beyond their choice and the upcoming researches also try to explore the role of genetics and other factors contributing to the condition.

When it comes to workplace, there should be a well-defined HR policy for inclusion of these people to have a gender neutral environment as well as a healthy organizational development.

Questions for discussion

1. Condition of LGB adolescents in schools and colleges, especially in the residential institution.
2. Need for providing a gender neutral environment in educational institutions and work places
3. Need for empowering them to give them a decent life
4. Providing them handholding and mentoring for their personal and professional development.

ADDRESSING TEAM PRODUCTIVITY IN INNOVATIVE- PEDAGOGICAL LEARNING CURRICULUM AMONG B-SCHOOL STUDENTS – A CASE STUDY

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Abstract:

In current scenario every organization are in the concept of team performance, beyond individual task performance in team performance there is a chance of Social loafing, where individuals exert less effort in group settings, disrupts team dynamics and jeopardizes project outcomes in university group projects. This case study explores a team of business management students tasked with developing a marketing strategy for ABC company (a fictional company). Two team members exhibited social loafing, requiring intervention and collaborative efforts to navigate the challenges and ultimately achieve resolution and improved performance. Insights from this case study offer valuable lessons for educators and students on mitigating social loafing and fostering effective teamwork.

Keywords: Team Building, Social Loafing, innovation, collaboration.

Introduction:

University group projects serve as vital learning experiences, honing teamwork, communication, and problem-solving skills. However, social loafing, characterized by reduced individual effort within groups, can undermine the collaborative process and hinder project success. This case study delves into a specific instance of social loafing within a business management course, examining its impact on team dynamics, project outcomes, and the implemented solutions.

Dilemma of the Case:

In a university setting, a five-member business management team which includes Ashwin, Akshay, Karuna, Ankita, and Abhisekh embarked on a semester-long project to develop a marketing strategy for ABC company. Initially, the team displayed enthusiasm and commitment. However, as the project progressed, Ashwin and Akshay started missing meetings frequently, citing academic and personal obligations. The remaining members shouldered a disproportionate workload, causing delays in meeting deadlines and concerns about the quality of deliverables. The team dilemma revolved around addressing social loafing to ensure equitable participation, enhance project outcomes, and maintain team morale.

Theoretical Framework:

To understand and address social loafing effectively, this case study draws on relevant theoretical frameworks from social psychology and organizational behavior. Group dynamics, motivation theories (e.g., expectancy theory), and organizational culture provide insights into the underlying causes of social loafing, such as individual motivation, perceived effort-reward imbalance, and group cohesion. Additionally, theories related to teamwork and leadership offer guidance on fostering collaboration, accountability, and communication within teams to mitigate social loafing and enhance project outcomes.

Expectancy Theory suggests that individual's motivation is influenced by their expectations of performance outcomes and their perceived value.

Social Identity Theory suggests that individuals may loaf when they feel less identified with the group.

Expectancy Theory:

- a) **Low Instrumentality:** Ashwin and Akshay might have perceived a disconnect between their effort and the impact on the project's success (instrumentality). This could be due to several factors:
- **Project Scope:** Perhaps the project was perceived as too complex, leading them to believe their contributions wouldn't make a significant difference.
 - **Task Design:** The tasks assigned to them might have been unclear or poorly defined, making it difficult to understand how their work contributed to the overall strategy.
 - **Team Size:** In a larger team, individual contributions can feel diluted. If Ashwin and Akshay felt their efforts wouldn't be readily noticeable, it could decrease their motivation.
- b) **Low Valence:** The perceived value (valence) of the rewards associated with their effort might have been low. This could be because:
- **Unclear Goals:** If the project goals were unclear or uninspiring, Ashwin and Akshay might not have seen the value of putting in significant effort.
 - **Unequal Reward Distribution:** They might have perceived a risk that their effort wouldn't be recognized or rewarded fairly, especially if the evaluation process was unclear.
 - **Social Identity Theory:**
- a) **Weak Group identification:** Ashwin and Akshay might not have felt a strong sense of belonging or identification with the team. This could be due to:
- **Lack of Inclusion:** Perhaps they weren't actively involved in discussions or decision-making processes, leading to feelings of disconnection.
 - **Negative Group Dynamics:** If the team environment was hostile or lacked clear communication, it could have fostered a sense of isolation and discouraged participation.
 - **Social Dissimilarity:** Significant differences in personality, learning styles, or work ethic within the team could have created barriers to building a strong group identity.
- b) **Lack of Group Prototypicality:** If Ashwin and Akshay felt their skills or personalities didn't align with the perceived ideal team member for the project, they might have felt like

outsiders. This disconnects from the group prototype could reduce their sense of belonging and motivation.

- **Stereotypes:** Preconceived notions about a particular major or academic background could have led Ashwin and Akshay to feel their contributions wouldn't be valued, hindering their identification with the team.
- **Social Comparison:** If they constantly compared themselves to perceived high performers in the team and felt inadequate, it could have discouraged participation and weakened their sense of belonging.

By combining these perspectives, we can understand how Ashwin and Akshay's social loafing might be a result of a complex interplay between individual perceptions and team dynamics. Their perceived low instrumentality, valence, and weak group identification likely contributed to decreased motivation and ultimately social loafing behavior.

Solution and Intervention Strategies:

Recognizing the detrimental impact of social loafing, the team's coach, Aravindan, intervened by organizing special meetings to address the issue. The intervention strategies aimed to enhance individual accountability, foster a sense of group identity and cohesion, and align performance expectations with perceived rewards. These strategies included:

- **Setting Clear Expectations:** Roles, responsibilities, deadlines, and task ownership were clearly defined and communicated to all team members.
- **Implementing a Peer Evaluation System:** An anonymous peer evaluation system based on participation and quality of work provided feedback on individual contributions and encouraged active engagement.
- **Open Communication and Team Building Activities:** Regular meetings facilitated open communication, problem-solving discussions, and team-building activities to strengthen group cohesion.
- **Offering Additional Support:** Aravindan offered additional support to Ashwin and Akshay to address any underlying challenges that might have contributed to their social loafing behavior.

Implementation and Monitoring:

The team implemented the intervention strategies in phases:

a) Collaborative Assessment:

- **Facilitate a team discussion:** Guide a team meeting to identify factors contributing to social loafing, focusing on areas like workload distribution, communication breakdowns, and individual challenges.
- **Encourage honest communication:** Create a safe space for open and honest dialogue where team members feel comfortable expressing their concerns without fear of judgment.
- **Consider anonymous surveys:** Supplement team discussions with anonymous surveys to gather additional insights and perspectives, particularly if team members are hesitant to speak up in person.

b) Tailored Intervention Strategies:

- **Develop targeted interventions:** Based on the assessment, create specific interventions for the identified challenges.
- **Examples:**
- **Clearer Expectations & Roles:** Clearly define project goals, individual task ownership, and deadlines through a project management tool or a collaboratively created document.
- **Peer Evaluation System:** Implement an anonymous peer evaluation system focusing on participation, quality of work, and helpfulness. This can be conducted through online forms or surveys.

c) Communication & Collaboration Enhancement:

- **Schedule regular team meetings:** Establish a consistent meeting schedule to ensure ongoing communication and progress updates.
- **Utilize communication channels:** Facilitate effective communication by promoting project management tools, messaging platforms, or collaborative documents for real-time updates and discussions.
- **Team-building activities:** Integrate team-building activities that encourage collaboration, communication, and a sense of shared purpose. This can involve brainstorming sessions, team-building games, or even collaborative social events.

d) Monitoring and Adaptation:

- **Track progress and dynamics:** Regularly monitor the team's progress and team dynamics. This can involve assessing project milestones, observing communication patterns, and conducting informal check-ins with individual members.
- **Evaluate intervention effectiveness:** Track the effectiveness of implemented strategies through follow-up discussions, surveys, or observations of team interactions.
- **Adapt and refine:** Based on ongoing challenges, be prepared to adapt and refine intervention strategies as needed. This might involve adjusting timelines, modifying communication channels, or introducing additional team-building activities.
- **Seek support:** Consider involving the team coach or instructor for additional guidance and support when adapting interventions or addressing complex challenges.
- **Documentation and Sharing:** Encourage the team to document their experience with social loafing and the implemented interventions. This could involve creating a brief report or presentation to share with the class or future project groups. This fosters a culture of learning and allows other teams to benefit from their experiences in addressing social loafing.

Case Discussion:

Reflecting on their experience, the team identified several key lessons learned:

a) Importance of Early Intervention:

- Addressing social loafing promptly through open communication is crucial. The longer it persists, the harder it becomes to manage.
- Early intervention can minimize resentment among participating members and prevent the issue from derailing project progress.

b) Clear Communication & Collaborative Environment:

- Fostering clear communication, establishing accountability mechanisms, and promoting a collaborative team environment are essential to mitigate social loafing.
- When team members feel informed, valued, and supported, they are more likely to be engaged and contribute effectively.

c) Adaptability and Ongoing Evaluation:

- Group dynamics can be complex and evolve throughout a project.
- It's important to continuously evaluate the effectiveness of intervention strategies and adapt them as needed to address ongoing challenges.

d) Building a Strong Group Identity:

- Encouraging a sense of shared purpose and belonging within the team can significantly reduce social loafing.
- Team-building activities and fostering a culture of mutual respect and support can strengthen group identity and increase individual motivation.

e) Developing Proactive Strategies:

- Educators can utilize these insights to design projects that foster a sense of ownership and shared responsibility from the outset.
- Establishing clear expectations, promoting open communication, and creating a supportive learning environment can proactively prevent social loafing and enhance the overall group project experience.

Conclusion:

This case study highlights the challenges posed by social loafing and underscores the importance of proactive intervention and effective teamwork strategies in university group projects. By applying relevant theoretical frameworks and implementing targeted interventions, the team successfully mitigated social loafing and improved project outcomes. Insights gained from this case study offer valuable lessons for educators and students alike. Educators can utilize these insights to design projects that foster inclusive growth for all.

Questions:

1. How did social loafing impact the team's dynamics and project outcomes?
2. What theoretical frameworks can be applied to understand and address social loafing in university group projects?
3. What strategies were effective in mitigating social loafing within the team, and how can similar challenges be addressed in future projects?

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MARKETING CASE STUDY -PEPSI

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ABSTRACT:

Blue Pepsi was launched in the year of 2002 and the taste was very sugary a highly controversial colouring agent banned in numerous countries at the time. Pepsi blue is a soft drink made by PepsiCo north America launched in the year of mid 2002 designed to compete with Coca-Cola vanilla flavour and mountain dew red cherry flavour the taste of the pepsi blue was like a cotton candy with berry and much more sugary and syrupy than regular taste. The move to make a brightly-coloured version of the flagship Pepsi brand was boosted by 2001's introduction of Mountain Dew Code Red, which had bumped PepsiCo's Mountain Dew division sales up 6%.It was launched to compete with Coca-cola's Vanilla Coke.The Indian Cricket Team was having a successful run after the 2003 Cricket World Cup. The colour of their jersey was blue & therefore, PepsiCo attempted with Pepsi Blue to support the team and its mega fan club.

KEY WORDS: Blue Pepsi, sugar, re launch

INTRODUCTION:

Pepsi blue is a soft drink made by PepsiCo north America launched in the year of mid 2002 designed to compete with Coca-Cola vanilla flavour and mountain dew red cherry flavour the taste of the pepsi blue was like a cotton candy with berry and much more sugary and syrupy than regular taste.

PURPOSE of LAUNCH

The move to make a brightly-coloured version of the flagship Pepsi brand was boosted by 2001's introduction of Mountain Dew Code Red, which had bumped PepsiCo's Mountain Dew division sales up 6%. It was launched to compete with Coca-cola's Vanilla Coke.The Indian Cricket Team was having a successful run after the 2003 Cricket World Cup. The colour of their jersey was blue & therefore, PepsiCo attempted with Pepsi Blue to support the team and its mega fan club.

**COMPETITORS**

BLUE PEPSI	VANILA COKE	MOUNTAIN DEW
		

- The coke was introduced as the vanilla coke and it was more successful and they have the big market price.
- Mountain dew also they have created a red blast and they have successful run in the market

6 p's of Pepsi blue:

PRODUCT

A Cola-Berry fusion with Blue 1, Red40 colouring agents

PLACE

Mexico, Panama, Colombia, Costa Rica, India, Australia, New Zealand, Jamaica, Canada

PRICE

It was made available in 300 ml returnable glass bottles priced at Rs 8

500 ml PET bottles, at Rs 15

Non-returnable, 250-ml Pepsi bottles, priced at Rs 12each

PROMOTION

Use of Brand ambassadors like, Shahrukh Khan, Telgu popular actor Pawan Kalyan

Indian cricket team for advertisement

FAILURE

The taste of Pepsi Blue was like cotton candy with a berry and much sugarier and syrupier than regular cola

- It was tinted using Blue 1, a highly controversial colouring agent banned in numerous countries at the time
- Sugary taste was not accepted by the consumers

STRATEGIES

Pepsi Blue could come up with the different taste than berry flavour, i.e. strong fizzy cola to attract youth segment

- Advertisements focusing on repositioning of Pepsi blue which has eliminated the sugary taste factor
- The taste should be immediately change, since its competitors taking due advantage because of Pepsi's sweeter taste

Pepsi To Bring Back Pepsi Blue In May 2021

Following a nearly twenty-year hiatus, Pepsi has announced that it will be bringing back its popular **Pepsi Blue** starting on May 3, 2021.

QUESTIONS:

1. What will be the solution for the blue pepsi to sustain in the market
2. What mistake done by the pespsi in marketing
3. How the re-launch made success

SOLUTIONS:

1. To sustain in the market the pepsi has to consider the consumer wants and the consumer wants are the less sugary and they should have reduced the blue 1 chemical and they must guse some natural colour so they can sustain in the market.
2. Pepsi, they have marketed only through the sports and energy drink and they did not concentrate on the commercial market so they failed in the commercial market.
3. Their launch was very success full because the used the strategy called special edition and they have not made any change in the ingredient

EMPOWERING THE WORKFORCE: A PARADIGM SHIFT TOWARDS ORGANIZATIONAL EXCELLENCE

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ABSTRACT

This Case study delves into the transformative concept of employee empowerment within modern organizations, emphasizing its pivotal role in fostering collaboration, innovation, and shared ownership. It explores holistic empowerment initiatives, including personalized training, mentorship programs, and job enrichment, aimed at nurturing talent and aligning employees with organizational goals. The impact analysis reveals empowerment's profound effects on job satisfaction, performance, and organizational effectiveness, driving engagement, productivity, and resilience. By embracing autonomy, inclusivity, and continuous learning, companies can cultivate a culture of empowerment that propels them towards sustained growth and success in a dynamic global marketplace.

Key Words: Holistic Initiatives, Impact Analysis, Collaboration and Innovation, Organizational Effectiveness

INTRODUCTION

Employee empowerment has emerged as a cornerstone of modern organizational dynamics, heralding a paradigm shift in leadership philosophies and management practices. Rooted in the ethos of autonomy, accountability, and inclusivity, this transformative approach transcends traditional hierarchical structures, fostering a culture of collaboration, innovation, and shared ownership. Within the context of a rapidly evolving global marketplace, wherein adaptability and agility are paramount, the imperative of empowering the workforce to drive organizational success cannot be overstated. The following discourse delves deeper into the concept of employee empowerment, with a particular focus on its application within a leading ready-made garments manufacturing company. By examining the multifaceted initiatives implemented to empower employees, analyzing their impact on job satisfaction, performance, and organizational effectiveness, and exploring avenues for further enhancement, this exploration aims to elucidate the transformative potential of employee empowerment in shaping organizational destinies

Empowerment Initiatives: A Holistic Approach

The journey towards empowering the workforce encompasses a myriad of initiatives designed to nurture talent, foster collaboration, and imbue a sense of purpose and ownership among employees. While training programs, job enrichment, and participative decision-making represent pivotal pillars of this endeavour, a holistic approach entails a nuanced understanding of individual needs, aspirations, and potential barriers to empowerment.

Expanding upon existing initiatives, the company endeavours to embrace emerging trends in employee development, leveraging technological advancements to facilitate personalized learning experiences. Blending traditional classroom training with e-learning modules, gamified simulations, and virtual reality environments, the company endeavours to cater to diverse learning styles and preferences, thereby enhancing the effectiveness and accessibility of training initiatives.

Moreover, recognizing the pivotal role of mentorship and peer-to-peer learning in fostering a culture of continuous growth, the company envisages the establishment of mentorship programs wherein seasoned professionals impart invaluable insights, guidance, and support to their peers. Through structured mentorship relationships, employees are afforded the opportunity to navigate challenges, capitalize on opportunities, and chart a trajectory of professional development aligned with their aspirations.

In tandem with these initiatives, the company remains committed to fortifying the foundations of job enrichment, continually refining job roles and responsibilities to align with evolving organizational objectives and market dynamics. Embracing principles of agile methodology, cross-functional collaboration, and autonomous decision-making, employees are empowered to adapt swiftly to changing circumstances, innovate proactively, and drive value creation across the value chain.

Furthermore, the company endeavours to institutionalize a culture of inclusivity and diversity, wherein every voice is heard, valued, and respected. Recognizing the intrinsic link between diversity of thought and organizational resilience, initiatives aimed at fostering inclusivity span recruitment, talent development, and leadership representation, thereby fostering a culture of belongingness and equity.

Impact Analysis: Unveiling the Power of Empowerment

The impact of empowerment initiatives reverberates across various dimensions of organizational dynamics, from employee satisfaction and performance to organizational effectiveness and resilience. At the heart of this transformation lies a fundamental shift in mindset, wherein employees transition from mere executors of tasks to proactive agents of change, catalysts for innovation, and champions of organizational excellence.

Delving deeper into the realm of employee satisfaction, empowerment emerges as a potent driver of engagement, motivation, and loyalty. By affording employees the autonomy to shape their roles, contribute meaningfully to decision-making processes, and partake in collaborative endeavors, the company cultivates a sense of purpose, fulfillment, and camaraderie among its workforce. Consequently, attrition rates plummet, morale soars, and employee advocacy becomes a cornerstone of organizational culture.

Equally compelling is the impact of empowerment on employee performance, wherein individuals armed with the requisite skills, knowledge, and autonomy leverage their capabilities to drive efficiency, innovation, and customer-centricity. As employees assume ownership of their roles, collaborate seamlessly across departments, and champion continuous improvement initiatives, productivity escalates, quality standards soar, and customer satisfaction attains new heights.

From an organizational perspective, empowerment emerges as a linchpin of effectiveness, agility, and adaptability in an ever-evolving marketplace. By fostering a culture of innovation, collaboration, and inclusivity, the company cultivates a reservoir of intellectual capital, creativity, and resilience, enabling it to navigate challenges, seize opportunities, and chart a course of sustained growth and prosperity.

Conclusion

In conclusion, the journey towards organizational excellence necessitates a steadfast commitment to empowering the workforce, nurturing talent, and fostering a culture of collaboration, innovation, and inclusivity. Within the hallowed halls of the ready-made garments manufacturing company, empowerment emerges as not merely a buzzword, but a guiding principle, a philosophy that underpins every facet of organizational strategy and operation.

By embracing a holistic approach to empowerment, wherein training programs, job enrichment initiatives, and participative decision-making frameworks converge synergistically, the company galvanizes its workforce, unleashes their potential, and propels them towards newfound heights of success. Through a relentless pursuit of excellence, a culture of continuous learning, and a steadfast commitment to inclusivity, the company not only survives but thrives amidst the tumult of change, emerging as a beacon of inspiration and a paragon of organizational resilience.

Questions:

1. What specific employee empowerment initiatives has the company implemented to enhance organizational dynamics?
2. In what ways has employee empowerment impacted employee satisfaction, performance, and organizational effectiveness within the company?
3. How do the training programs offered by the company contribute to the empowerment of its employees?
4. Define participative decision-making and elucidate its role in fostering employee empowerment within the organization.

SUN DAIRY: NAVIGATING BRILLIANCE IN THE DAIRY HORIZON

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Abstract

The Sun Dairy case study illustrates the transformation of Venugopal, a visionary entrepreneur who responded to the challenges of the Indian dairy industry with innovation and efficiency. Diversification, value addition and strategic business expansion are central to Sun Dairy's success, including leadership and collaboration. This case study demonstrates the relationship between sustainability and profitability that makes Sun Dairy a strong, sustainable brand. This story provides a blueprint for aspiring entrepreneurs and highlights the important role creativity and ethics play in navigating the complexities of the food industry.

Keywords: Innovation, Resilience, Sustainability, Strategic Thinking, Collaborative Partnerships

Introduction

In the vast landscape of the Indian dairy industry, challenges lie ahead and success is often an elusive pursuit. The dairy industry is facing problems on many fronts, from product extinction to revenue shortages. This study tells the surprising story of Venugopal, a daring entrepreneur whose tenacious spirit led him to a risky venture by establishing Sun Dairy at the age of 21. With a dream and unwavering determination, Venugopal became the architect of Sun Dairy's transformation into a major force in the Indian food industry. His journey is a testament to the triumph of vision and struggle against adversity. Under Venugopal's leadership, Sun Dairy has overcome challenges and charted its own path to become the top success and leading brand in the dairy industry across the country. With his great vision, determination and innovative methods of growing Sun Dairy, Venugopal overcame the challenges that often hinder business growth. Today, Sun Dairy stands not only as a business but also as a living example of the possibilities that arise when deciding to tackle the complexities of the Indian food industry. It is a light of inspiration that shows that even the most difficult challenges can be overcome with a lofty goal, vision and unshakable determination. With the harsh realities of the Indian dairy industry, Sun Dairy strives to overcome the current challenges in the Indian dairy industry. The success story of Amul history highlights the transformation of Amul as a foundation, shows the power of business and models created by established players. In this case, Sun Dairy faces a triple challenge: time sensitivity, low revenue, and a highly competitive environment. These challenges require a proactive and dynamic approach, creating an urgent need for strong business strategies. As the story progresses, it becomes clear that Sun Dairy's success depends not only

on overcoming these challenges, but also on a tough business orientation where innovation and creativity are important.

Venugopal's Early Challenges

In the pivotal year of 1987, a young 21-year-old Venugopal bravely entered the complexities of the dairy industry and faced the same challenges as those encountered without external support. In rough seas. This marked the beginning of Sun Dairy's journey and Venugopal found himself in a dangerous environment due to big business. A competitive environment refers to an environment in which the key elements of success (capital, assets, and supporting entrepreneurs) are considered important. Venugopal's early challenges were typical of Sun Dairy's formative years; these included a lack of capital, insufficient market recognition, and intense competition. The story that emerges is one of the entrepreneurial spirit impervious to adversity that underpins Sun Dairy's prominence in the competitive dairy industry.

Strategic Shift: Value Addition

Venugopal realized that the traditional way of selling milk was not enough in a challenging market. Faced with this view, Sun Dairy changed its strategy and shifted its focus to added value. This recommendation is not about testing different products; Instead, it represents a visionary initiative focused on delivering the value of a simple commodity milk. Venugopal's revolutionary approach is reflected in the launch of new products beyond the traditional, such as flavoured yoghurt and premium dairy butter products. Shifting from a product-focused approach to one that emphasizes added value not only helps extend the shelf life of Sun Dairy products, but also helps the brand personally outperform its competitors in the process. The decision to improve the milk price proved to be a masterful move that positioned Sun Dairy as the pioneer of the industry and demonstrated Venugopal's acumen in meeting and overcoming the challenges of the dynamic milk market.

Establishing Partnerships with Dairy Farmers

Recognizing the importance of impeccable quality and reliable products, Sun Dairy has undertaken a strategic initiative to establish collaborations with local farmers. Going beyond traditional business models, the business is evolving into a cooperative that offers farmers more than just a market to sell their milk. This partnership requires a commitment to good governance, achieved through initiatives such as educating farmers in modern and efficient agricultural practices. The use of modern technology in supply chain management has become Sun Dairy's signature commitment, enabling the integration and collection of milk from partners village. The importance of training, quality management and technology is not only improving the raw materials but also improving the overall product. This strategic partnership creates a relationship that allows Sun Dairy and local farmers to grow together, supporting not only a reliable supply chain but also a sense of fairness and stability. This approach reflects Sun Dairy's commitment to create meaningful partnerships that go beyond business operations and aim for shared growth and long-term sustainability.

Overcoming Distribution Challenges

Sun Dairy is facing challenges in distributing dairy products in India which are disappearing in many ways and need security. To solve this logistical challenge, they developed new solutions specifically to create an integration between refrigeration units and vehicle refrigerator fleet management experts. The refrigeration strategy not only extends the shelf life of Sun Dairy products but also expands its business scope. The company's strict commitment to quality management is also reflected in its approach to managing the entire distribution process. Sun Dairy manages its refrigerated trucks using technology to track and optimize routes. This dual commitment not only overcomes distribution challenges but also enhances Sun Dairy's reputation for reliability and innovation in the industry. Through these strategic choices, the company has not only managed the complexities of the Indian market but also become a pioneer, setting new standards for the reliable and novel distribution of perishable dairy products.

Sun Dairy's Market Expansion Strategy

In line with its vision, Sun Dairy has charted a strategic market expansion route by directing its efforts to the high-end market and prestigious institutions, especially five-star hotels. This philosophy recognizes the importance of cooking for discerning customers with exacting standards. The Indian food market presents a fragmented model involving millions of small farmers. In a complex business model, Sun Dairy used two strategies. The first priority involves consistency by sourcing milk from different farmers, thus reducing competition associated with limited production. The company also deftly manages the complexity of collection and distribution, leveraging technology to accomplish this complex process. Sun Dairy's marketing and launch strategy is key to its success thanks to its deep understanding of India's diverse consumer base. Aligning its approach with health-conscious individuals and traditional families, Sun Dairy is unique in a crowded market. This commitment to unity combined with a passion for excellence has made Sun Dairy a great brand that stands out from other brands. By expanding its marketing strategy, Sun Dairy has not only established a strong base in the price segment but also made significant gains in the Indian food industry in general.

Lessons from Sun Dairy's Journey

Venugopal's transformation journey with Sun Dairy has revealed many valuable lessons in innovation, empowerment and collaboration. The company's ability to innovate has also been reflected in its development of many different concepts into world-class products, such as flavoured yoghurt and premium cream. This change demonstrates the importance of creative thinking in solving problems in the dairy industry. Venugopal's advocacy has become a key factor in Sun Dairy's success story, especially in the face of financial constraints and increasing economic pressure. The fact that the business not only survived but also thrived under these conditions is a testament to the power of longevity. Research shows the importance of working with stakeholders, with Sun Dairy going further in other joint ventures by investing in local farmers. This partnership not only supports the business with stable and quality products, but also contributes to the promotion of the business and the development of reputation. Sun Dairy's journey serves as a beacon for aspiring entrepreneurs, illustrating

how a blend of innovation, resilience, and meaningful collaboration can not only overcome industry challenges but also pave the way for enduring success and positive impact.

Sustainable Business Practices

In the final part of Sun Dairy's philosophy, commitment to sustainable business practices has become the foundation of its ethical values. The company's commitment to quality, innovation and ethics is a testament to the relationship between sustainability and value. Sun Dairy's partnership goes beyond profit and increases its impact in helping local communities and the environment. The company's commitment to ethics and innovation not only enhances its reputation but also serves Sun Dairy as a competitive product. By seamlessly integrating sustainability into its business model, Sun Dairy not only reduces its environmental footprint but also contributes to the well-being of the communities in which it operates.

Conclusion

Venugopal's journey as a member of Sun Dairy is a powerful testament to the transformation that can occur through visionary leadership, innovation and non-violent influence when there is competition in business. Sun Dairy's success story is not only a source of inspiration, but also provides a practical model for entrepreneurs looking to enter the challenging landscape of the Indian dairy industry. It shows the importance of thinking where diversity and added value become important, while highlighting the important role of leadership and participation in creating a good and successful business. Sun Dairy's narrative encapsulates the essence of thinking ahead for a challenging journey and leaves a lasting mark in the competitive dairy industry.

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OBSTACLES IN THE OPERATIONS OF INVESTMENT BANKING

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A wide range of intricate procedures are involved in investment banking operations with the goals of expediting financial transactions, controlling risks, and guaranteeing regulatory compliance. Nevertheless, this industry frequently encounters formidable obstacles in spite of its crucial role in the financial ecosystem. The growing complexity of regulatory regulations is one common problem. Investment banks are faced with significant operational expenses and resource limitations as a result of their continuous need to modify their operations in order to comply with continuously changing regulatory frameworks. The international scope of investment banking also brings with it difficulties with cross-border transactions, varying regulatory frameworks, and geopolitical threats. These factors exacerbate operational complexity and raise the possibility of mistakes or non-compliance.

The use of antiquated technology and legacy systems is a major operational concern in investment banking. Many investment banks continue to operate on antiquated infrastructures that are ill-suited to effectively manage the complexity of contemporary financial operations. This dependence on antiquated technology reduces operational effectiveness and raises the possibility of cybersecurity breaches and system breakdowns, which could result in large financial losses and harm to one's reputation. Furthermore, ineffective communication routes and data silos caused by a lack of integration across various systems can impair decision-making procedures as well as overall performance.

Moreover, one of the biggest obstacles to investment banking operations is personnel management. The sector needs highly qualified workers with knowledge of technology, finance, and regulatory compliance. But luring and keeping excellent talent is still a problem, made worse by the intense competition from IT companies and other industries that provide more alluring benefits and work-life balance. Concerns about succession planning are further compounded by the ageing workforce in investment banking, as seasoned experts retire and leave difficult-to-fill skill gaps.

QUESTIONS:

1. How can investment banks minimise operating expenses while skillfully navigating the constantly shifting regulatory landscape?

- **Solution:** By putting strong regulatory technology (RegTech) in place, compliance procedures can be automated, transparency can be improved, and the workload associated with manual regulatory reporting can be decreased. It's also essential to

fund staff members' ongoing education and training so they can stay current on regulatory changes.

2. What measures should investment banks take to reduce cybersecurity threats and update their IT infrastructure?

- **Solution:** Investing in cloud-based technology and modernising outdated systems can enhance security, scalability, and operational effectiveness. Sensitive data can be protected and cyber threats can be reduced by putting strong cybersecurity measures in place, such as encryption, multi-factor authentication, and frequent security audits.

3. How can investment banks build a talented staff for the future while addressing talent management challenges?

- **Solution:** To attract and keep top talent, organisations should develop complete talent acquisition and retention plans that include competitive salary packages, career advancement possibilities, and diversity and inclusion activities. Additionally, funding mentoring programmes and professional development programmes can assist in upskilling current staff members and closing skill gaps within the company.

OPERATIONS FOR INVESTMENT BANKING

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Within the financial industry, investment banking operations cover a broad variety of activities such as trading securities, aiding capital raising, mergers and acquisitions, and offering advisory services to governments, corporations, and other institutions. These functions are essential to the financial markets' ability to function as well as to companies' ability to get capital and strategic prospects. The support that investment banks offer to companies wishing to obtain cash through initial public offerings (IPOs) is a noteworthy illustration of investment banking operations in action.

Let's examine a hypothetical situation in this case study where Tech Innovations Inc., a mid-sized technology business, is getting ready for an IPO with the help of an investment bank. The operations staff of the investment bank is essential to the completion of several activities, including regulatory compliance, due diligence, valuation, underwriting, and investor marketing for the initial public offering. The group minimizes risks and maximizes value for all parties engaged in the offering process while closely collaborating with Tech Innovations Inc.'s management.

QUESTIONS:

- 1. Throughout the IPO process, how can the investment bank guarantee regulatory compliance?**

Solution: To comply with the rules and guidelines established by regulatory bodies like the Securities and Exchange Commission (SEC), the operations team of the investment bank should build up strong compliance procedures and protocols. This entails carrying out in-depth due diligence on the finances and business activities of Tech Innovations Inc., guaranteeing truthful disclosure of information in the prospectus, and putting in place the necessary measures to stop insider trading and other legal infractions.

- 2. What steps can be implemented during the IPO to reduce the risks related to market volatility?**

Solution: The operations team of the investment bank can use risk management techniques include diversifying the syndicate that underwrites the offering, determining the offering's price based on the state of the market, and putting stabilization mechanisms in place to support the stock price after the initial public offering. The group should also keep a careful eye on investor sentiment and market conditions in order to promptly modify the offering strategy as necessary.

3. What is the best way for the investment bank to distribute shares to both retail and institutional investors?

Solution: To ensure a balanced distribution of shares to maximize investor interest and overall demand for the offering, the operations team can use data analytics and market research to determine prospective demand from institutional and retail investors. The investment bank is able to efficiently distribute shares to a wide range of investors while simultaneously optimizing pricing and overall deal execution by utilizing its ties with institutional investors and retail brokerage networks.

TECHNOLOGICAL INNOVATION'S EFFECT ON INVESTMENT BANKING ACTIVITIES

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The financial services industry's investment banking operations play a pivotal role in enabling capital formation, mergers and acquisitions, and other financial transactions for firms, governments, and institutional investors. This case study explores the complex mechanisms behind investment banking operations, emphasizing important procedures, difficulties, and tactics.

An Overview of the Activities of Investment Banking:

Underwriting securities, arranging mergers and acquisitions, offering advisory services, and managing risk are just a few of the many tasks involved in investment banking operations. The foundation of the financial markets is formed by these activities, which link companies in need of funding with investors looking for lucrative ventures. Investment banks are essential to the issue of bonds, stocks, and other securities because they help businesses raise money through private placements or initial public offerings.

Roles and Accountabilities:

Professionals in investment banking operations have a variety of functions to help clients reach their financial goals. This includes valuation, financial modelling, deal structure, regulatory compliance, and due diligence. Investment bankers work closely with corporate customers to create customised finance plans and carry out deals quickly and effectively. In order to increase customer value, they also offer strategic guidance on issues including corporate governance, market positioning, and capital allocation.

Obstacles in the Operations of Investment Banking:

Investment banking businesses have several difficulties despite their significance, such as fluctuating market conditions, complicated regulations, and changing customer needs. Interest rate fluctuations, geopolitical unrest, and economic concerns can all have an effect on deal flow and profitability. For investment banks, complying with strict rules like Dodd-Frank and MiFID II comes with operational risks and compliance expenses due to the substantial resources and expertise required.

Innovation and Technology:

Investment banks are using technology and innovation more and more to improve efficiency and streamline operations in response to these issues. Processes like risk management, trading, and customer relationship management can be optimised dramatically with the help of automation, artificial intelligence, and data analytics. Investment banks are more equipped to provide creative solutions, enhance decision-making, and provide exceptional customer experiences thanks to fintech partnerships and digital platforms.

Market dynamics and globalisation:

Investment banking activities have changed as a result of the financial markets' globalisation, which has encouraged cross-border trade and market integration. When conducting overseas business, investment banks have to manage a variety of regulatory frameworks, cultural quirks, and geopolitical concerns. Furthermore, in order to remain relevant and continue growing, businesses must be flexible and adaptive in response to evolving market conditions, such as changed investor preferences and increased competition.

ESG and Sustainable Finance:

A Look at Both Environmental, social, and governance (ESG) factors and sustainable financing have received more attention in investment banking activities in the past few years. Increasingly, investors are looking for possibilities that support long-term sustainability and are consistent with their principles. To satisfy changing client expectations, investment banks are encouraging responsible investing practices, providing ESG-related products and services, and incorporating ESG criteria into their decision-making processes.

Final Thoughts and Prospects for the Future:

To sum up, investment banking activities are essential to the way financial markets work because they make it easier for people to raise capital, do business, and manage risk. Notwithstanding obstacles including fluctuating markets, adherence to regulations, and technological advancements, investment banks persist in innovating and adjusting to satisfy the changing demands of stakeholders and clients. It is anticipated that in the future, the confluence of globalisation, sustainability, and technology will change the way investment banking is conducted, bringing with it both opportunities and difficulties for those involved in the sector.

QUESTIONS:

- 1. What are the best ways for investment banks to minimise operating expenses and simultaneously ensure regulatory compliance?**

Solution: To improve monitoring capabilities, automate compliance procedures, and guarantee regulatory compliance, investment banks can make use of cutting-edge regulatory technology (RegTech) solutions. Additionally, resource allocation can be optimised and compliance risks can be reduced by implementing strong internal controls, carrying out frequent audits, and funding employee training.

2. What tactics can investment banks use to take advantage of the potential that ESG integration and sustainable finance present?

Solution: Investment banks can create ESG-focused investment products, offer specialised ESG consulting services, and incorporate ESG factors into their risk assessment and due diligence procedures. They may become more credible and competitive in the sustainable finance market by working with sustainability specialists, interacting with stakeholders, and advocating for industry best practices.

3. In an increasingly interwoven global economy, how can investment banks manage geopolitical risks and market uncertainty to maintain growth?

Solution: To foresee such disruptions and reduce related risks, investment banks should carry out in-depth risk assessments, diversify their global presence, and keep up with geopolitical developments. Moreover, investment banks may become more resilient and be able to take advantage of new opportunities even in the face of uncertainty by cultivating strategic alliances, utilising market knowledge, and keeping a flexible business strategy.

A CASE STUDY ON ACKO GENERAL INSURANCE HIGHLIGHTS THE DIGITAL TRANSFORMATION OF INDIA'S GENERAL INSURANCE SECTOR

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Abstract

The rise of digital technology of India's general insurance market has significantly improved the customer experience and efficiency in operation. Acko General Insurance, a pioneer in the digital revolution, has challenged traditional insurance structures with technology-driven methods, as seen in this case study. This document explores Acko's unique ideas, including data analytics for individualized policies, a digital-first user experience, and automated claims processing. The report analyzes the obstacles and successes of deploying digital solutions, providing insights into the future of insurance in the fast changing digital ecosystem.

Introduction

The digital era has transformed several businesses, including the general insurance sector in India. Insurance firms must embrace digitalization for competitiveness, client satisfaction, and operational efficiency. Acko General Insurance is a leader in the digital revolution, reshaping traditional insurance operations through creative techniques.

This study examines the influence of the digital shift on India's general insurance business, focusing on Acko General Insurance's innovative initiatives. It highlights the transformative potential of cutting-edge technology. By utilizing data analytics,

Acko has successfully tailored insurance policies to individual needs. Acko's digital-first approach simplifies the insurance process, providing customers with a user-friendly interface for purchasing policies and managing claims.

Acko's digital initiatives have significantly improved client satisfaction by automating claims processing, resulting in shorter turnaround times. The industry has obstacles in implementing digital solutions, including data security, adherence to regulations, and customer education.

Acko's success story inspires others in the insurance sector and highlights the transformative possibilities of digitalization. This report analyzes Acko's tactics, successes, and challenges to shed light on the future of the Indian insurance market in the digital age.

About Acko

Acko General Insurance, based in Bangalore, Karnataka, India, pioneered the online insurance industry in the country. It is recognized for being India's first digital insurer and delivering technology-driven insurance solutions. The company has witnessed significant growth, become the most rapidly expanding insurance firm in the country.

It now serves over 50 million unique consumers and has grown from 6 to over 400 workers. Acko has partnered with prominent firms such as Ola, Red Bus, Amazon, and OYO to provide innovative insurance products.

Acko has raised significant financing, reaching the status of unicorn through a Series D funding round, and claimed a revenue/turnover of over INR 500 crore in the fiscal year. Acko has raised significant funding and achieved unicorn status through a Series D funding round.

The company reported a revenue/turnover of over INR 500 crore for the fiscal year ending on March 31, 2022, with a total wealth boost of 136.71%, an EBITDA decrease of -162.68%, overall assets increase of 95.09%, and liabilities rise of 82.71%. Acko's trajectory demonstrates their dedication to providing exceptional customer service and operational effectiveness in the digital age.

Investments and Growth

Investment Highlights:

Acko General Insurance has raised \$458 million in 8 fundraising rounds. The most recent funding came from a Private Equity deal on June 7, 2023. The company has received investment from General Atlantic and Multiples, including a significant Series D round of \$255 million. Acko has reached unicorn status and is currently valued at more than \$1.1 billion. The company's funding has grown from a \$30M seed round to a successful Series E round. Acko has made key investments, including a ₹ 1 billion Series B round for My Gate.

Acko's growth trajectory

It includes aggressive ambitions and strong financial performance. The company wants to close FY24 with a Rs 2,000 crore premium and expects 35% annual growth. In FY22, Acko recorded a revenue/turnover of over INR 500 crore, with a net worth gain of 136.71%, an EBITDA reduction of -162.68%, total asset growth of 95.09%, and an increase in liabilities of 82.71%. In FY22, gross revenue increased by 2.37X to Rs 1,344 crore, demonstrating the company's strong market position and operational performance.

Operational Milestone

Since acquiring the license from the Insurance Regulation and Development Authority of India (IRDA) in the month of September 2017, Acko has made significant operational progress.

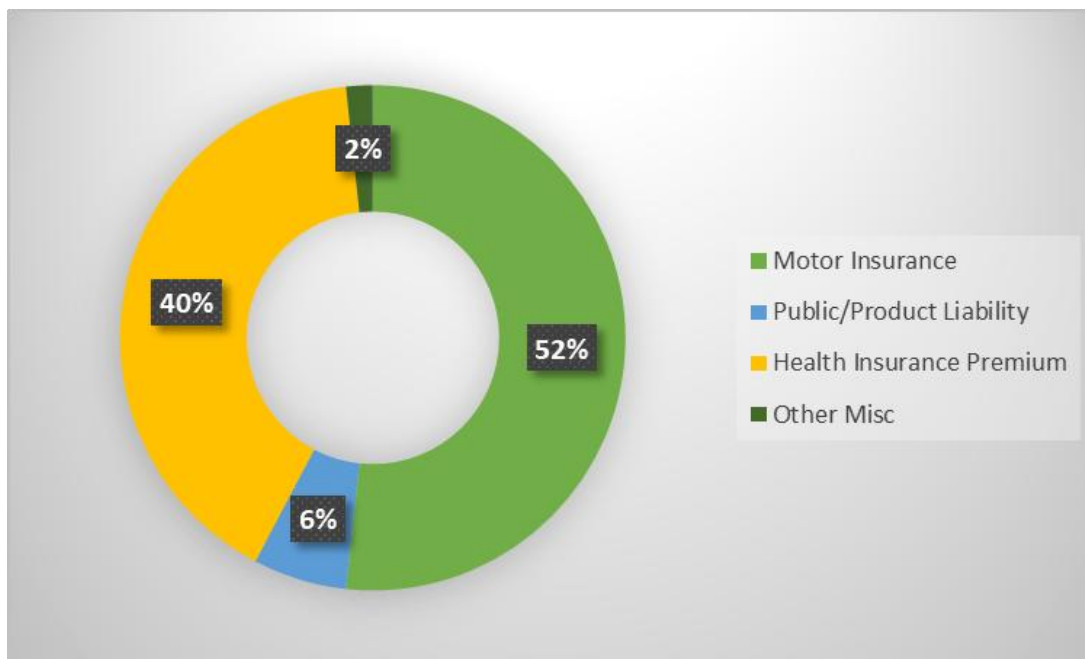
The company has grown from 6 to over 400 people and now serves over 50 million unique clients. Acko has formed agreements with large firms such as Ola, red Bus, Amazon, and OYO, and bought two organizations, including Parent lane on the 15th of March 2023.

Market Affect

Acko General Insurance has a huge impact on India's insurance sector, which is estimated to exceed \$280 billion by 2025. The market is expected to expand at a CAGR of 12%-15%. Acko's online insurance platform provides premium amenities and bite-sized packages with minimal commissions, driving development and transformation in the Indian insurance business.

Current Products

Acko General Insurance provides a variety of products, including car and bike insurance, tax-saving health insurance plans, mobile and appliance insurance, domestic travel insurance, and customized group health insurance plans for organizations.



Business strategy

Acko's strategy aims to make easier insurance through an a digital-first approach, making buying and utilizing insurance easier. The company prioritizes direct-to-consumer distribution, strategic collaborations with digital enterprises, and customer-centric features such as hassle-free payment and rapid renewal.

Uniqueness

Acko stands out in the insurance sector with its zero-commission, exclusively online model and new goods like rider and ticket cancellation. Its user-friendly insurance options and comprehensive coverage for autos and health sets it apart.

Challenges

Challenges for Akko include building trust in the insurance business, streamlining the purchasing and claims process, and promoting digital adoption among historically paper-based audiences.

Recent problems

Acko General Insurance has recently faced various obstacles. Customers have expressed worries about the complex and non-transparent claims process, which can make it difficult to receive full reimbursements.

Customers have reported technical troubles with the company's website, including unexpected premium increases throughout the payment process.

Incorrectly updated policy details on government portals might cause annoyance for clients. Some consumers have expressed unhappiness with the handling of insurance claims for appliances and cars, highlighting the need for improved customer service.

Acko's spending have surpassed revenue growth, leading to a huge net loss. Acko has cost management and profitability issues as it expands its offerings in the competitive digital insurance sector. Despite these challenges, Acko remains committed to improving services and customer experience in the insurance industry.

Questions

1. In what ways can Acko General Insurance improve the claims process to establish confidence and provide a more customer-friendly experience?
2. How can Acko General Insurance address technological issues on its website, especially during the payment process, to ensure a smooth and reliable online experience?
3. How could Acko General Insurance enhance its profitability and minimize expenses, given the rising net loss despite revenue growth?

CRYPTO CURRENCY REVOLUTION AND INNOVATIONS IN THE FINANCIAL ENVIRONMENT

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Abstract

Crypto currency, digital or virtual money, has emerged as a disruptive force in the financial sector, threatening existing banking systems and altering global transaction processes. This case study investigates the beginnings of crypto currencies, including its underlying technology, block chain, and the ramifications for organizations, governments, and individuals. This study analyzes prominent actors including Bit coin, Ethereum, and altcoins to explore the benefits and problems of crypto currencies, including regulatory concerns, security risks, and market volatility. Furthermore, it investigates the possible applications of block chain technology outside currency, such as smart contracts and decentralized finance (DeFi). By analyzing real-world instances and industry trends, this case study explores crypto currency's developing landscape and its impact on finance and business.

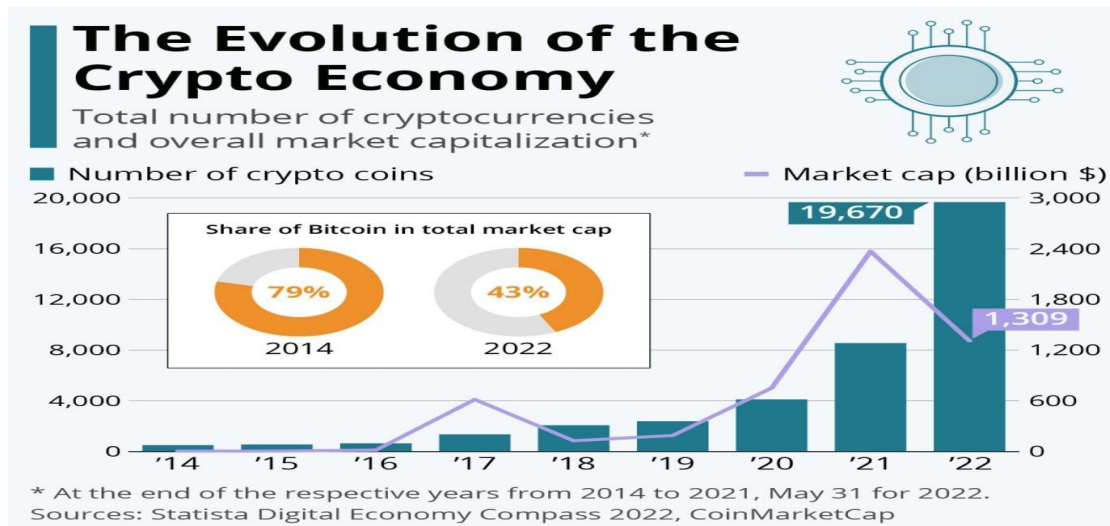
Introduction

Crypto currency, a digital money, is disrupting traditional banking and monetary transactions. Crypto currency, founded on Satoshi Nakamoto's idea for a decentralized currency system, has grown to become a powerful influence in world economics. Block chain technology, a decentralized ledger system, is crucial to bit coin transactions and ensures their integrity and transparency. This technology enables peer-to-peer transactions and novel applications beyond traditional cash exchange. This case study explores the history of crypto currencies and its relationship with block chain technology. This review of Bit coin, Ethereum, and other altcoins reveals the complexities of the crypto currency ecosystem, including both potential and obstacles. Cryptocurrency offers benefits such as borders transactions and financial autonomy, but it also faces governmental scrutiny, cyber security concerns, and market volatility. However, these challenges drive creativity, leading to the development of new solutions and expansion of the bitcoin ecosystem.

Block chain technology has the potential to revolutionize traditional financial services by enabling DeFi and smart contracts, in addition to serving as a means of exchange. This case study uses real-world examples and future business trends to provide valuable insights into crypt currency's growth trajectory. The crypto currency revolution has had a wide-ranging impact on organizations, governments, and individuals, creating a complex web of disruption and creativity. Learn about the exciting world of crypto currencies and its potential to impact banking and business.

Origins of Crypto currency

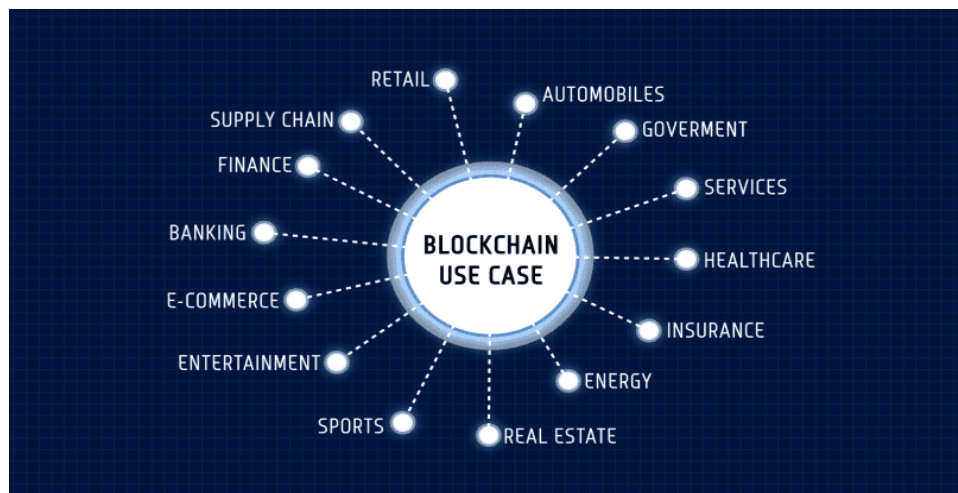
Satoshi Nakamoto's white paper, "Bitcoin: A Peer-to-Peer Electronic Cash System," published in 2008, laid the groundwork for crypto currency. Satoshi envisioned a decentralized monetary system without intermediaries such as banks or governments. Bitcoin, the first crypto currency, inspired the creation of millions of altcoins. Alternative crypto currencies have unique characteristics, consensus mechanisms, and use cases, but all aim to decentralize financial transactions and value exchange.



Block chain Technology

Block chain technology is fundamental to crypto currency, as it records and verifies transactions across a network of computers. Block chain blocks contain time stamped transactions that are cryptographically linked to prior blocks, assuring transparency and immutability. Block chain's decentralized nature eliminates the need for a central authority to validate transactions, lowering the risk of fraud and censorship. Block chain technology has applications beyond bitcoin, including supply chain management, voting, and identity verification.

BLOCKCHAIN USES



The consequences for Business, Government, and Individuals

The growth of bitcoin has important ramifications for a variety of stakeholders. Adopting crypto currency can help businesses by lowering transaction fees, facilitating cross-border payments, and providing access to new markets. Businesses must handle regulatory uncertainty and security risks related to bitcoin transactions. Regulating crypto currencies requires governments to strike a balance between innovation, consumer protection, and financial stability. Individuals get greater financial autonomy and access to a global financial environment.

Opportunities and Limitations.

Crypto currency brings numerous opportunities and difficulties for stakeholders. Decentralized finance (DeFi) platforms offer new lending, borrowing, and asset management options, with the potential to disrupt established financial institutions. Regulating crypto currency without inhibiting innovation is a major worry for governments globally. Security concerns, such as hacks and frauds, highlight the need for effective cyber security safeguards and risk management techniques. Market volatility is a persistent problem, with prices shifting significantly in response to news, sentiment, and regulatory changes.

Beyond Currency: Utilization of Block chain Technology

Block chain technology has potential beyond its use as a means of commerce. Smart contracts are self-executing agreements where the terms are encoded straight into code. Automate and enforce agreements without the need for intermediaries. This affects industries including real estate, insurance, and supply chain management. Decentralized finance (DeFi) platforms allow for peer-to-peer lending, asset trading, and yield farming, making financial services more accessible and disrupting traditional banking methods. Block chain technology can create digital tokens of real-world assets, such as real estate or art work, that can be sold on block chain-based platforms.

Real-World Applications and Industry Trends

Real-world examples offer vital insights into the growing bit coin and block chain scene. The crypto currency ecosystem is constantly evolving, as evidenced by the growth of decentralized autonomous organizations (DAOs) and the widespread acceptance of non-fungible tokens (NFTs). Successful projects, including decentralized exchanges (DEXs) and block chain-based gaming platforms, demonstrate the potential for innovation and disruption in numerous areas. However, examples of failed enterprises and regulatory crackdowns highlight the risks and problems of the crypto currency market. To navigate the ever-changing market, stakeholders must stay up-to-date on new trends and innovations.

Questions

1. How can block chain technology improve transparency and accountability in supply chain management systems? What measures can organizations take to deploy these solutions?
2. How can decentralized finance (DeFi) platforms bridge the financial inclusion gap by providing banking services to under served populations? What strategies can be used

to make these platforms user-friendly for people with different levels of financial literacy?

3. How does the tokenization of real-world assets, enabled by block chain technology, impact investment opportunities and traditional asset ownership structures? What are the implications for regulatory frameworks and investor protection?

UPRIGHTNESS OF EMPLOYEE ENGAGEMENT IN MINIMIZING ABSENTEEISM IN AUTOMOBILE SECTOR

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Introduction

Absenteeism is a major problem faced by many organizations, and its impact on productivity and profitability is significant. Absenteeism can be defined as the unscheduled absence of employees from work, which can result in delays in production, decreased productivity, and increased costs for the company. The auto components manufacturing company in this case study has been facing issues with absenteeism among its workers, leading to significant losses for the company.

The purpose of this case study is to analyse the causes of absenteeism in the auto components manufacturing company, its impact on the company

Causes of Absenteeism

Absenteeism can have many causes, including personal issues such as illness and family problems, job-related factors such as job dissatisfaction, low pay, and poor working conditions, and organizational issues such as poor management and lack of employee engagement. The following are the main causes of absenteeism in the auto components manufacturing company.

Personal Issues

Personal issues such as illness, family problems, and personal emergencies are among the main causes of absenteeism in the auto components manufacturing company. Many employees in the company have reported that they have had to miss work due to illnesses, family emergencies, and personal problems such as divorce and custody battles. While these issues are outside the control of the company, they can have a significant impact on productivity and can lead to increased costs for the company.

Job-related Factors

Job-related factors such as job dissatisfaction, low pay, and poor working conditions are also among the main causes of absenteeism in the auto components manufacturing company. Many employees in the company have reported that they are dissatisfied with their jobs, feel that they are underpaid, and have to work in poor conditions. This has led to low morale among employees and has resulted in increased absenteeism.

Organizational Issues

Organizational issues such as poor management and lack of employee engagement are also among the main causes of absenteeism in the auto components manufacturing company. Many employees in the company have reported that they do not feel engaged with the

company, do not feel that their voices are heard, and do not feel that they are valued by the company. This has led to low employee morale and has resulted in increased absenteeism.

Impact of Absenteeism

The impact of absenteeism on the auto components manufacturing company has been significant, leading to decreased productivity, increased costs, and low employee morale. The following are the main impacts of absenteeism on the company.

Decreased Productivity

Absenteeism has led to decreased productivity in the auto components manufacturing company. When employees are absent, their work is not completed, leading to delays in production and decreased productivity. This has led to increased costs for the company and has resulted in lost revenue.

Absenteeism has also led to increased costs for the auto components manufacturing company. When employees are absent, the company may have to pay overtime to other employees to complete the work, or may have to hire temporary workers to fill in for the absent employee. This can lead to increased labour costs for the company, and can result in decreased profitability.

Low Employee Morale

Absenteeism has also led to low employee morale in the auto components manufacturing company. When employees are absent, their work is not completed, leading to increased stress for other employees who may have to take on additional work. This can lead to decreased morale and can result in increased absenteeism as employees become disengaged from their work.

Conclusion

Absenteeism is a major problem faced by many organizations, and its impact on productivity and profitability is significant. The auto components manufacturing company in this case study has been facing issues with absenteeism among its workers, leading to significant losses for the company. The causes of absenteeism were found to be multifaceted, including personal issues, job-related factors, and organizational issues. The impact of absenteeism on the company was significant, leading to decreased productivity, increased costs, and low employee morale.

Questions

1. What are the causes of absenteeism in the auto components manufacturing company in this case study?
2. What recommendations are provided to the company to reduce absenteeism through employee engagement?
3. What are some examples of better working conditions and incentives that the company can provide to reduce absenteeism?
4. What is the importance of creating a positive work environment to reduce absenteeism?

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RBI BAN ON PAYTM PAYMENTS BANK FOR KYC ISSUES

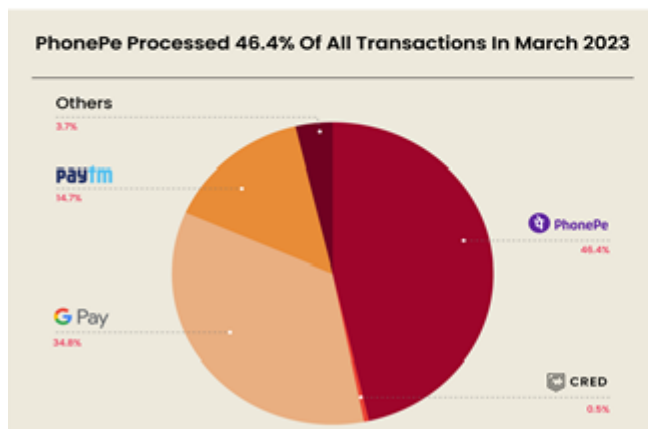
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Introduction:

Paytm, India's leading digital payment platform, has undergone a remarkable evolution since its inception in 2010. From its humble beginnings as a mobile recharge platform, Paytm has transformed into a fintech powerhouse, offering a wide range of financial services to millions of users across India.

Paytm, India's leading digital payment platform, faced a significant challenge in 2022 when the Reserve Bank of India (RBI) imposed a ban on new user acquisition for its payments bank due to regulatory concerns. This case study analyzes the events leading up to the ban, the impact on Paytm, and the company's response to the crisis.



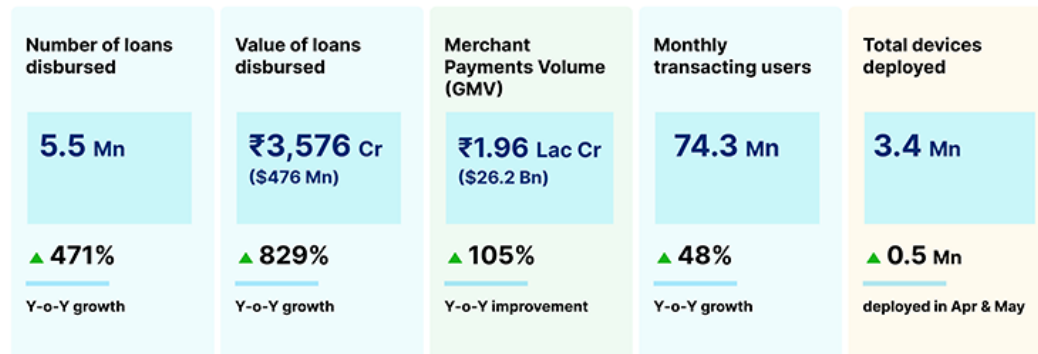
Source: NPCI Data

Background: Paytm, launched in 2010, quickly became a household name in India, offering a range of digital payment services, including mobile recharges, bill payments, and online shopping. In 2017, Paytm launched its payments bank, aiming to provide financial services to the unbanked and underbanked population. The Pandemic and demonetization have developed the culture of online payments rather than carrying money everywhere. Paytm was considered India's largest mobile payments and payment acceptance platform soon. The simple yet powerful slogan, "Paytm Karo" taken the app to every nook and corner of the country. Paytm offered wide variety of services such as online banking, mobile top-ups, in-store payments, etc., This also supported the merchants by enabling them to offer deals and gift vouchers. They attracted many small shops and mobile vendors with the advent of

technology. As of 30th June 2023, more than 79 lakh customers paid subscription for Paytm's payment devices like Paytm Sound box and Paytm Card Machine. Paytm was the leader in instore Payments in India.



Operating Metrics for Apr-May 2022

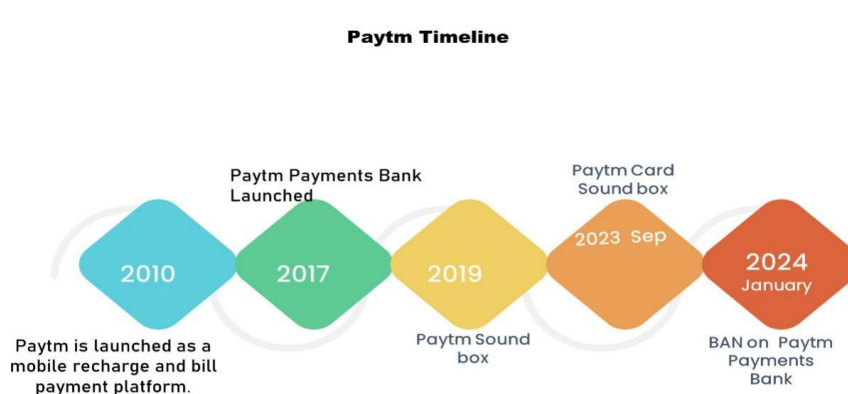


Source: Paytm.com/blog

Knowing the Needs of the Customer:

Paytm focus more on the seller's side and came out with simple yet effective products for the sellers which attracted more customers towards Paytm. It introduced sound boxes which enable the small vendors to confirm the payment done with the help of a sound box which runs with the help of internet and a Bluetooth speaker. It also introduced pocket sound boxes which attracted the moving vendors by providing small pocket friendly sound boxes. The card sound boxes also supported the payments made by cards.

Paytm Timeline



The Issue: In 2022, the RBI imposed a ban on Paytm Payments Bank from onboarding new customers due to violations of regulatory guidelines. The RBI cited concerns over data security and lapses in complying with KYC (Know Your Customer) norms as reasons for the

ban. This decision came as a shock to Paytm, as it relied heavily on acquiring new users to fuel its growth and compete with other digital payment platforms.

Impact on Paytm: The ban had a significant impact on Paytm's operations and reputation. The company's stock price plummeted, and its market share in the digital payments sector declined. Paytm also faced criticism from users and industry experts for its alleged failure to address regulatory concerns adequately.

1. Market Impact:

- Paytm's stock price dropped by over 20% following the RBI's announcement.
- Paytm's market share in the digital payments sector declined from 42% to 35% after the ban.

2. Regulatory Concerns:

- The RBI cited concerns over data security and lapses in complying with KYC norms as reasons for the ban. The RBI had previously issued warnings to
- Paytm regarding its KYC compliance and data security practices.

3. Paytm's Response:

- Paytm revamped its KYC process to ensure compliance with regulatory guidelines.
- Paytm enhanced its data security measures, including encryption and authentication protocols.
- Paytm launched a public relations campaign to rebuild trust with customers and stakeholders.

4. Recovery and Resolution:

- Paytm gradually regained the RBI's trust and resumed normal operations after several months.
- Paytm implemented additional compliance measures to prevent future regulatory issues.

5. Long-term Impact:

- The incident prompted Paytm and other digital payment platforms to prioritize regulatory compliance and data security.
- Paytm strengthened its internal controls and compliance mechanisms to prevent similar issues in the future.

6. Industry Response:

- The incident sparked a debate about the regulation of digital payment platforms in India.
- Industry experts called for stricter regulations and oversight to protect consumer interests and maintain trust in digital payment systems.

Response from Paytm: Paytm took several measures to address the RBI's concerns and mitigate the impact of the ban. The company revamped its KYC process to ensure compliance with regulatory guidelines and enhanced its data security measures. Paytm also launched a public relations campaign to rebuild trust with its customers and stakeholders.

Outcome: Despite Paytm's efforts, the ban on new user acquisition remained in place for several months, leading to a decline in its market share and revenue. However, Paytm's proactive response to the crisis helped it gradually regain the RBI's trust and resume normal operations. The incident served as a valuable lesson for Paytm and other digital payment platforms about the importance of regulatory compliance and data security.

Conclusion: The Paytm payment issue and RBI ban highlighted the challenges faced by digital payment platforms in meeting regulatory requirements while maintaining user trust. The case underscores the need for companies operating in the fintech sector to prioritize compliance and data security to avoid similar regulatory actions in the future.

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STARBUCKS' STRATEGIC PRODUCT PLACEMENT IN TV SHOWS

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Background:

Starbucks Corporation, founded in 1971, has grown from a small coffee shop in Seattle to one of the most iconic and successful global brands in the world. Central to its success is its innovative marketing strategy, which has helped Starbucks dominate the coffeehouse industry and become synonymous with premium coffee experiences. Starbucks, the global coffee giant, has consistently been at the forefront of innovative marketing strategies to enhance brand visibility and drive customer engagement. In recent years, Starbucks has capitalized on the power of product placement in popular TV shows to reinforce its brand image and appeal to a diverse audience. This case study delves into the key components of Starbucks' marketing strategy and analyses how these strategies have contributed to its success and also strategic product placement initiatives and their impact on consumer behavior. Starbucks' journey began when three partners - Jerry Baldwin, Zev Siegl, and Gordon Bowker - opened the first Starbucks store in Seattle's Pike Place Market. Initially, Starbucks sold only coffee beans and equipment for brewing coffee at home. However, in 1982, entrepreneur Howard Schultz joined the company and travelled to Italy, where he was inspired by the café culture. Schultz envisioned transforming Starbucks into a place where customers could enjoy high-quality coffee beverages in a welcoming atmosphere.

Marketing Strategy:

1. Product Differentiation: Starbucks' marketing strategy revolves around offering a differentiated product. Unlike traditional coffee shops that focused solely on selling coffee, Starbucks positioned itself as a provider of premium coffee experiences. Its extensive menu includes a variety of coffee beverages, teas, pastries, and snacks, allowing customers to choose from a wide range of options to suit their preferences.

2. Branding and Atmosphere: Starbucks places a strong emphasis on creating a unique atmosphere in its stores. The company designs its stores to provide a comfortable and inviting environment where customers can relax, socialize, or work. The Starbucks logo, with its iconic green siren, is instantly recognizable and has become synonymous with quality and consistency.

3. Customer Experience: Central to Starbucks' marketing strategy is its focus on delivering exceptional customer experiences. The company trains its baristas to provide friendly and

personalized service, ensuring that every customer feels valued and appreciated. Moreover, Starbucks leverages technology to enhance the customer experience, with features such as mobile ordering and payment, loyalty programs, and personalized recommendations.

4. Localization: Despite being a global brand, Starbucks recognizes the importance of localizing its offerings to cater to the preferences and tastes of different markets. The company adapts its menu and store designs to reflect local culture and preferences, ensuring that customers feel a sense of familiarity and belonging when they visit Starbucks locations around the world.

5. Digital Marketing: In today's digital age, Starbucks leverages various digital marketing channels to reach and engage with customers. The company maintains active presence on social media platforms such as Facebook, Instagram, and Twitter, where it shares updates, promotions, and interacts with customers. Starbucks also invests in email marketing campaigns, mobile apps, and online advertising to stay connected with its audience.

Product Placement Scenario:

Starbucks recognized the opportunity to integrate its products seamlessly into popular TV shows to reach its target demographic effectively. One notable example of Starbucks' successful product placement strategy is its partnership with the critically acclaimed TV series "Friends." Originally airing from 1994 to 2004, "Friends" became a cultural phenomenon with a dedicated fan base that continues to resonate with audiences worldwide through syndication and streaming platforms. Throughout the series, the characters of "Friends" frequently gather at the Central Perk café, a fictional coffeehouse where they share laughter, friendship, and, of course, coffee. Central Perk serves as a central setting for many memorable moments in the show, and Starbucks capitalized on this by strategically placing its branded cups, signage, and coffee products within the café scenes. Starbucks' presence in "Friends" was subtle yet pervasive, with characters often seen sipping from Starbucks cups or engaging in casual conversations over a cup of Starbucks coffee. The integration of Starbucks products into the storyline felt organic and authentic, enhancing the overall viewing experience for fans of the show.

Impact:

Starbucks' product placement in "Friends" has yielded significant benefits for the company:

Brand Visibility: The prominent placement of Starbucks products in "Friends" has resulted in increased brand visibility and exposure to a wide audience. The association with a beloved and widely watched TV series has helped Starbucks maintain its position as a leading coffee brand in the minds of consumers.

Positive Brand Association: By aligning its brand with the nostalgia and camaraderie depicted in "Friends," Starbucks has fostered positive associations with its products among viewers. The presence of Starbucks in the Central Perk café reinforces the brand's image as a place for social connection and relaxation, resonating with fans of the show.

Consumer Engagement: Starbucks' product placement in "Friends" has sparked conversations and engagement among fans, both online and offline. Viewers often discuss

and share references to Starbucks sightings in the series on social media platforms, contributing to the buzz surrounding the brand and driving customer interaction.

Strategic Product Placement at Starbucks:

In-Store Merchandising: One of the key areas where Starbucks employs strategic product placement is within its own stores. Starbucks strategically places merchandise such as coffee beans, mugs, tumblers, and other branded items near the checkout counters or in prominent display areas within the store. By doing so, Starbucks capitalizes on the impulse buying behavior of customers, encouraging them to purchase additional items along with their coffee orders.

Collaborations and Partnerships: Starbucks frequently collaborates with other brands and companies to create co-branded products or exclusive partnerships. For example, Starbucks has partnered with renowned consumer brands such as Spotify, Disney, and Nike to offer special promotions or limited-edition merchandise to customers. These collaborations not only drive foot traffic to Starbucks stores but also enhance the brand's appeal and visibility among diverse consumer segments.

Product Placement in Media: Starbucks strategically places its products in various forms of media, including movies, TV shows, and online content. The company often pays for or sponsors placements of its cups, logos, or stores within popular entertainment properties. For instance, Starbucks cups or signage may be prominently featured in scenes of movies or TV shows, subtly integrating the brand into the storyline and increasing exposure to a wide audience.

Community Engagement: Starbucks actively engages with local communities through sponsorships, events, and partnerships with local organizations. The company strategically places its products at community events, festivals, or fundraisers, allowing customers to experience Starbucks in a different context outside of its traditional store environment. By associating its brand with community initiatives, Starbucks strengthens its connection with consumers and reinforces its brand values.

Digital Platforms: In the digital realm, Starbucks leverages social media platforms, influencer marketing, and online advertising to strategically place its products and engage with consumers. The company collaborates with influencers and content creators to showcase its products in creative and engaging ways, reaching a broader audience and driving online engagement. Additionally, Starbucks utilizes targeted advertising campaigns on platforms like Facebook, Instagram, and YouTube to promote its products and drive online sales.

Conclusion:

Strategic product placement plays a vital role in Starbucks' marketing strategy, enabling the company to enhance brand visibility, drive sales, and create unique customer experiences. By strategically placing its products in-store, collaborating with other brands, leveraging media placements, engaging with local communities, and utilizing digital platforms, Starbucks

effectively reaches and engages with consumers across various touchpoints. As Starbucks continues to evolve and expand its brand presence, strategic product placement will remain a cornerstone of its marketing efforts, driving continued growth and success in the competitive coffee industry. Starbucks' marketing strategy has played a pivotal role in its success, allowing the company to establish itself as a leader in the coffee industry and build a strong global brand. By focusing on product differentiation, branding, customer experience, localization, and digital marketing, Starbucks has been able to attract and retain customers while staying ahead of competitors. As the coffee industry continues to evolve, Starbucks will need to remain agile and innovative in its approach to marketing to maintain its competitive edge and sustain long-term growth

Questions:

- How does Starbucks differentiate its product from competitors in the coffee industry?
- Discuss the importance of customer experience in Starbucks' marketing strategy. How does the company ensure consistency across its global locations?
- What are some potential challenges or risks associated with Starbucks' marketing strategy, and how can the company address them?
- In what ways can Starbucks continue to innovate and evolve its marketing strategy to stay ahead in the competitive coffee industry?
- How does Starbucks' product placement in "Friends" align with its overall marketing objectives and brand positioning?
- What are some potential risks or limitations associated with strategic product placement for Starbucks, and how can the company mitigate them?
- What impact does product placement in popular TV shows have on consumer perception and purchasing behavior?
- How can Starbucks measure the success of its product placement efforts in terms of brand awareness, consumer engagement, and sales?

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A STUDY ON ZOOM'S GROWTH DURING THE COVID-19 PANDEMIC

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ABSTRACT

Zoom is an excellent technology that makes it simple for users to interact with one another while maintaining the confidentiality and safety of their conversations. The quick ascent of Zoom in the market for video conferencing can be attributed, in large part, to the company's successful marketing approach. Zoom has become the platform of choice for individuals and businesses all over the world because of its emphasis on innovation, user experience, and clear communication of its offer. Zoom is always raising the bar in terms of video conferencing solutions thanks to its intuitive user interface, dependable functioning, and extensive feature set. In light of the increasing prevalence of remote work and virtual meetings, the business strategy that zoom employs will surely be of utmost importance to the company's future growth and success.

Key Words: Online Platform, Communication, Strategy, Pandemic, etc.

INTRODUCTION:

Eric Yuan was the founder of zoom and he is from China. He used to travel nearly 10 hours to see his girlfriend and he felt like how hard it is, so he started to think about creating a video call software, it will be easy to communicate with his girlfriend. It is the main motto behind the zoom. He tried to go for United States of America, the dream was started when he attended a webinar of Bill Gates in China which made him to go to US and he tried and the VISA was cancelled nearly 9 times and by the 10th time the visa got accepted and he moved to us and studied his college in Stanford university.

After his college, he placed in Webex and worked as senior head officer and one point of time Webex was owned by cisco and he worked in cisco as higher officials.

ZOOM:

Zoom is a cloud-based video conferencing tool that lets users host online webinars, conferences, online lectures, and virtual meetings. Due to its user-friendly interface, dependability, and a variety of features like screen sharing, virtual backdrops, chat, and recording capabilities, it became quite popular, particularly during the COVID-19 pandemic. Zoom facilitates distant collaboration and communication by allowing participants to attend meetings from a variety of devices, including PCs, smartphones, and tablets. Furthermore, Zoom provides both free and paid solutions to meet the consumers, companies, and academic institutions.

HOW ZOOM IS CREATED:

In 2011, He started to develop with 40 peoples and launched in 2013 within a year zoom achieved nearly 1 million downloads and then it became 30millions and in this point of time, the funds were araised and they become more sustain in the market.

In 2017, zoom became a Unicorn company by achieving \$1 billion as a private company. Zoom was running in loss until 2017 and later in 2019 zoom became profitable and became public company.

REASON TO CREATE ZOOM:

Zoom was born to meet the growing need for efficient and effective collaboration and communication. The reason is remote working, user friendly interface, reliable and scalability video conferencing platform that could support smooth communication and better for people and companies around the world. The primary reasons for its creation may include:

Remote Work Trend: Zoom was created to make distant communication easier, especially in this day and age where virtual meetings and remote work are becoming more and more prevalent. There was a need for a dependable platform to enable virtual meetings and cooperation among team members regardless of their physical location with the growing trend of remote work and distributed teams.

User-Friendly Interface: Creating a user friendly interface that people with varying technical skills could readily traverse was one of zoom's main objectives. Zoom made it a point to set itself apart from other video conferencing options at the time by emphasizing use and simplicity. It was thought that many of the video conferencing programs available were complicated and difficult to use. with its straightforward and user friendly interface, zoom sought to close this gap by making itself accessible to all users, regardless of level of technical proficiency.

Scalability: Zoom is appropriate for individuals, academic institutions, small organizations and huge enterprises alike since it was built to handle meetings of all sizes, from intimate team gatherings to expensive webinars and conferences. It refers to its ability to accommodate meetings and events of various sizes ranging from one-on-one video calls to large scale webinars. Some factors contribute to zoom's scalability, they are: cloud infrastructure, distributed architecture, efficient resource management, advanced networking techniques, Flexible meeting options.

FEATURES IN ZOOM:

There are some features in Zoom:

Video Conferencing: Zoom is appropriate for individuals, academic institutions, small organizations and huge enterprises alike since it was built to handle meetings of all sizes, from intimate team gatherings to expensive webinars and conferences. It refers to its ability to accommodate meetings and events of various sizes ranging from one-on-one video calls to large scale webinars. Some factors contribute to zoom's scalability, they are: cloud

infrastructure, distributed architecture, efficient resource management, advanced networking techniques, Flexible meeting options.

Audio Conferencing: zoom provides audio conferencing options in addition to video, enabling users to attend meetings using the voice over internet protocol or audio capabilities on their phone. By doing this, users are guaranteed the ability to take part in meetings even in the event that they lack a camera or a reliable internet connection.

Screen Sharing: During meeting, the zoom allows participants to share their screens with other participants, which facilitates real-time collaboration on documents, presentations and other information. any participant can start a screen sharing session, which makes it an adaptable tool for distant work.

Chat: During meetings, Zoom's integrated chat tool enables text-based communication between participants. users can easily ask questiond, share links, and communicate information without interfering with the meeting's progress by sending messages to specific members or the entire group.

Recording: Meetings hosts can record their sessions with zoom for sharing or future use. depending on the host's preferences, reordered meetings are either saved locally on their device or saved in the cloud. For attendees who are unable to attend a meeting in person or for archive purposes, this tool is especially helpful.

Virtual Background: With Zoom's virtual background choices, customers can utilize virtual photos or movies in place of their actual backgrounds. This tool enhances virtual meetings with a dash of creativity and fun while also assisting users in maintaining discretion and professionalism during meetings.

Polls and Q&A: Zoom has tools for holding surveys and Q&A sessions during webinars and meetings. In order to get participant feedback, host can make polls or activate the Q&A feature, which lets viewers ask questions of presenters or hosts.

Integration: Numerous third-party programs and services, such as chat apps, productivity tools, and calendar apps, are easily integrated with zoom. This connection streamlines the meeting experience by enabling users to plan and join meetings straight from the apps of their choice.

PROBLEM IN WEBEX:

While working in Webex he noted many drawbacks were coming from the customer such as:

- Audio and video were not syncing,
- Difficult to install,
- Errors are occurring.
- Many people incisco tried to fix this problem but during this time Eric Yuan walked out from the cisco in 2011 with 40 peoples and started his own company called "ZOOM"

HOW COVID EFFECT ZOOM:

In the year 2020, covid araised and the user of zoom become 10 million to 3000 million in just 3 months and its growth rate was 220% increased. They have the storage center nearly 17 countries in worldwide and that help them to prevent from crashing.

The 27 data server centers are running with half potential before covid19 which is main advantages to zoom to prevent from crashing the network architecture plays a major role in zooms strong server.

HOW ZOOM BECOME SUCCESSFUL RATHER THAN COMPETITORS:

SIMPLE UI:

Even first-time user can easily learn how to use and the paid version is affordable compare to other competitor. UI or User Interface. Is the process of designing a product. This is utilized to draw people to it. It includes colours, typefaces, fonts, and other components that help to beautify a product. In contrast to other video conferencing apps, Zoom is a universal program that works an all devices. Instead of looking up a URL or bookmarking it, they prefer apps. The zoom app is easily downloadable and compatible with Mac, Windows, Android, and iOS. The people might become frustrated if they can't find out how to use the program. The user experience score suffers as a result. so zoom UI offers a user-friendly interface for navigating, The app's landing page has all of the options.

Four Options are available on the landing page:

- "New meeting",
- "Join" to join an existing meeting,
- "Schedule" to set up a new one,
- "Share Screen".
- In the meeting page, which is the second tab, the people can also view all of their scheduled meetings.

EASY TO JOIN:

Every user can join their represent meeting with in less time or with the single click of the represented meeting links. If the people want to join the meeting, people have to do is Enter the meeting ID and the password for it. If someone sent the link for the meeting, then they can directly join the meeting by simply clicking on the link.

NETWORK SPEED:

Zoom allows to connect with different serves and scale up it. Inshort, if the two peopleswere wanted to connect from different locations to join their meeting, zoom allow them to access nearest data base for both users and line up with the data server to another user data server which is the main reason for the speed of the zoom servers.

CLOUD NATIVE:

The software methodology known as "cloud native" is used to develop, deploy, and manage contemporary cloud computing applications. The Goal of modern businesses is to create

high-quality servers and develop more durable, scalable, and adaptable applications that they can update fast in response to client demand.

Due to the outdated system's legacy software screen and voice optimization the two areas in which Webex operates these two started to play a major part in Zoom. Screen Sharing was given priority as a result, and backend personnel made an effort to synchronize the audio with the visual. It got harder and more complex for backend and core teams. As a result, it required a significant investment of funds and effort. Zoom was created as a cloud native while being constructed.

HOW THEY ACTUALLY DOING NETWORKING ARCHITECTURE?

CLOUD NETWORK:

Zoom was using their own network server and it operates nearly 19 data bases operating in different countries and it connects the user to the nearest server and links it up with the other user server which was the main reason for Zoom's speed. And there are some features like data management such as putting scheduled, screen sharing, chatbox, enabled emojis etc.

VIDEO ARCHITECTURE:

Distributed architecture connects with different servers and makes it scale up the use of their server for videos and they use cloud for chats, scheduled etc.

MULTIMEDIA ROUTING:

Different quality was used by different customers in the video calls and all are identified and change in multipoint control unit. It rectified it.

MULTI-BITRATE ENCODING:

Usually a client needs to encode and decode multiple streams for the resolution of audio as well as videos. Zoom enabled different network capabilities and changes it as one stream with the help of multi-bitrate encoding.

ZOOM'S FRONT END AND BACK END TECHNOLOGY STACK:

- Android: java
- IOS: swift
- Web app: java script/HTML/CSS.
- MAC desktop app: swift/ objective-c
- PC desktop app: c/c++/java

PROTOCOLS:

Protocol means, the method of sharing the data from one computer to another computer. There are 4 types of protocols such as:

- UDP: it will send data frequently as the user doesn't know whether it connects or not.
- TCP: it is like a Bluetooth device the user can get notification if anything fails to share or any errors occur technically.
- SSC: secured and slow compared to these two models.

- Peer to peer: for two peoples.

System will change automatically according to the data packs.

PROBLEM FACED BY ZOOM:

The famous video chat application zoom has encountered many problems affecting user satisfaction. Privacy and security concerns are a major concern. Zoom has seen a surge in users during the covid-19 pandemic as businesses, schools, and individuals have been able to access the site to communicate remotely. However, the biggest problem is the exploitation of vulnerabilities in zoom's security system. Zoom has faced scrutiny for its security and privacy practices, especially since its use increases at the beginning of the COVID19 pandemic. There are also concerns about data privacy and access, as well as reports of "Zoombombing" where uninvited individuals interrupt meetings.

There are rumors that zoom is sharing user data with Facebook and other third party without permission. This raises concerns about user privacy and data security, especially considering the disclosure of personal information during video chats. Additionally, zoom's expansion affected the development of the platform, leading to performance issues such as slowness, lags, and poor video quality. Zoom has realized that when many people join the platform at the same time, it is difficult to keep the conversation going for everyone. Zoom has implemented several security and privacy improvements to address these issues. This includes taking steps to protect user data and prevent unauthorized access, such as waiting areas, meeting passwords, and full encryption. Zoom is also working to improve its infrastructure to meet growing needs and provide a better user experience. Despite these moves, zoom's reputation has taken a big hit.

STRATEGY:

To preserve a competitive edge in the video communications industry, Zoom video communications employs a number of tactics. Firstly, Zoom prioritizes the user experience by providing a straightforward and user-friendly interface that makes setting up and joining meetings for both individuals and organizations simple. This strategy promotes loyalty and raises client happiness. Secondly, Zoom emphasizes scalability, making communication easy for both small and large organizations. The platform stands out from its rivals due to its capacity to manage big participant counts and continue dependable operation even during periods of high usage. Thirdly, zoom places a strong emphasis on platform and device compatibility, enabling customers to attend meetings via desktop, laptop, tablet and smartphone devices. This adaptability increases convenience and usefulness while drawing in a large user base.

Furthermore, zoom places a high priority on security and privacy, employs strong encryption techniques, and upgrades its platform often to fix security flaws. Zoom's dedication to safeguarding user data fosters consumer confidence and upholds the company's standing as a secure communications solution. In order to keep up with evolving user demands and technical advancements, zoom also makes investments in innovation and consistently rolls

out new features and enhancements. By consistently adding value and enhancing its product, zoom solidifies its standing as a top supplier of video communication services.

CONCLUSION:

In sum up, Zoom is a great tool that makes it easy for users to connect while keeping their conversations private and secure. Zoom's rapid rise in the video conferencing market is largely due to its effective marketing strategy. Focusing on innovation, user experience and clear communication of its offer, Zoom has become the platform of choice for individuals and companies around the world. With its user friendly interface, reliable functionality and comprehensive feature set, zoom continues to raise the bar in video conferencing solutions. As remote work and virtual meetings become more common, zoom's business strategy will undoubtedly be critical to its future growth and success.

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A CASE STUDY ON STARBUCKS MARKETING STRATEGY

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ABSTRACT

Starbucks Company differentiates itself from its competitors in the highly competitive coffee market by utilising the strategic controls outlined above, successfully implementing innovative and entrepreneurial practices, and employing marketing management strategies that have shown to be the most effective in the business. For Starbucks to continue to maintain its leading position in this highly competitive and rapidly evolving business, the company must utilise a combination of strategies that emphasise adaptability and consumer happiness. Its management techniques have, up to this point, resulted in a score that is higher than normal.

Keywords: Strategy, entrepreneur, control, management techniques, etc.

INTRODUCTION:

The story of Starbucks begins in 1971 in the historic market place of Seattle, Washington. Starbucks is an American company and it operates multinational chain of coffeehouse and one of the most recognizable brands in the world. As of now, there are 38,587 Starbucks store in worldwide. At first, they offered fresh roasted coffee beans, tea and spices from around the world for the customers to take home. In 1987, entrepreneur Howard Schultz joined Starbucks and eventually bought it in 1987, transforming it into the iconic coffeehouse chain we know today. Under Schultz's leadership, Starbucks expanded globally, introducing espresso beverages and a cozy café atmosphere, revolutionizing the coffee industry. By transforming people's perception of coffee and coffeehouses, Starbucks achieved outsized growth and established itself as one of the most dominant names in the coffeehouse industry. Starbucks coffee house are the favourite of coffee lovers. As the world's largest coffee-house chain, Starbucks is seen to be the main representation of the united States' second wave of coffee culture.

Starbucks Corporation is an American multinational chain of coffeehouses and reserves headquartered in Seattle, Washington. It was founded in 1971, and is currently the world's largest coffeehouse chain. Starbucks offers hot and cold water, coffee beans, micro-ground instant coffee, espresso, lattes, full and loose tea, juice, Frappuccino drinks, pastries and snacks. Some items are seasonal or store specific. Free Wi-Fi is available in most places, depending on the country.

STARBUCKS IN INDIA:

In 2010, Starbucks eager to enter the Indian Market. The company's goal is to take advantage of growing coffee culture in India by focusing on rich people niche market. Starbucks made an announcement about their arrival in India in 2007 but the withdrew without giving a reason. In 2011, Starbucks eventually made a significant debut into the industry.

In the world, the largest bistro chain formed 50/50 joint venture with Tata Consumer Products Limited, The biggest coffee powder in Asia, in order to penetrate the Indian market.

A critical next step in marketing to ensure the brand was successful once it was introduced was identifying their target market.

STARBUCKS SOCIAL MEDIA STRATEGY:

Starbucks is recognizable to most people on social media. The company's numerous social media profiles are renowned for their eye-catching content, engaging updates, and unique branding. There are articles, features, photos and recipes among the wide variety of content. It's not as simple as it seems, though. The content stream can be divided into a number of campaign's that aim to increase community and brand recognition.

Starbucks' social media campaign was introduced in two stages. Using the hashtag #ReconnectWithStarbucks, they urged their customers to post their favourite Starbucks memories and ways of reconnecting during the epidemic on their personal Instagram handles during the first phase of the campaign. During the "Half Cup Full" phase, they invited their patrons to leave a remark on the post regarding their preferred beverage. To remind them of the renowned in-store experience, they then sent these consumers audio memos including baristas yelling their names and their preferred beverage.

This was a fantastic campaign since it gave individuals a sense of importance and value while also reminding them of all the wonderful times they had spent with Starbucks. They started selling one litre freshly brewed drinks for takeout or online through swiggy and Zomato. Seven flavours were introduced, each costing Rs.550 per bottle. To promote the same, Starbucks launched the #StarbucksDance challenge where it asked its customers to shoot a dance video with the drink and upload them on their personal stories. They promised a year of free Starbucks for the winner.

STRATEGIC MARKETING:

As previously suggested, Starbucks may launch a strategic business unit dedicated to tea sales; in nations like Britain or Ireland, tea sales have significant potential. Starbucks' coffee sales have already been accounted for, as noted by Tietjen (2013), hence the company's current attention needs to be on the tea industry. Interpreting this information into a BCG Matrix, Starbucks coffee is already a "Cash Cow" that generates revenue without any more work or investment. Tea's launch would fit into the "Question mark" even move to a "Star" category and eventually join the "Cash Cow" if the introduction of new tea goods proves popular in the UK.

Although the Boston Consulting Group Matrix gives us an indication of where goods or services stand, it has been criticized for a number of reasons, including the inability to accurately assess product placement and the uncertainty around the maturity of a sector. Additionally, it has been stated that this matrix convinces businesses. Starbucks must utilize

it in conjunction with the Ansoff Matrix since it causes people to focus too much on market share and lost possibilities.

The Guardian (2014) reports that Starbucks plans to introduce the sale of alcoholic beverages including wine and beer in an effort to boost nighttime sales, as it is not common for people to drink coffee before bed. Using the previously displayed Ansoff Matrix, this tactical choice might be classified as product development or even diversification since it would be moving away from the coffee sector and into the nightclub business. In conclusion, Starbucks employs a variety of marketing techniques, most of which depend on word-of-mouth and consumer loyalty or the company's ethical standards along with community participation. The PEST study provides a summary of the external environment, while the extended marketing mix and core marketing strategy analysis provide for the investigation of internal components.

IMPORTANCE OF STARBUCKS:

"Creating, communicating, and delivering value to a target market at a profit (CCDVTP steps)" is what Kotler defines as brand management (Kotler, 2009). To accomplish the CCDVTP phases, three categories of management practices need to be met: product oversight for creating value, managing customers to deliver value, and managing branding to communicate these principles. This question will be divided into three main sections: the significance of product management that is developed using a Product Life Cycle analysis and copyright attribution; the development of Starbucks' brand equity; and, finally, how Starbucks creates value through customer management and community development.

IMPACT OF STARBUCKS:

Coffee wholesalers around the country have benefited from Starbucks' popularity. Why? Because Starbucks has elevated coffee's status. Every coffee. Not just the coffee that Starbucks sells (which makes up a very small portion of the total amount of coffee consumed in the nation), but also the 80% that are sold in supermarkets and the remainder.

Furthermore, Starbucks' inventiveness has sparked a wave of innovation in the hitherto slumbering business. Italian Espresso Roast, Rich French Roast, Master Blend, and Colombian Supreme are just a few of the new brands that Kraft's Maxwell House is marketing. The company has also successfully grown its upmarket mail-order business, Gevalia.

The increased value of coffee has had a significant impact on profits. Just 3% of coffee sold in the US ten years ago was priced at a premium—at least 25% more expensive than value brands. Forty percent of coffee sold now is at premium rates.

We have monitored the cachet of 39 fast-moving consumer goods categories over the last ten years, which is defined as the proportion of each product category that is sold at a premium compared to value brands. The Starbucks effect is well-supported by the data we have gathered. The entire category may benefit from greater pricing and profits when individual firms raise the perceived "premiumness" of a product through advances in the product or the manner it's supplied.

Another excellent example is yogurt. Yogurt has lost its reputation as an unusual and nutritious food by the 1980s. However, Dannon launched a flurry of innovations between 1991 and 1994, such as pop-out spoons and crunch-top packaging, which increased its

average price and market share. In an attempt to carve up a new market for kids' yogurt, General Mills came next with Trix yogurt, Yoplait Adventure Pack, and Go-Gurt yogurt in a tube. A drinkable yogurt was recently tried by Dannon. A significant investment in supplementary advertising, coupled with this creative explosion, has started to boost premium brand sales across the board. For instance, between 1990 and 1997, Dannon's profit margin improved by five percentage points.

Regretfully, there is a limit to the Starbucks effect. In recent years, the prestige associated with facial tissues and spaghetti sauce has diminished, mostly due to an excessive emphasis on the superpremium segment and a tendency for the major companies to gravitate toward private label products. Unilever, for instance, underinvested in Ragu, a premium product for a while, failing to use the cachet of its superpremium Five Brothers brand.

PRICING STRATEGY:

In addition to the aforementioned, Starbucks strives to provide customers with the best value for the money when it comes to product prices. The price plan is a crucial component that should ideally be concentrated on pursuing a strategy that is founded on the value perception of customers, which Starbucks has fully utilized to its benefit in the market.

This is a result of people being more attached to quality than to money. Starbucks uses intense distribution in order to reach all market levels, as stated by Soh (2009), who also claims that "a comparison of specialty drinks with its competitors reveals very minor differences and Starbucks' image is one of the key elements to their success."

Finally, Starbucks' branding approach highlights that this leading brand's capacity to provide the advantages that consumers genuinely want. This is illustrated by the colour of it.

SOURCES OF FUNDING FOR STARBUCKS:

The Starbucks Corporation receives financing from a number of sources. Funding is needed to increase the capital, and many businesses demand it. A business's primary funding sources include equity, debt financing, interest income, financial bootstrapping, venture capital, and self-funding. The Starbucks Company need capital for many purposes. In order to achieve its business goal, which is to extend its market globally, the corporation must first get finance. Additionally, businesses need money to pay workers' and employees' salaries.

EQUITY: The process by which a company acquires capital and distributes stock shares to individuals who become stakeholders is known as equity fundraising. Starbucks announced that it achieved and maintained 100% pay equity by race and gender for positions that are equivalent to each other in the US last year. It also said that it had 100% gender equal pay in China, Canada, and other overseas markets, including Austria, the UK, Italy, and Switzerland, for security businesses.

DEBT CAPITAL: A company that wants to borrow can do so privately through bank debt or publicly through a deficit issue. This is referred to as lending or debt capital. The company's customers give it a US\$1.6 billion free loan. A financial blogger has identified the company's suggested reimbursement mechanism and loots effort as the essential components of this

approach. Loots allow customers to deposit money onto a "Starbucks Card," which can use rummage-sale to purchase coffee and gain bonuses.

SELF FUNDING: It is done in order to gather money for a project or certain course of action that one wishes to take. The phrase is also used to describe a self-funded program when an employer pays all or most of the expenses associated with paying claims for compensation. Claims are paid by the employer, while the insurance company handles payment administration. Starbucks depends on the money it makes from the sale of coffee to fund its operations.

VENTURE CAPITAL: Businesses look for venture finance of this kind to invest in new projects. Venture capital firms provide funding to startups in return for stock holdings. Starbucks' contribution broadens the number of food and beverage companies that are using venture capital. Related venture investments are made by General Mills, Tyson Foods, Kellogg's, and even Chipotle is starting its own business.

CONCLUSION:

In conclusion, Starbucks Company distinguishes itself from the competition in the competitive coffee market thanks to the aforementioned strategic controls, successful innovation and entrepreneurship, and industry-best marketing management techniques. Starbucks needs to employ a mix of adaptability and customer satisfaction tactics to maintain its leadership in this highly competitive and dynamic industry. Thus far, its management practices have yielded an above average score.

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ALOK INDUSTRIES BANKRUPTCY – CASE STUDY

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ABSTRACT

NCLT requested ideas from them after the Reserve Bank of India declared Alok to be bankrupt. In the year 2019, JM Financial Asset Reconstruction Company and Reliance made an offer to the company. Even though a minimum of 75% agreement is required, the NCLT was rejected because only 70% of the members approved. They then moved forward with the liquidation process. In the end, they ended up submitting a bid that included a plan that was worth 5000 crores. This was after they had requested reconsideration once more and had the criteria reduced from 75% to 66%. Through the purchase of Alok by Reliance, this resulted in a return of 822 percent at the beginning of the year 2020. Additionally, it was relisted on the NSE and BSE stock markets at a price of RS.14 per share; this was done. The insolvency of Alok Industries is a prime example of the challenges that the textile industry is currently facing. These challenges are characterized by a convergence of factors, including debt that is more difficult to manage, operations that are less efficient, and markets that are uncertain. Every single player is impacted in the same way by its failure, which has repercussions for the entire industry. The repercussions, which include disruptions to the supply chain and the loss of jobs, bring to light the importance of strategic planning and careful management of financial resources. However, it also provides participants in the industry with the opportunity to broaden their commitment to sustainability, embrace innovation, and gain knowledge from their earlier mistakes, all of which contribute to the development of resilience and competitiveness in the global economy.

Keywords: Bankruptcy, Market, Sustainability, etc.

INTRODUCTION:

Mumbai is residence to Alok Industries Limited, an Indian manufacturer of textiles. The owner of it is Reliance Industries. They have three major manufacturing facilities in Silvassa, Navi Mumbai and Vapi. They have authorized capital of RS. 4,00,00,00,000. They have paid up capital of RS. 7,46,52,51,228. They got Supima license which was offered for the use of their cotton in manufacture of woven and knitted fabrics. One of the vertically integrated textile companies in India, Alok Industries Limited has five main divisions: Home textiles, Cotton yarn, Apparel fabric, Garments, Technical textiles, Textile accessories, and Polyester yarn. Together, these divisions provide operations include knitting, weaving, processing, easy made clothing, household textiles, and polyester yarn. It also stepped into retail sector in the name “H&A” stores in India and “Store Twenty One” in UK.

Over 90 nations in the US, Europe, South America, Asia, Africa get 26 percent of the company's exports. Numerous well-known companies, including Levi's, Walmart, Zara, Calvin Klein, H&M, Tommy Hilfiger, PVH, Tesco, Costco Wholesale, Bestseller, Bershka, Kohl's, NEXT, Pull&Bear and Reliance, are among its clientele. Industries also own a majority share in Mileta, a textile firm founded in the Czech Republic that distributes its goods throughout Europe. Ninety percent of the production is exported. Alok Industries holds various certifications, including ISO 9001, Environment Management System (ISO 18001), Occupational Health and Safety System (OHSAS 45001), Made in GREEN-STeP certification, OKEOTEX 100, Fairtrade, Global Organic Textiles (GOTS), and made in Green.

On 2017 State Bank Of India made an application to National Company Law Tribunal for insolvency of Alok Industries under the provisions of the Insolvency and Bankruptcy Code, 2016. Alok Industries is currently held by Reliance Group (40.01%) and JM Financial Services Limited (34.99%). On 8th March 2019, National Company Law Tribunal (NCLT) approved resolution plan submitted given by JM Financial Asset Reconstruction Company Ltd and Reliance Industries Ltd. The company's overall performance was average of 30% because of its working capital problems. The sales turnover increased from RS. 3128.76 CR to RS.3166.34 CR. Their Profit after Tax was RS. 1224.55 CR only.

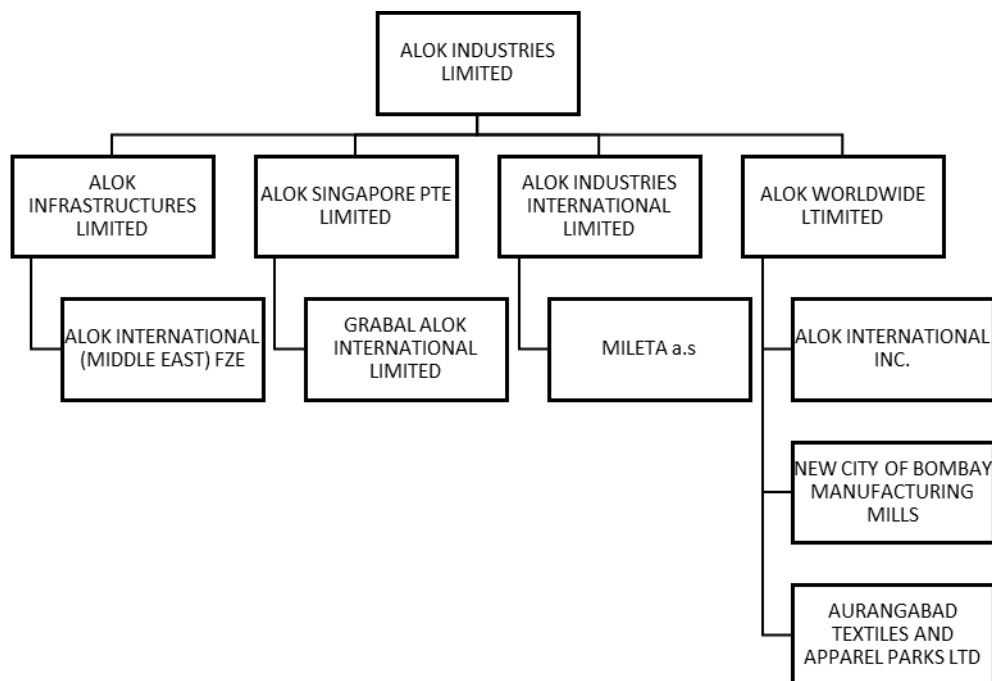
Alok industries, a prominent player in the Indian textile sector, boasted several strengths, including its vertically integrated operations spanning, spinning, weaving, knitting, processing, and garment manufacturing. This integration granted the company better control over its supply chain. Moreover, alok industries diversified its product portfolio, encompassing cotton yarn, apparel fabrics, home textiles, and polyester yarn, thereby mitigating dependence on any single product category. However they faced significant financial instability, marked by debt burdens and liquidity issues, which hampered its operations and growth. Alok industries could seize the opportunities in the emerging markets, pursue product innovation, and tap into e-commerce platform. Nonetheless, it must contend with threats such as threats such as fierce competition, economic uncertainties, regulatory compliances and technological disruptions. Addressing these issues while leveraging its strengths and opportunities will be critical for Alok Industries to regain stability and competitiveness in the textile industry.

SWOT ANALYSIS OF ALOK INDUSTRIES LIMITED:**OBSERVATION:**

1. Alok Industries invested in the spinning industry which is already underutilized and has surplus capacity. As a consequence, these resources were unable to be used effectively, which led to low profit creation.
2. Alok Industries has built up new outlets in India and the UK in addition to expanding. It also entered the real estate market through Alok Infrastructure, a subsidiary that resulted in significant cash being locked up.
3. Alok Industries asked banks for enormous loans for development and investment; they borrowed around RS.30000 CR with interest rate that exceeded. They were identified by the RBI as one of the 12 stressed accounts and the RBI then forwarded the information to NCLT.
4. They established new factories, which were previously underutilized rather than making the most use of the resources that were readily available.
5. In actuality, they managed a temporary company. Between 2004 and 2014, their asset turnover ratio decreased as a result of their inability to adjust to the challenges they were already confronting.
6. Using a subsidiary firm, they began investing in the real estate market in 2007, a relatively unexplored field. This also began to experience severe loss. But the industry had to close more than half of its units because of loss, competition, and unstable operations.

7. The business took out large loans from many banks, including SBI, to develop and invest, The company was paying back 13% of interest till 2013.
8. They have no clue how much the company owes its creditors, but they are expected to pay them RS.30000 CR.
9. It was the only textile firm to be included among the 12 stressed units that IBC amendment recognized.
10. The main reason behind the insolvency is poor management so that the huge investment went in vain. The profits from the retail outlets also not supportive because of this the company eventually closed their stores.
11. Several banks had given loan to Alok industries apart from SBI. Following this they were trapped in the interest cost which is largest expense for Alok industries than raw material expense.
12. The Hongkong and Shanghai Banking Corporation Limited also filed an application against Alok industries at High Court of Bombay in 2016 but it is not admitted.

HISTORY OF ALOK INDUSTRIES:



The above table depicts the Alok Industries subsidiaries.

- **1986:** Commencement of company
- **1993:** Alok Industries turned to public limited company with RS.4.5 CR
- **1995:** Started to make embroidered products in collaboration with GrabalAlokImpex Ltd through financial and technical collaboration.
- **1998:** Private placement of equity shares of RS.196 CR to Mauritius
- **2000:** Turnover increased to RS.300 CR and exports to RS.9 CR.
- **2001:** Investment of RS.225 CR for weaving and processing capacities expansion through Technology up gradation Fund.

- **2002:** Turnover increased to RS.550 CR
- **2004:** Turnover increased to RS.100 CR and invested RS. 1175 CR for Phase I & II of expansion programme.
- **2006:** Received silver trophy for second highest exporter in manufacturing
- **2007:** Got ISO 9001:2000 Certification. Turnover increased to RS.1800 CR and Established a brand named “H&A”. Invested RS. 1100 CR for Phase III by TUF’S.
- **2008:** Turnover increased to RS.2000 CR. Obtained UK retail “Store Twenty One”.
- **2010:** Turnover surpasses to RS. 4300 CR.
- **2011:** Successfully completed 25 years of journey.
- **2012:** Turnover reached RS. 8900 CR.
- **2013:** Won maximum awards for exports and domestic sales reached RS.14,808 CR.
- **2015:** Domestic sales increased to RS. 18,269 CR.
- **2017:** State Bank of India filed an application to National Company Law Tribunal (NCLT) Ahmedabad bench for insolvency under the provisions of insolvency and bankruptcy 2016.
- **2019:** Resolution plan by JM Financial Asset Reconstruction Company Ltd and Reliance Industries Ltd was approved by NCLT.
- **2020:** Got delisted from the stock market. Banks collected RS.5000 CR against RS. 30000 CR from Alok industries. Monitoring committee was formed to take care of Alok.

CONCLUSION:

After RBI declared Alok bankrupt, NCLT asked for proposals from them. An offer was made in 2019 by JM Financial Asset Reconstruction Company and Reliance. NCLT was rejected because, although 75% agreement is a minimum, only 70% agreed. They then proceeded with liquidation. After requesting reconsideration once more and having the criteria lowered from 75% to 66%, they ultimately field a bid that included a bid that included a plan worth 5000 crores. Alok was bought by Reliance which yielded an 822% return at the beginning of 2020. Additionally it was relisted at a price of RS.14 in NSE and BSE stock exchanges.

The insolvency of Alok Industries is a prime example of the difficulties facing the textile sector, which are typified by a confluence of elements such as unmanageable debt, inefficient operations, and unstable markets. Its collapse affects all players equally and has an effect on the whole sector. The consequences, which include supply chain interruptions and job losses, highlight the significant of strategic planning and careful financial management. But it also gives industry participants a chance to expand sustainability, embrace innovation, and learn from previous mistakes all of which help to build resilience and competitiveness in the global economy.

GENERAL MOTORS: THE HISTORY

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Located in Detroit, Michigan, the United States, General Motors Company (GM) is a global American automaker. The company's four primary auto brands—Cadillac, GMC, Buick, and Chevrolet—are what make it most well-known. It held the top rank in the world car industry for 77 years until Toyota overtook it in 2008, and by sales, it was the biggest automaker in the US in 2022.

General Motors has production facilities spread across eight nations. Through SAIC-GM-Wuling Automobile, GM has ownership stakes in the Chinese brands Baojun and Wuling in addition to its four main brands. Moreover, General Motors (GM) owns the auto parts company ACDelco, the namesake financial lending service, the automaker BrightDrop, a namesake defense vehicles division that manufactures military vehicles for the US government and military, OnStar, a vehicle safety, security, and information services provider, and a majority stake in the self-driving car company Cruise LLC.

The firm's origins can be traced to William C. Durant, the largest salesman of horse-drawn automobiles at the time, who founded a holding company for Buick on September 16, 1908. Through acquisitions, the firm grew into an automotive powerhouse in the first half of the 20th century. In the second half, the company focused on innovation and new consumer offers in addition to working with NASA to build the first electric automobiles.

General Motors is still a profitable business today, coming up at number 25 on the Fortune 500 and 50th on the Fortune Global 500 lists of American corporations by total sales. As part of its goal to become carbon neutral by 2040, General Motors (GM) declared in January 2021 that it will stop producing and selling internal combustion engine vehicles, including plug-in hybrids and hybrids, by 2035. As a result, the firm is currently actively pursuing electric vehicles.

History

By 1900, the Durant-Dort Carriage Company, owned by William C. Durant, was the biggest producer of horse-drawn carriages in the country, located in Flint, Michigan. Although Durant had no interest in cars, in 1904 he was persuaded to buy the Buick Motor Company by James H. Whiting, a fellow Flint businessman and owner of Flint Wagon Works. Using a naming convention from General Electric, Durant and partner Charles Stewart Mott formed the General Motors Company in 1908 as a holding company. Durant's Buick was GM's first acquisition, followed on November 12, 1908, by Olds Motor Works. Cadillac, Elmore, Welch, Cartercar, Oakland (Pontiac's predecessor), the Rapid Motor Vehicle Company of

Pontiac, Michigan, and the Reliance Motor Car Company of Detroit, Michigan (predecessors of GMC) were all acquired by GM after Durant took over.

With the board's blessing, Durant attempted to buy Ford Motor Company as well, but he required an extra \$2 million. The bankers who supported the loans to keep GM in operation ordered Durant's removal from the board of directors in 1910 because he had overleveraged GM in its acquisitions. The Panic of 1910–1911, which came after the Sherman Antitrust Act of 1890 was first enforced, had some bearing on the bankers' actions. The first electric starter in America was created and patented in 1911 by Henry M. Leland and Charles F. Kettering of Dayton Engineering Laboratories Company (DELCO). Together with Swiss race car driver Louis Chevrolet, who left the company in 1915 following a disagreement with Durant, Durant co-founded Chevrolet in November 1911.

General Motors Corporation was the new name given to GM when it was reincorporated in Detroit in 1916 and went public through an IPO. By 1917, Durant had regained control of GM after Chevrolet had become so successful, thanks to the support of Pierre S. du Pont and Samuel McLaughlin. GM acquired Samson Tractor in the same year. On May 2, 1918, the Chevrolet Motor Company was merged into General Motors (GM). In the same year, GM paid \$45 million to acquire United Motors, a Durant-founded parts supplier led by Alfred P. Sloan, and the McLaughlin Motor Car Company, founded by R. S. McLaughlin, became General Motors of Canada Limited. Frigidaire was the new name for Guardian Refrigerator Company, which Durant owned in part and which GM acquired in 1919.

Du Pont arranged for Durant to be fired once more in 1920 and Alfred P. Sloan to take his place. Sloan instituted yearly model changes, which rendered models from prior years "dated" and spawned a market for used automobiles during a period when GM and Ford Motor Company were fierce rivals. He also put into practice the modern auto industry's pricing strategy. Chevrolet, Pontiac, Oldsmobile, Buick, and Cadillac were priced in descending order of price, according to the pricing strategy.

Tetraethyllead, or leaded gasoline, was discovered in 1921 by GM engineer Thomas Midgley Jr. as an antiknock agent. Since ethanol could not be patented, GM filed for patent protection on the compound. Higher compression engines with greater power and efficiency were developed as a result. Later, the general public learned that lead in gasoline was toxic to all living things, including people. Research indicates that business leaders were aware of the potential health risks associated with tetraethyllead from the start. Midgley created chlorofluorocarbons while working as an engineer for General Motors; these substances are currently prohibited because of their role in climate change.

GM President Alfred P. Sloan Jr. encouraged GM to pay \$2.5 million for Vauxhall Motors in 1925. The same year, the company also bought a portion of the Yellow Cab Manufacturing Company, and its president, John D. Hertz, became a member of GM's board of directors. In 1943, the company bought the remaining portion of the business.

Acquisitions

The company created the General Motors Group Insurance Program in 1926 to offer life insurance to its staff members and debuted the Pontiac brand. The following year, following

the triumph of Harley Earl's 1927 Cadillac LaSalle model, GM established the "Art and Color Section" with Earl serving as its inaugural director. Earl was the first design professional to be given a leadership position at a significant US company. Earl developed an automobile design system that is still in use today. Harley Earl brought 24-year-old Bill Mitchell into the GM design team, and he eventually became Chief Designer of Cadillac. Mitchell assumed responsibility for GM's automotive design after Earl retired in December 1958. The business also bought Fisher Body, its auto body supplier, in 1926.

In 1929, General Motors (GM) acquired Allison Engine Company and started working on a 1,000 horsepower liquid-cooled aircraft engine. For \$26 million in the same year, General Motors purchased 80% of Opel, which at the time held a 37.5% market share in Europe. In 1931, it acquired the final 20%.

The United Auto Workers labor union was founded in 1936 with the help of the GM workforce. The strike began with the closure of two major Flint, Michigan plants and eventually spread to six other plants, including those in Janesville, Wisconsin, and Fort Wayne, Indiana. While the plants in other cities were closed without incident, in Flint there was violence when police tried to break into the plant to apprehend the strikers. On February 11, 1937, GM acknowledged the UAW as the sole representative in negotiations on behalf of its employees, granted a 5% pay increase, and allowed workers to hold talks in the lunchroom, thereby ending the strike.

The Jominy end-quench test, developed in 1937 by Walter E. Jominy and A.L. Boegehold of General Motors, was a breakthrough in heat treating that is still in use today as ASTM A255. Detroit Diesel was founded by GM the following year.

The business entered the auto insurance industry in 1939 when it established Motors Insurance Corporation. For the 1940 Oldsmobile, GM unveiled the Hydramatic, the first widely used and reasonably priced automatic transmission, in the same year.

GM produced an enormous amount of weapons, vehicles, and aircraft for the Allies in World War II. President Franklin D. Roosevelt appointed GM's William S. Knudsen to lead American production during the war in 1940, and by 1942, all of GM's output was going toward waging the war. The Churchill tank series, which was crucial to the North African campaign, was produced by General Motors' Vauxhall Motors for the Allies. But its German-based Opel division provided automobiles to the Nazi Party. At the time, Sloan led General Motors (GM) and was a fierce opponent of the New Deal, which supported public transportation and labor unions. He also supported and liked Adolf Hitler. It is purported that in 1977, Nazi armaments chief Albert Speer declared that Hitler "would never have considered invading Poland" if General Motors had not provided synthetic fuel technology. GM received \$32 million in compensation from the United States government as a result of American forces bombing its German factories during the war.

Dwight D. Eisenhower appointed Charles Erwin Wilson, the president of General Motors at the time, as the United States Secretary of Defense with effect from January 28, 1953.

The company Euclid Trucks, which produced wheel tractor-scrappers, loaders, and dump trucks, was purchased by General Motors in December 1953. This acquisition gave rise to the Terex brand.

Innovations

Albert Bradley took over as chairman in April 1956 after Alfred P. Sloan retired.

With the Oldsmobile Cutlass Turbo-Jetfire, GM debuted the first turbocharged automobile engine worldwide in 1962. At the 1964 New York World's Fair, the company unveiled its "Mark of Excellence" trademark and logo two years later. Up until 2021, the company's primary corporate identifier was the mark.

The first car to use hydrogen fuel cells was the Electrovan, which General Motors released in 1966. Despite the fact that fuel cells have been around since the early 1800s, General Motors was the first to power a vehicle's wheels with a fuel cell that cost "millions of dollars" and was provided by Union Carbide.

An advertising campaign featuring the slogan "Putting you first, keeps us first" for the 1969 Chevrolet Nova.

GM pioneered the use of turbochargers and supported V6 engines in the 1960s, but as muscle cars gained popularity, GM's interest in these developments rapidly waned. Although the industry was interested in GM's demonstration of kerosene-powered gas turbine vehicles, the 1973 oil crisis forced GM to give up on the alternative engine configuration.

The first retail vehicle with a passenger airbag was the Oldsmobile Toronado, which was introduced in 1973. In November 1974, Thomas Murphy took over as the company's CEO, replacing Richard C. Gerstenberg.

In its 1975 models, General Motors installed the first catalytic converters.

GM promoted the advantages of diesel engines and cylinder deactivation technologies between 1978 and 1985. Unfortunately, because of the Oldsmobile diesels' poor durability and the Cadillac V8-6-4 variable-cylinder engines' drivability problems, the outcome was disastrous.

In 1979, GM sold Frigidaire. Frigidaire was losing money despite generating between \$450 million and \$500 million in revenue annually.

In 1984, Robert Lee of General Motors created the Fe₁₄Nd₂B neodymium magnet through rapid solidification. A computer hard disk is one of the many products that use this magnet. In the same year, GM paid Ross Perot \$2.5 billion to acquire Electronic Data Systems as part of CEO Roger Smith's plan to have non-automotive sources account for at least 10% of GM's yearly global revenue. Moreover, GM planned to delegate bookkeeping, assist with factory computerization, and integrate GM's computer systems to EDS. Ross Perot became GM's largest shareholder as a result of the deal; however, in 1986, the company paid \$750 million to acquire all of Perot's shares due to disagreements with Roger Smith.

As part of its ongoing diversification efforts, GMAC established GMAC Mortgage and bought Colonial Mortgage and Norwest Mortgage's servicing division in 1985. A portfolio of mortgages worth \$11 billion was acquired. In the same year, GM combined Hughes Aircraft Company with Delco Electronics after purchasing the company for \$5 billion in stock and

cash. The British manufacturer of high-performance sports cars, Lotus Cars, was purchased by General Motors for 59.7% the next year.

GM and AeroVironment collaborated to create the Sunraycer in 1987, a technologically advanced vehicle that took first place in the World Solar Challenge. A large portion of Sunraycer's technology was used in the Aerovironment-built Impact prototype electric car, which was the forerunner of the General Motors EV1.

GM purchased a 15% share in AeroVironment in 1988.

For \$600 million, General Motors purchased half of Saab Automobile's vehicle business in 1989.

Roger Smith was replaced as the company's CEO in August 1990 by Robert Stempel. GM lost money that year as a result of a large output reduction brought on by the early 1990s recession.

At the LA Auto Show in 1990, General Motors unveiled the General Motors EV1 (Impact) concept, a battery-electric car. It was the first zero-emission vehicle sold in the United States in more than thirty years. For the 1996 model year, the Impact was built as the EV1, and it was exclusively leased from specific dealers in Arizona and California. Many were disappointed when GM stopped making the cars in 1999 and 2002 and stopped renewing the leases. The company claimed that this was because the program would not be profitable and would compete with its current business. After being eventually returned to General Motors, every EV1 was destroyed, with the exception of about 40 that were given to museums with their electric drivetrains disabled. The EV1 story was covered in the documentary *Who Killed the Electric Car?*

John F. Smith Jr. took over as the organization's CEO in November 1992.

GM sold Lotus Cars to Bugatti in 1993.

In 1996, GM completed the corporate spin-off of Electronic Data Systems, reverting to its foundation in the automotive industry.

In exchange for \$9.5 billion in stock and the assumption of debt, General Motors sold the Hughes Aircraft Company's military division to Raytheon Company in 1997.

Rick Wagoner took over as CEO in February 2000, replacing John F. Smith Jr. The following month, GM acquired a 20% stake in Fiat for \$2.4 billion by donating 5.1% of its common stock.

GM declared in December 2000 that it would start to phase out the Oldsmobile brand. Seven years after becoming the first American automobile brand to reach 100 years of age, the brand was finally discontinued in 2004.

The first full-sized pickup truck hybrids, the 1/2-ton Chevrolet Silverado/GMC Sierra trucks, were delivered by GM in May 2004. Unlike GM's later designs, these mild hybrids were not propelled by electrical energy. Later, the business unveiled a second hybrid technology in a diesel-electric hybrid powertrain for transit buses made by Allison Transmission. This technology was co-developed with DaimlerChrysler and BMW. In January 2005, the Opel Astra diesel engine hybrid concept vehicle was introduced, keeping an eye on the diesel-

hybrid market. GM sold its Electro-Motive Diesel locomotive division to Berkshire Partners and Greenbriar Equity Group, two private equity firms, later that year.

In 2005, GM paid \$2 billion to cut its connections with Fiat as a result of a growingly acrimonious disagreement.

In the middle of 2005, General Motors started placing its "Mark of Excellence" emblem on every new car made and sold in the United States. Nevertheless, the business stopped adding the logo following the 2009 reorganization, claiming that focusing on its four main divisions would minimize the GM logo.

Edward T. Welburn became the first African American to lead a global automotive design organization and the highest-ranking African American in the US motor industry in 2005 when he was promoted to the newly created role of vice president, GM Global Design. After 44 years, he retired from General Motors on July 1, 2016. A man named Michael Simcoe took his place.

GM started adding a bright yellow fuel cap to its cars in 2006 to let drivers know that E85 ethanol fuel can be used to power them. That year, they also unveiled the Saturn Vue Green Line, another hybrid car.

General Motors pledged in 2008 to design half of its manufacturing facilities to recycle or reuse waste during the manufacturing process, eliminating the need for landfills. As part of their ongoing commitment to environmental sustainability, GM began to offer the 2-mode hybrid system in pickup trucks, Cadillac Escalade, GMC Yukon, and Chevrolet Tahoe.

The largest rooftop solar power installation in the world was set up at GM's Zaragoza manufacturing facility towards the end of 2008. About 85,000 solar panels are installed on the approximately 2,000,000 square feet (190,000 m²) of roof at the Zaragoza solar installation. Veolia Environment and Clairvoyant Energy, which leases the rooftop space from GM, designed, own, and run the installation.

In March 2009, following the company's receipt of \$17.4 billion in bailouts that failed to yield a turnaround, President Barack Obama compelled CEO Rick Wagoner to resign.

The US Department of Treasury invested \$49.5 billion in General Motors through the Troubled Asset Relief Program, recovering \$39 billion when the company sold its shares on December 9, 2013, resulting in a \$10.3 billion loss. A further \$17.2 billion was contributed by the Treasury to GMAC, GM's previous financing company, which is currently Ally Financial. On December 18, 2014, the government realized a profit of \$2.4 billion, including dividends, from the sale of its Ally shares, which had brought in \$19.6 billion. According to the Center for Automotive Research study, the \$34.9 billion in tax revenue and 1.2 million jobs were saved by the GM bailout.

In June 2009, Edward Whitacre Jr., the head of AT&T's reorganization, was named chairman of General Motors upon the request of Steven Rattner, President Barack Obama's principal advisor on the Presidential Task Force on the Auto Industry. Whitacre was put in charge of guiding GM through its bankruptcy and selling off a large number of its brand names, many of which had been losing money consistently even before the recession hit.

In June 2009, General Motors (GM) started the process of discontinuing its least successful brands, Hummer, Saab, Saturn, and Pontiac, as required by its bailout agreement. Three months after the October 2009 agreement to sell the Hummer brand to Sichuan Tengzhong Heavy Industrial Machinery Company Ltd. and a group of private investors in China fell through, General Motors had to look for a new buyer. A number of companies, including the American Raser Technologies, expressed interest in acquiring the business; however, none of the proposed acquisitions materialized, and in April 2010, General Motors announced that the Hummer brand would be officially discontinued. In a similar vein, GM found an early suitor when trying to sell its Saturn division. GM declared in June 2009 that the Penske Automotive Group would acquire the Saturn brand. But the deal fell through, and in October 2010, GM announced the brand's discontinuation. As part of the bailout package, GM consented to give up ownership of its struggling Pontiac brand, but the company specifically decided not to sell it to a rival business. In January 2010, the last Pontiac was manufactured.

When it came to selling Saab automobiles, General Motors had greater success: in February 2010, the company finalized a deal with the Dutch automaker Spyker Cars. But under Spyker's leadership, Saab's performance deteriorated even further, and the division filed for bankruptcy in 2012.

After CEO Fritz Henderson was asked to step down by the "new" GM board of directors in December 2009, Ed Whitacre was named interim CEO. The following month, GM decided to name Whitacre as its permanent CEO. However, Whitacre eventually gave up the role in September 2010, handing it over to fellow GM board member Daniel Akerson, but he agreed to stay on as GM chairman until the end of the year. In January 2011, Akerson succeeded him as chairman and retained the role of CEO.

The Chevrolet Volt was first offered by General Motors in 2010 as an extended-range electric vehicle (EREV), a series plug-in hybrid, and an electric vehicle with gasoline-powered backup generators. In December 2010, General Motors shipped the first Volt. The Chevrolet Volt was a range-extended electric vehicle (REEV) that was a plug-in hybrid electric car with gasoline-powered backup generators. Together with Segway Inc., GM created a two-seat electric vehicle prototype. Project P.U.M.A., the initial iteration of the Personal Urban Mobility and Accessibility vehicle, made its debut at the 2009 New York International Auto Show.

Daniel Akerson was succeeded as chief executive officer by Mary Barra on January 15, 2014. Barra was also elected to the GM board. Three weeks later, the business revealed the details of the 2014 General Motors recall, which was brought on by defective ignition switches and was responsible for at least 124 fatalities. The estimated cost to the company of the resulting settlements with the families of those killed was \$1.5 billion.

GM invested \$500 million in Lyft on January 4, 2016, marking its initial investment in a ridesharing company. However, the business does not currently supply Lyft drivers with cars directly, and it has no intention to do so in the future. In the end, Lyft partnered with Motional to produce its own line of autonomous vehicles.

GM purchased Cruise, a self-driving car start-up based in San Francisco, in March 2016 with the goal of creating autonomous vehicles that could be deployed in ride-sharing fleets. Cruise was granted the first Driverless Deployment Permit in California in June 2022, which enabled the company to charge for its services and provide fully autonomous rides in a major public city. Although the company lost \$561 million in the first quarter of 2023, according to The Verge, it is still on track to generate \$1 billion in revenue by 2025 and \$50 billion by 2030.

The Chevrolet Bolt EV, the first mass-market all-electric vehicle with a range of more than 200 miles (320 km), was put into production by General Motors in October 2016. The majority of the drivetrain's parts and the battery pack were constructed by LG Corporation and assembled at GM's Lake Orion, Michigan, facility. GM decided to use the Bolt EV and the Bolt EUV, which is comparable, for its Cruise ride-sharing program.

The slogan "EVerybody in" and a new logo from General Motors were unveiled on January 8, 2021. The capitalized "EV" in the new logo represents the company's dedication to electric vehicles. The "M" in GM's new logo is meant to resemble an electric plug thanks to the use of negative space.

GM introduced its all-electric commercial vehicle brand, BrightDrop, at the January 2021 Consumer Electronics Show.

GM stated on January 28, 2021, that as part of its goal to become carbon neutral by 2040, it will stop producing and selling fossil fuel-powered automobiles (including hybrids and plug-in hybrids) by 2035.

GM declared plans to open a vehicle battery and battery pack laboratory in Michigan in 2021. Pack assembly, thermal management, power electronics, and battery management systems will all fall under GM's purview. It was decided to upgrade an existing GM plant in Brownstown Township to serve as a battery pack plant. The prototype packs for the development vehicles have been constructed by LG Chem's American subsidiary Compact Power, based in Troy, Michigan. The company will continue to support program integration and serve as a liaison.

Motorsports

Chevy Corvette C8.R competing in the SportsCar Championship of the IMSA

From 2004 to 2012, General Motors (GM) competed in the World Touring Car Championship (WTCC). In addition, GM has competed in other motorsport championships such as the 24 Hours of Le Mans, NASCAR, SCCA, and Supercars Championship.

Throughout the 1990s, GM's engines proved effective in the Indy Racing League (IRL), taking home numerous victories in the small V8 class. For GM auto racing, GM has also invested a lot of effort in the development of electronics. 47 world records were set by an unmodified Aurora V8 in the Aerotech, including the speed endurance record that is kept in the Motorsports Hall of Fame of America. The Cadillac V-Series has just started competing in motorsports.

Additionally, GM has created vehicles especially for NASCAR racing. The sole model in the series is the Chevrolet Camaro ZL1. The Chevrolet Lumina, Chevrolet Malibu, Chevrolet

Monte Carlo, Chevrolet Impala, Buick Regal, Oldsmobile Cutlass, and Chevrolet SS were also utilized in the past. GM has won numerous manufacturer's championships in the NASCAR Cup Series. Its 40 Chevrolet victories are the most of any manufacturer in the history of the series. GM has also won 3 Oldsmobile, 2 Buick, and 1 Pontiac victories. Chevy was the first brand to achieve 800 victories in 2021.

Holden vehicles with Monaro, Torana, and Commodore platform builds competed in the Australian Touring Car Championship through 2022. Between 1968 and 2022, Holden set a record 36 times in the Bathurst 1000 and 23 times in the Australian Touring Car Championship. The Chevrolet Camaro will be raced starting in 2023.

Sales

When it came to yearly car sales, General Motors dominated the world auto industry for 77 years running, beginning in 1931 when it surpassed Ford Motor Company and ending in 2008 when Toyota surpassed it. In terms of vehicle unit sales, GM continues to rank among the top automakers in the world, having reigned longer than any other.

In 2008, Brazil ranked third among all countries in terms of sales, having sold about 550,000 General Motors vehicles. Another 300,000 GM vehicles were sold in Argentina, Colombia, and Venezuela that year, indicating that GM's overall sales in South America (which included sales in other South American nations like Chile, Peru, Ecuador, Bolivia, etc.) that year were comparable to those in China.

General Motors sold 6.5 million cars and trucks worldwide in 2009; by 2010, that number had risen to 8.39 million. In 2009, sales of automobiles increased by 66.9% in China to 1,830,000 units, or 13.4% of the global market.

2010 saw General Motors produce 8.5 million vehicles, placing them second globally. With 9.025 million vehicles sold globally in 2011, GM regained its top spot, holding an 11.9% market share in the global auto industry. 2010 saw a record 28.8% increase in GM vehicle sales in China, totalling 2,351,610 units. With 2,547,203 vehicles sold, China ranked first, followed by the US with 2,503,820 vehicles sold.

The Chevrolet brand, which sold 4.76 million cars worldwide in 2011—a record—was the primary driver of GM's performance.

General Motors was listed among the biggest automakers in the world in 2012 based on global sales.

GM reported an 18.4% market share with imported stock in the United States in May 2012.

In 2016, the number of vehicles sold globally reached 10 million annually. Between April 2016 and March 2017, sales in India fell to 25,823 units from 32,540 units in the prior year, and during that time, market share decreased from 1.17% to 0.85%. But in the same time frame, exports increased 89% to 70,969 units. GM's technical center in Bangalore, India, GMTTC-I, remained open for business. Insufficient product offerings and substandard service standards contributed to General Motors' dismal performance in India during that year.

From the Volt/Ampera family's launch in December 2010 to 2018, sales worldwide amounted to approximately 177,000 units. comprising, as of December 2015, more than 10,000 Opel/Vauxhall Amperas sold in Europe. As of September 2018, the Volt family of automobiles was the best-selling plug-in hybrid in the world. As of October 2018, it was the third best-selling plug-in electric car in history, behind the Tesla Model S (253,000) and the Nissan Leaf (375,000). With 148,556 delivered through October 2018, the Chevrolet Volt is also the best-selling plug-in electric vehicle in the United States ever.

RELIANCE JIO THE INDIAN TELECOM MARKET WITH AGGRESSIVE MARKETING STRATEGIES

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Introduction

Reliance Jio, a backup of reliance industries limited entered the Indian telecommunications market in September 2016. It right away caused a surprising move within the industry. Driven by Mukesh Ambani, the company challenged the built-up telecom monsters and re-imagined how Indians get to and appreciated digital content this case think about delves into the showcasing administration of reliance Jio, centering its groundbreaking services in entertaining India through vertical integration.

Background

Sometime recently dependence Jio's passage the Indian telecom industry was ruled by a handful of built-up players who depended on conventional estimating models and advertised restricted information administrations. Versatile web was considered extravagance and buyers were frequently disappointment with the benefit quality. The challenge for dependence Jio was to not as it were constructed across the nation organize from the ground up but moreover persuade clients to switch from their existing suppliers. It called for inventive promoting procedures that seem disturb the advertise.

Marketing strategies

Free information and voice calls-Dependence Jio's section and was stamped by a game-changing move advertising complimentary information and voice calls amid its beginning dispatch stage. The Jiowelcome offers and afterward, the Jio upbeat Modern year offer produced an extraordinary buzz pulling in millions of supporters rapidly. Reasonable information plans dependence Jio presented competitively estimated information plans that essentially Debilitated competitors taking after the free trail period. This move in estimating disturbed the industry making information get-to reasonable for the masses. For case the "Jio Dhan Dhana Dhan" arrange given boundless information at a division of the taken a toll advertised by rivals. Integration of substance and network urgent component of dependence Jio utilized centered publicizing over different media channels, counting tv, print and adverse stages The vital organization dependence Jio collaborated with driving smartphones produced bundling, Jio sim cards with chosen gadgets. It not as administration but too utilized the ubiquity of smartphones to grow its client base.

Focused on showcasing campaigns dependence Jio utilized centered publicizing over different media channels, counting tv, print and advanced stages. The company enrolled

celebrity supports and propelled advertisement campaigns highlighting its prevalent organize quality and budget friendly information plans.

Problem Identification

Dependence Jio's Passage into the telecom industry in 2016 was a game changer. The company's forceful promoting strategies, which include free information and voice calls for a constrained period, shook up the advertise and constrained officeholders to slice cost. This driven to a noteworthy increment in portable information utilization and web infiltration in India. Jio affect on the industry can be seen in a few ways:

1. Expanded reasonableness
2. Computerized consideration
3. Expanded competition

Impact:

Dependence Jio forceful showcasing techniques cleared out a profound on Indian telecom industry:

Expanded competition:

Dependence Jio troublesome estimating constrained set up telecom administrators to changes their offerings driving to a cost war that eventually profited shoppers.

Computerized consideration- Jio's reasonable information plans and board organize scope brought millions of Indian online for the primary time, contributing to the country's advanced change.

Substance Utilization- Jio cinema was vital in advancing advanced substance utilization in Information plans and board organize scope brought millions of Indian online for the primary time, contributions to the country's advanced change.

Supporter Development- Dependence Jio quickly got to be the biggest telecom administrator in India, with over 450 million supporters inside many a long time of its dispatch.

Dependence Jio passing into the Indian telecom Industry advertise epitomizes the control of inventive showcasing methodologies in reshaping business and bringing around enduring changes.

Through its striking promoting strategies, groundbreaking estimating models, and visionary vertical integration, Dependence Jio distributed the showcase ad re-imagined how India interfaces and appreciated computerized substance. This case think about underscores the centrality of key showcasing in reshaping business and making enduring affect.

Questions:

1. How did reliance Jio's disruptive pricing strategies affect the Profitability and market share of established telecom operators in India?
2. How reliance Jio sustain its competitive advantage in the Indian telecom market as competitors continue to adapt to its pricing strategies?
3. What are the key takeaway from Reliance Jio marketing strategies for other business particularly disruptive pricing and the successful integration of content and connectivity?

JIO'S MASTERMIND TO CAPTURE THE MARKET AND FUTURE PLAN

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Background:

Reliance Jio Infocomm Limited (RJIL), an Indian telecommunications company, was founded by Mukesh Ambani and incorporated in 2007. It was previously known as Infotel Broadband Services Limited before Jio launch, Mukesh Ambani actually concentrated in the oil industry; there is a small story behind the creation of Jio. Ambani said that Jio's idea was generated by his daughter Isha. When Isha was studying at an American university, she was engaged in her assignment in her house when she realized the internet service was very low in India, so she informed her father, and then both of them realized there was a demand for the internet.

In that time period, the usage of 3G was only 12%, including 2G broadband, and only 34% of internet users in India wanted to pay a high price for 1GB of data, so that was not sufficient for the people. This makes Ambani think of another opportunity, and he believes that after a certain period the oil price will reduce, so to sustain the market, he wants to adapt. In 2011, Ambani started collecting the paper work for the evidence; actually, Ambani waited for the correct time to enter the market. During that period, there was more competition in the telecom industry, like Reliance Mobile, Airtel, Videocon, MTNL, Docomo, Idea, etc.

So Ambani started analyzing the market at the right time. Ambani analyzed the gap, and he noted some strategies to capture the market. After Ambani bought one company, its base is about sending data through light, so the data will travel in light very quickly. Then he makes his business model stronger for a certain period, and he uses the first strategy of waiting for the right time and continuous building for base work. He actually invested 1,50,000 Cr which is earned in the oil industry. He spends his full amount as an investment using his strategy, but he believes in his idea to adapt to the market. He did not believe in short-term opinions and thought he only believed in proper paper work as evidence to enter the market, as the Ambani family does not focus on emotions to make decisions.

Mastermind to Capture over the Years:

In 2015, he finally introduced beta for their partners and employees, and in 2016, he released the Jio. He actually used a penetration strategy to enter the market. He announced the Jio sim as free with a 3-month validity period with 1GB of data per day, so the consumers were surprised to hear this voice, so many people were shifted from their old sim to the Jio sim for unlimited access at a low cost. The user used voice calls, and using the features, their behavior automatically changed day by day. And this is the starting stage of Jio's master plan.

This was actually the strategy in human psychology: if they fully use the features for more than 25 days, people will adopt that thing. And the speed of the internet was also very fast, so the users totally changed from their old sim to Jio. People made payments after the trial period, so Jio's initial amount recovered in the business, and they started making profit.

Many other telecom service providers faced huge losses, and for more than 10 years, companies were destroyed in the market because of Jio. Airtel faced more issues because these companies were invested in the market as 2G and 3G. The minimum activation of SIM takes at least 2 days in the past years. Jio broke this time period, and they promised the activation of the sim would take only 2 hours using Aadhar. The delivery speed increased, so people preferred Jio, and the number of users also increased by shifting from their old sim to Jio. People always prefer easy things, so Jio identified the gap and increased consumer loyalty.

Jio increased consumer loyalty compared to other telecom companies. Jio has large users, so they can earn a profit at a minimal cost. compare to other high-brand companies. In business numbers, quantity is important for mass production; if they sell at minimum cost, they can earn profit quantity-wise, so Jio understood this and increased consumers. People have 1 GB of internet data per day, but there are no other platforms like YouTube, so Jio released more applications in 2016 to enjoy the full data, like Jio-TV, Jio-cinema, Jio-security, Jiomoney, Jio-chat, Jio-switch, etc., so people highly recommended Jio, so it also introduced more applications according to consumer preferences.

Jio services have high value and unlimited data, so the consumer is not aware of the customer service number because the service is highly satisfied by consumers. The service strategy was unbelievable, and they provided for social welfare to reduce the consumer drawback so the people were loyal, which other companies fail to do. Jio makes it possible. Before Jio entered the market, India ranked 150th in terms of internet usage, after Jio made India the number 1 position in terms of usage, and Jio became the 1st position in the telecom industry in India. Jio launched an affordable 4g feature phone in 2017 that supports 4g LTE. People are extremely satisfied, and for those who are struggling financially, the Jio phone is the first priority. And it also has many features, including a long battery life. Jio offered this as a refundable deposit; after 3 years, the money will be refunded. Jio plans and services have an affordable data plan and service access. To reach end users, it made more tie-ups with local retailers and distribution across urban and rural areas through its own stores. This internet adoption offers a cost-effective and userfriendly solution for digital.

In 2018, Jio reached over 250 million users. They provided attractive data plans to attract new consumers to the market. In June 2018, Jio launched an upgraded version called Jio-Phone 2, which is a popular 4G feature phone with enhanced specifications. Jio seems like an affordable smartphone segment. Jio-Saavn music streaming service launched in the same year. During this period, people preferred online music streams, and Jio fulfilled their preferences. Jio announced the launch of JioGigafiber, a fiber-to-the-home (FTTH) broadband service. This fiber promised high-speed internet connectivity with speeds up to 1 Gbps and a host of bundle services like JioTV, Jio-cinema, and more. Jio continued to expand

digital payments through its Jio-Money platform, which makes digital payments more friendly and accessible to users.

In 2020, Jio Mart launched its e-commerce platform. Jio made a partnership with Kirana stores. This is a unique model that partners with local Kirana stores to fulfil the orders that are placed on Jio-Mart. Kirana stores across India, allowing this digital platform to improve their consumer base by focusing on selling groceries and essential items. People were suffering in the pandemic, and this Jio-Mart helped them a lot. They attracted consumers by providing more special offers, discounts, and cashback deals to attract and retain them. Jio-Meet was launched in 2020; this is an online platform. In the COVID-19 pandemic, people only trust online platforms to interact with outsiders as competitors to video conferencing platforms like Zoom and Google Meet. So to sustain Jio, he offered unlimited free calls, attracting users seeking virtual communication tools with no time limits in meetings. Jio platforms received investment from diverse groups like Facebook, Google, Silver Lake Partners, KKR, TPG, etc. In April, Facebook announced a 5.7 billion-dollar investment on Jio platforms for a 9.99% stake, making it a larger shareholder. In July, Google announced an investment of 4.5 billion dollars in Jio platforms for a 7.73% stake in Google's broader plan for India's digital ecosystem and collaborated with Jio on various streams like affordable smartphones and increasing access to digital services. Jio also attracted investments from several other global investors, like Silver Lake Partners, KKR, TPG, and others.

In 2021, Reliance Jio actively participated in 5G trials and preparations; the company successfully conducted 5G trials for the next generation. Tested the 5G infrastructure and solution. They also released a smart phone at an affordable price, targeting consumers looking for an upgraded feature phone for the first time. The expansion of Jio-fiber broadband services covered more cities and towns across India. Digital services innovation introduced new features and updates to existing apps such as Jio-TV, Jio-Saavn, Jio-Meet, and Jio-Cinema. With a focus on sustainability and corporate social responsibility, the company implements various social welfare programs, like carbon emission reduction, conserving resources, and supporting community development initiation.

In 2022, the Jio 5G rollout officially began for limited users; they sent an invitation as a 'Jio Welcome Offer' beta test. This 5G will produce 1 GB. They officially announced Mumbai, Delhi, Kolkata, and Varanasi would be able to access 5G services as trial users. They concentrated these 4 cities as a trial the people did not want to pay for the usage. After the number of users increased, Jio started implementing their strategy by increasing payments, so Jio users were shocked. In the market, there are only a few competitors against Jio, like Airtel, VI, and BSNL. In this way, Jio captured more than 38% of the market share. Jio continuously targeted Airtel to remove it from the market, but Airtel adopted the strategy and provided more offers to reduce Jio users. Jio's first satellite based giga-fiber, which is announced to launch as reliance Jio Air-fiber as a satellite broadband service, This air-fiber is mainly accessible for inaccessible geographic areas in the country. Reliance Jio collaborated with Disney, with 61% of the share for Jio and 39% for Disney. Jio made a partnership with Snapdragon to produce an affordable 5G smartphone.

Market and Future Plan:

There are some predictions, and the most advanced after 5G becomes effective is 10 Gbps, which is the world's top speed. Communicating mass transportation system, which will avoid accidents on the road. 5G transports can communicate before accidents. Doctors can operate robots to make operations on their patents in various countries. Virtual reality will be increased to provide a 3D experience with 5G, so the data will travel without lag and provide a provide a better experience.

Questions:

1. What are the strategies used by Jio to capture the Indian market?
2. Share your opinion Jio is trying to become monopoly?
3. Mention your idea about Jio's future action?
4. How did Jio become so unique in the market, and how did they eliminate other market players?

UNLEASHING BUSINESS EXCELLENCE: AMAZON'S APPLICATION OF BUSINESS ANALYTICS AND BIG DATA

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Introduction

Amazon's journey to becoming a global leader in e-commerce is intricately woven with its strategic application of business analytics and big data. Through innovative approaches and a relentless focus on leveraging data-driven insights, Amazon has redefined the standards of business excellence. In today's data-driven world, Amazon stands out as a prime example of how businesses can leverage analytics and big data to drive excellence. Amazon's use of business analytics and big data has allowed them to personalize customer experiences, optimize supply chain operations, and forecast demand accurately. This has not only contributed to their success but also set a benchmark for other companies looking to achieve business excellence through data-driven strategies. By analysing customer behavior and preferences, Amazon recommends products tailored to individual needs, increasing customer satisfaction and loyalty. This demonstrates the power of leveraging data to drive strategic decision-making and gain a competitive edge in the market.

Overview of Amazon's Business Analytics Strategy

Amazon leverages vast amounts of customer data to deliver personalized recommendations and targeted marketing campaigns. By analysing customer interactions, browsing behavior, purchase history, and demographic information, Amazon can tailor its offerings to individual preferences. This personalized approach enhances customer engagement and loyalty, leading to higher conversion rates and increased customer satisfaction. Amazon's recommendation engine, powered by data analytics, ensures that customers are presented with relevant product suggestions, ultimately driving sales and fostering long-term relationships with customers. In addition, Amazon's targeted marketing campaigns leverage customer data to deliver customized promotions and advertisements, further increasing the likelihood of conversion. By continuously refining its algorithms and strategies based on customer feedback and data insights, Amazon is able to stay ahead of competitors in the e-commerce industry.

Amazon utilizes predictive analytics to forecast demand and control inventory levels effectively. By analysing historical sales data, seasonality patterns, and market trends, Amazon can anticipate future demand and adjust inventory levels accordingly. This proactive approach to inventory management improves overall operating efficiency, reduces costs, and optimizes the supply chain. Amazon's ability to maintain optimal inventory levels ensures timely order fulfilment, minimizing stockouts and overstock situations thereby enhancing customer satisfaction, improving cost savings and operational excellence across the supply

chain. By leveraging advanced technology and data analytics, Amazon continuously refine its inventory management strategies to meet changing customer demands and market conditions. This agile approach allows Amazon to stay ahead of the competition and maintain a competitive edge in the e-commerce industry.

Amazon demonstrates its commitment to innovation through services like Prime shipping and Echo gadgets. These offerings are backed by data analytics insights, which help Amazon identify emerging trends, consumer preferences, and opportunities for innovation. By continuously analysing customer feedback, market dynamics, and technological advancements, Amazon stays at the forefront of the e-commerce sector, offering innovative solutions that resonate with customers and drive growth. Prime shipping, for example, leverages data analytics to optimize delivery processes, ensuring fast and reliable service that sets Amazon apart from competitors.

Amazon employs data analytics to optimize pricing strategies and remain competitive in the market. By analysing competitor pricing, demand elasticity, and customer behavior, Amazon can dynamically adjust prices to maximize revenue and maintain competitiveness. This data-driven approach to pricing allows Amazon to offer competitive prices and discounts while ensuring profitability. Additionally, personalized pricing recommendations based on customer data enhance customer loyalty and drive repeat purchases, further solidifying Amazon's position as a market leader in the e-commerce industry.

Amazon's commitment to innovation is exemplified through its pioneering services such as Prime shipping and Echo gadgets, which are deeply rooted in data analytics insights. This commitment to innovation has been a driving force behind Amazon's sustained success and its ability to maintain a leadership position in the competitive e-commerce sector. Amazon Prime, with its promise of fast and reliable shipping, has become a cornerstone of the company's business model. Behind the scenes, data analytics plays a crucial role in optimizing delivery processes to fulfil this promise. By analysing vast amounts of data on customer preferences, purchasing behavior, and delivery patterns, Amazon can identify opportunities to improve shipping speed, efficiency, and reliability. For example, predictive analytics algorithms forecast demand for specific products and regions, allowing Amazon to strategically allocate resources and streamline fulfilment operations. Real-time data analytics also enable Amazon to monitor delivery performance, identify bottlenecks, and address issues proactively, ensuring a seamless shipping experience for customers.

Amazon's Echo gadgets and other smart home devices represent another frontier of innovation driven by data analytics. These products leverage artificial intelligence (AI) and machine learning algorithms to provide personalized experiences and anticipate user needs. By analysing data on user interactions, voice commands, and device usage patterns, Amazon can continuously improve the functionality and performance of its Echo devices. Data analytics also powers features such as voice recognition, natural language processing, and predictive modelling, enabling intuitive and seamless interactions with these devices. Additionally, Amazon uses data analytics to identify emerging trends in the smart home

market, anticipate consumer preferences, and develop innovative features and integrations that resonate with customers.

Amazon's commitment to innovation is reinforced by its continuous analysis of customer feedback, market dynamics, and technological advancements. Through data analytics, Amazon gains valuable insights into customer preferences, pain points, and emerging trends. By closely monitoring customer reviews, social media conversations, and product ratings, Amazon can identify areas for improvement and innovation. Similarly, data analytics enables Amazon to track market trends, competitor activities, and shifts in consumer behavior, providing valuable intelligence for strategic decision-making. By staying attuned to evolving customer needs and market dynamics, Amazon can proactively innovate and introduce new products, services, and features that anticipate and exceed customer expectations.

Amazon is committed to continuous improvement across all aspects of its business. Business analytics and big data enable Amazon to track key performance metrics, monitor customer feedback, and identify areas for optimization. By analysing data on customer satisfaction, product performance, and operational efficiency, Amazon can identify bottlenecks, address pain points, and implement iterative improvements. This continuous improvement mindset allows Amazon to stay agile, adapt to changing market conditions, and maintain its position as a leader in the e-commerce industry.

Conclusion

In conclusion, Amazon's strategic application of business analytics and big data has been instrumental in redefining business excellence in the e-commerce landscape. By placing data at the center of its operations, Amazon has transformed the way businesses understand and engage with customers, make decisions, optimize processes, foster innovation, and drive continuous improvement. As a result, Amazon has set the standard for excellence in the digital age, inspiring businesses worldwide to embrace data-driven strategies for success. In addition, Amazon's commitment to continuous innovation and customer-centric approach has further solidified its position as a leader in the industry. Through leveraging data analytics, Amazon continues to stay ahead of the competition and deliver exceptional value to its customers.

Questions

1. How has Amazon's utilization of business analytics and big data contributed to its competitive advantage in the e-commerce industry? Provide specific examples of how Amazon leverages data-driven insights to enhance customer experiences, optimize operations, and drive innovation.
2. What are the ethical considerations and privacy implications associated with Amazon's collection and analysis of big data?
3. What challenges and opportunities do smaller industries face in adopting and implementing data-driven strategies in the competitive e-commerce landscape?

JAPAN FALLS INTO RECESSION

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ABSTRACT

A comprehensive examination of Japan's economic transformation, starting from its reconstruction after World War II to its present position as one of the world's largest and most advanced economies. It investigates how Japan shifted its focus from low-cost textiles to cutting-edge manufacturing and services, which now dominate its GDP and employment structure. Despite its economic strength, Japan has encountered obstacles such as high inflation and sluggish domestic demand, which have affected its GDP growth. The study also delves into the "Lost Decade" in Japan, characterized by the collapse of equity and real estate bubbles in the late 1980s, and analyzes the role of the Bank of Japan's monetary policy in exacerbating these issues. Furthermore, it examines Japan's current economic situation, emphasizing the persistent high inflation and the potential for a change in monetary policy by 2024. Through this analysis, the case study offers valuable insights into Japan's economic journey and the factors that shape its current economic landscape.

Keywords: Inflation, GDP, Economic, Demand, Monetary Policy.

INTRODUCTION

Japan is one of the largest and most developed economies in the world. It has a well-educated, industrious workforce and its large, affluent population makes it one of the world's biggest consumer markets. Japan's economy was the world's second largest (behind the US) from 1968 until 2010, when it was overtaken by China. Its gross domestic product (GDP) in 2016 was estimated to be USD 4.7 trillion, and its population of 126.9 million enjoys a high standard of living, with per capita GDP of just below USD 40,000 in 2015. With its phenomenal economic revival from the ashes of World War II, Japan was one of the first Asian countries to climb the value chain from cheap textiles to advanced manufacturing and services – which now account for the majority of Japan's GDP and employment. In the December forecast, GDP is predicted to grow an average of 1.07% in fiscal 2023. After slumping 4.1% in fiscal 2020 due to the COVID-19 pandemic, real GDP turned to increase 2.5% in fiscal 2021 and is anticipated to grow 1.65% in fiscal 2022. Thus, GDP increasing in fiscal 2023 would mark three straight years of growth. Influenced by the tightening of monetary policy, the growth rate of real GDP is foreseen to average a slower 0.52% in 2023 in the United States.

ECONOMIC OVERVIEW-Rise of JAPAN as Emerging Economy

Japan joined the World Bank in August 1952, the year after the signing of the San Francisco Peace Treaty. Starting in 1953, a number of projects were implemented in Japan with World Bank loans for the development of the nation's economic foundation, such as electric power generation, basic industries development, transportation, water, and infrastructure. Japan hosted the Annual Meetings of the World Bank Group and International Monetary Fund for the first time in 1964, a symbolic year that clearly showed Japan's post-war reconstruction and return to the international community. In the same year, the Tokaido Shinkansen (bullet train) Line started operation (loan amount: USD 80 million), and the Tokyo Olympics were held. In 1966, Japan signed its final World Bank loan, and graduated from borrower status in the following year.

Japan strengthened its status as a creditor in the 1970s, and became the second-largest shareholder of the World Bank in 1984, gaining a greater voice as one of the most important partners. In 2012, moving toward recovery and reconstruction from the Great East Japan Earthquake and Tsunami, Japan again became the hosting nation for the Annual Meetings. Japan's economy dipped into a technical recession, after unexpectedly contracting again in the October-December period, provisional government data showed Thursday. High inflation crimped domestic demand and private consumption in what's now the world's fourth-largest economy. The Japanese economy also contracted 0.1% in the fourth quarter from the previous quarter, after shrinking a revised 0.8% in the third quarter from the second. This was also weaker than expectations for 0.3% expansion.

GDP NOMINAL -comparison

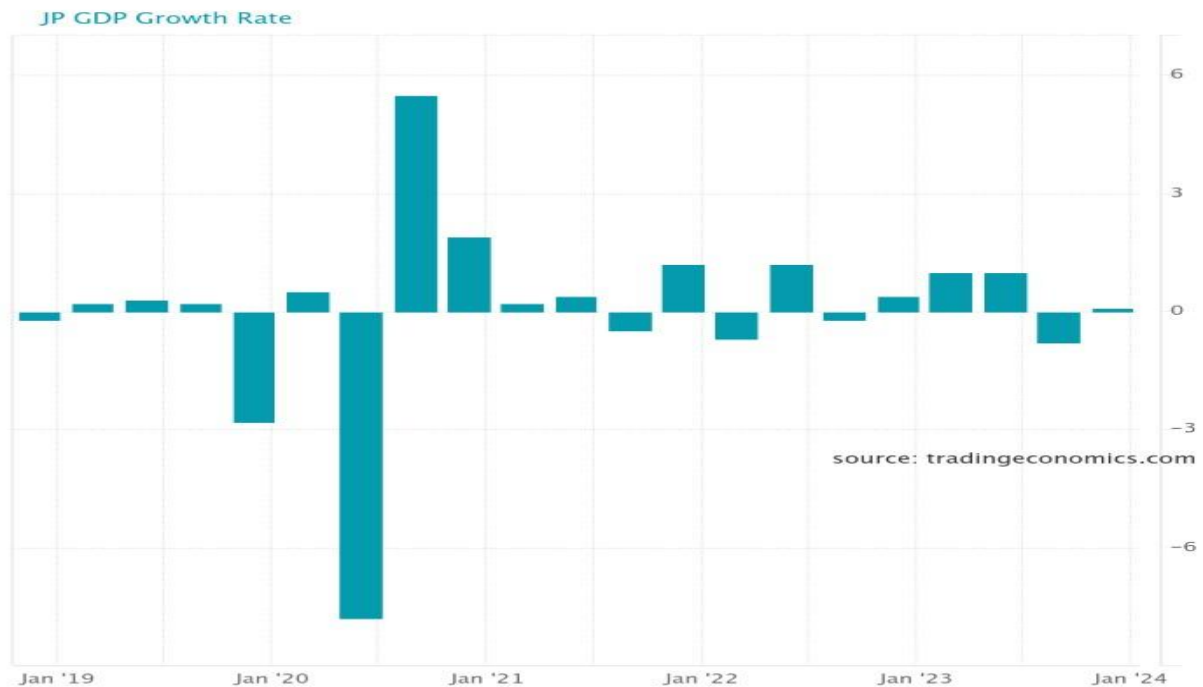
Region rank	World rank	Country/Territory	2023 GDP (nominal)^[1] millions of international dollars
—	—	Asia	40,084,858
1	2	 China	19,373,586
2	3	 Japan	4,409,738
3	5	 India	3,736,882
4	12	 South Korea	1,721,909
5	16	 Indonesia	1,391,778
6	17	 Turkey	1,154,600
7	19	 Saudi Arabia	1,029,303
8	21	 Taiwan	790,728
9	22	 Singapore	644,004
10	27	 Thailand	574,231

11	29	 Israel	539,223
12	33	 United Arab Emirates	498,978
13	34	 Bangladesh	446,349
14	35	 Philippines	435,675
15	36	 Vietnam	433,356
16	37	 Malaysia	430,895
17	40	 Hong Kong (China)	382,854
-	-	 Pakistan	376,493
18	43	 Iran	367,970
19	50	 Iraq	267,893
20	53	 Kazakhstan	245,695
21	55	 Qatar	219,570
22	58	 Kuwait	164,713
23	69	 Oman	104,902
24	73	 Uzbekistan	92,332
25	76	 Turkmenistan	82,649
-	-	 Sri Lanka	75,296 (2022)
26	86	 Azerbaijan	70,030
27	90	 Myanmar	63,988
28	91	 Jordan	52,061
29	99	 Bahrain	44,870
30	101	 Nepal	42,097
31	103	 Macau (China)	35,841
32	108	 Cyprus	30,864
33	109	 Cambodia	30,628
34	114	 Georgia	27,947
-	-	 Lebanon	24,494 (2020)
35	118	 Armenia	23,725
-	-	 Afghanistan	20,136 (2020)
36	126	 Palestine	19,698

37	128	 Yemen	19,529
38	133	 Mongolia	16,908
39	136	 Brunei	15,988
-	-	 North Korea	15,847 (2020)
-	-	 Syria	15,572 (2020)
40	145	 Laos	14,091
41	149	 Tajikistan	12,796
42	150	 Kyrgyzstan	12,309
43	162	 Maldives	7,004
44	181	 Bhutan	2,683
45	187	 Timor-Leste	1,988

CURRENT POSITION

Full Year GDP Growth	1.90	1.00	percent	Dec 2023
GDP	4232.17	5005.54	USD Billion	Dec 2022
GDP Annual Growth Rate	1.20	1.60	percent	Dec 2023
GDP Constant Prices	558510.00	557983.40	JPY Billion	Dec 2023
GDP External Demand	0.20	0.00	percentage points	Dec 2023
GDP from Agriculture	5694.10	5135.00	JPY Billion	Dec 2022
GDP from Construction	27112.90	28905.10	JPY Billion	Dec 2022
GDP from Manufacturing	119500.70	120738.70	JPY Billion	Dec 2022
GDP from Mining	293.10	337.90	JPY Billion	Dec 2022
GDP from Public Administration	27694.40	27401.70	JPY Billion	Dec 2022
GDP from Services	20017.00	19858.70	JPY Billion	Dec 2022
GDP from Transport	24596.80	21537.50	JPY Billion	Dec 2022
GDP from Utilities	17299.60	16286.10	JPY Billion	Dec 2022
GDP Growth Annualized	0.40	-3.20	percent	Dec 2023
GDP Growth Rate	0.10	-0.80	percent	Dec 2023
GDP Capital Expenditure	136105.20	134721.80	JPY Billion	Dec 2023
Gross National Product	581376.80	580132.30	JPY Billion	Dec 2023



CAUSES

High inflation, weak domestic demand

Private consumption declined 0.2% in the fourth quarter from the previous quarter, in contrast to the median estimate for a 0.1% expansion. While inflation has been gradually slowing, the so-called “core core inflation” — inflation minus food and energy prices — has exceeded BOJ’s 2% target for 15 straight months now. Still, the BOJ has “patiently continued” with the last negative-rate regime in the world. The weaker-than-expected GDP print Thursday though will throw into question the BOJ’s preference for inflation in Japan to be driven by domestic demand, which is more sustainable and stable. The bank believes wage increments would translate into a more meaningful spiral, encouraging consumers to spend. Many in the market are expecting the BOJ to move away from its negative rates regime at its April policy meeting, once the annual spring wage negotiations confirm a trend of meaningful wage increases.

Inflation continues to climb

Inflation in Japan continues to run above the BoJ’s 2% target, with headline inflation at 3.3% in October on a year-ago basis. Although inflation has been persistent, its driving forces are changing. Goods inflation continues to run hot at 4.4% but has come down substantially since January 2023 when it was 7.3%. Much of the persistence in goods inflation is due to rising food prices—food and beverages costs were still up 8.6% in October. Although services inflation was just 2.1% in October, that is the highest reading since 1998.⁹ After excluding volatile food and energy components, the so-called western core was up 2.8%—the highest it has been since 1992. Although inflation is clearly running above target, Japan’s bout of inflation has been more muted than what was seen in the United States and Europe. It seems

that Japan's inflation is following those countries but with a delay and a lower peak. The central banks in the United States and Eurozone raised rates substantially to get inflation under better control, but the BoJ has yet to make a substantive change to its monetary policy position. Indeed, it is the only central bank that has retained its negative interest rate policy. Japan's monetary policy is likely to change in 2024 and central bank officials have hinted at rate hikes in the near future. For example, the deputy governor of the BoJ recently noted that the economy will be able to handle the end of negative interest rates. Some tightening of monetary policy makes sense given headline inflation has been running above target since April 2022, and western core has been above target since February 2023. Many investors are increasingly expecting a rate hike within the first half of 2024.¹² However, the durability of above-target inflation remains a risk to that outlook. Although BoJ officials have hinted that they are more open to raising rates, they have also stressed the importance of seeing stronger wage growth before making such a change.¹³ The rationale here is that inflation will sink below the 2% target if wage growth is not strong enough to create a virtuous cycle between prices and worker compensation. Raising interest rates prematurely would then risk suppressing wage growth, which would push inflation back under target.

Less Employment

While job vacancies have weakened, the unemployment rate dropped to an eleven-month low of 2.4% in December. What's more, the Bank of Japan's Tankan survey showed that business conditions across all industries and firm sizes were the strongest they've been since 2018 in Q4.

Understanding Japan's "Lost Decade" Real Estate Crisis

Japan's equity and real estate bubbles burst starting in the fall of 1989. Equity values plunged 60% from late 1989 to August 1992,² while land values dropped throughout the 1990s, falling an incredible 70% by 2001. As a result, from 1991 to 2003, the Japanese economy, as measured by GDP, grew only 1.14% annually, well below that of other industrialized nations

The Bank of Japan's Interest Rate Mistakes

It is generally acknowledged that the Bank of Japan (BoJ), Japan's central bank, made several mistakes that may have added to and prolonged the negative effects of the bursting of the equity and real estate bubbles. For example, monetary policy was stop-and-go; concerned about rising prices called inflation and soaring asset prices. The Bank of Japan put the brakes on the money supply in the late 1980s, which may have contributed to the bursting of the equity bubble. As equity values fell, the BoJ continued to raise interest rates because it remained concerned with still-appreciating real estate values.

Higher interest rates contributed to the end of rising land prices, but they also pushed the overall economy into a downward spiral. In 1991, as equity and land prices fell, the Bank of Japan dramatically reversed course and cut interest rates.⁵ But it was too late, a liquidity trap had already been set, and a credit crunch was setting in.

The Liquidity Trap

A liquidity trap is an economic scenario in which households and investors sit on cash, either in short-term accounts or literally as cash on hand. They might do this for a few

reasons: they have no confidence that they can earn a higher rate of return by investing, they believe deflation—or falling prices—is on the horizon (cash will increase in value relative to fixed assets), or deflation already exists. All three reasons are highly correlated, and under such circumstances, household and investor beliefs become a reality.

In a liquidity trap, low-interest rates, as a matter of monetary policy, become ineffective. People and investors don't spend or invest. They believe goods and services will be cheaper tomorrow, so they wait to consume, thinking they can earn a better return by sitting on their money versus investing it. The Bank of Japan's discount rate was 0.5% for much of the 1990s, but it failed to stimulate the Japanese economy while deflation persisted.⁶

The Credit Crunch

A credit crunch is an economic scenario in which banks have tightened lending requirements and, for the most part, do not lend. Financial institutions may not lend for a few reasons, including. Need to hold onto reserves to repair bank balance sheets after suffering losses, which happened to Japanese banks that had invested heavily in real estate. Calculated risk-taking and lending represent the life-blood of a free market economy. When capital is put to work, jobs are created, spending increases, efficiencies are discovered, leading to higher productivity and economic growth. On the other hand, when banks are reluctant to lend, it is difficult for the economy to grow.

In the same manner that a liquidity trap leads to deflation, a credit crunch is also conducive to deflation as banks are unwilling to lend. Therefore, consumers and businesses are unable to spend, causing prices to fall.

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BYJU'S: AN UNCERTAIN FUTURE

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Byju's, a name synonymous with revolutionizing Indian education, finds itself at a crossroads. Once hailed as the world's most valuable EdTech startup, with a valuation exceeding \$22 billion in 2022 [1], the company has witnessed a dramatic fall. Today, its valuation has plummeted by over 99% [1], leaving investors, educators, and students alike questioning its future. This case study delves into Byju's meteoric rise, the factors behind its recent struggles, and the critical decisions it needs to make to reclaim its position as a leader in the EdTech landscape.

A Classroom Hero Emerges

Byju's, founded in 2011 by Byju Raveendran, a charismatic former teacher, began with a simple yet powerful proposition: making quality education accessible to all. Byju's leveraged technology to create engaging and interactive learning modules, catering to students from K-12 to competitive exam preparation. The company's secret sauce was Raveendran's unique teaching style, his ability to simplify complex concepts, and his focus on personalized learning experiences. This resonated with a generation of students seeking alternatives to traditional learning methods. Byju's capitalized on India's booming smartphone market, delivering its content through a user-friendly mobile app. This digital approach transcended geographical barriers, reaching students in remote locations and those with limited access to quality educational resources.

Byju's success can't be fully understood without acknowledging the role of the Covid-19 pandemic. School closures across India created a massive demand for online learning solutions. Lockdowns forced parents to explore alternative learning methods for their children. Byju's user base witnessed explosive growth, with the company reportedly onboarding a staggering 50 million new students in 2020 alone [2]. This rapid user acquisition wasn't solely organic. Byju's invested heavily in marketing campaigns, further propelling its brand awareness during this crucial period. Byju's aggressive marketing campaigns, featuring celebrities like Shah Rukh Khan and sporting icons like Lionel Messi, and catchy slogans like "Byju's: Love the Learning," further propelled the company into the national spotlight.

This was further fueled by a series of strategic acquisitions, including Meritnation (acquired for \$1 billion in 2017), TutorVista (acquired for \$120 million in 2011), and WhiteHat Jr. (acquired for a reported \$300 million in 2020), expanding its reach and course offerings [3].

S.No	Acquisition Date	Company Acquired	Acquisition Price
1	January 2017	Vidyarthi (student assessment platform)	\$7.3 million
2	July 2017	TutorVista (online tutor platform)	Undisclosed
3	July 2017	Edurite (self-paced learning CDs)	Undisclosed
4	July 2018	Maths Adventures (maths learning platform)	Undisclosed
5	January 2019	Osmo (game based learning)	\$120 million
6	July 2020	WhiteHat Jr (online coding classes)	\$300 million
7	September 2020	LabInApp (virtual labs simulation)	Undisclosed
8	February 2021	Scholr (doubt clearing platform)	\$2 million
9	April 2021	Aakash Educational Services Ltd.	\$950 million
10	May 2021	HashLearn	Undisclosed
11	July 2021	Epic! (US-based kids learning platform)	\$500 million
12	July 2021	Great Learning (Singapore-based higher education)	\$600 million
13	July 2021	Toppr (after-school learning app)	Undisclosed
14	August 2021	Whodat (augmented reality startup)	Undisclosed
15	September 2021	Gradeup (online test preparation)	Undisclosed
16	September 2021	Tynker (US-based coding platform)	\$200 million
17	December 2021	GeoGebra (learning platform)	Undisclosed

Exhibit 1: Byju's Acquisitions from 2017 to 2021 [3][4]

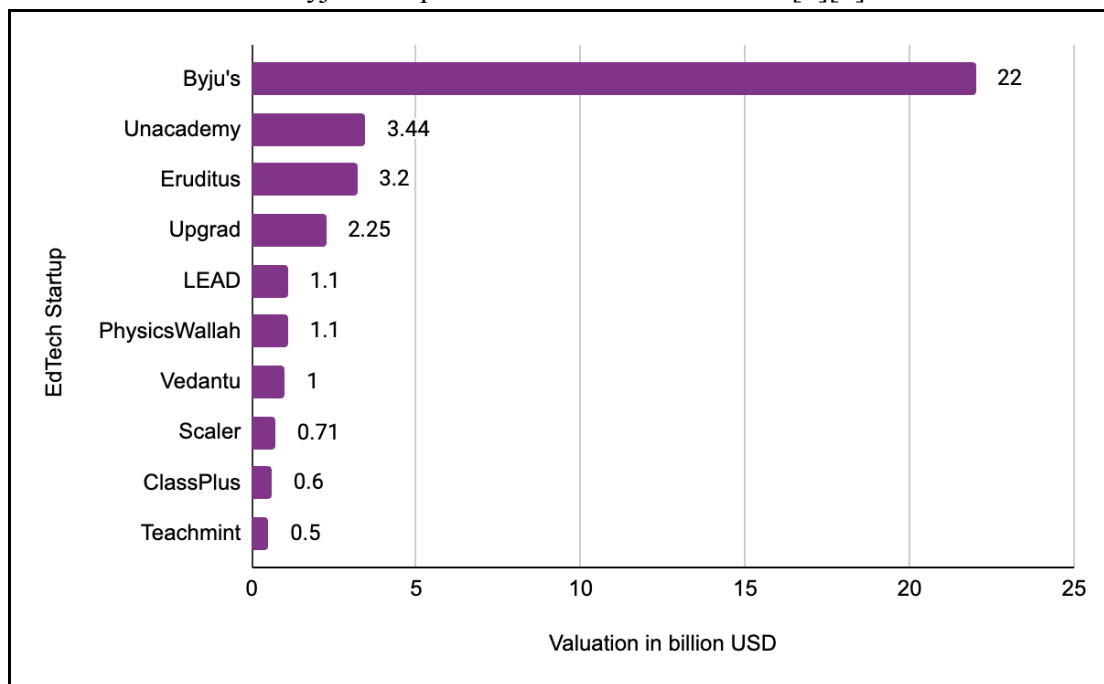


Exhibit 2: Top 10 EdTech Startups in India as of Aug-2022 [5]

Stumbling Blocks

Despite its initial success, Byju's phenomenal growth trajectory has encountered significant roadblocks, which are discussed below.

Content Quantity over Quality

While Byju's content library boasts a vast collection of courses, some experts argue that it lacks depth and focuses more on rote learning rather than fostering critical thinking skills. Additionally, concerns have been raised about the quality of content acquired through Byju's numerous acquisitions, with some platforms facing criticism for allegedly inflated teacher credentials.

Financial Burden

Byju's spent more than \$3 billion in an aggressive acquisition spree of 17 companies [3] within a span of five years, which came at a steep cost. The company's rapid expansion was fueled by heavy debt, exceeding a staggering \$1.2 billion in 2023 [6]. This financial burden, coupled with a slowdown in subscriber growth, cast a shadow on Byju's long-term sustainability. Investors grew wary, and the company's valuation tumbled dramatically to \$225 million in 2024 from \$22 billion in 2022 [1].

Marketing Mayhem

Byju's aggressive marketing tactics, which once propelled its brand recognition, are now viewed by some as excessive and intrusive. The company's heavy reliance on celebrity endorsements and pushy sales strategies backfired, leading to customer dissatisfaction and brand fatigue.

A Questionable Future

Byju's future hinges on its ability to address these critical challenges. Here are some potential areas for strategic focus:

Content Revamp

Byju's needs to revisit its content strategy, focusing on creating engaging and in-depth learning experiences that nurture critical thinking and creativity. Collaboration with subject matter experts and educators can ensure the quality and depth of the offered courses.

Financial Restructuring

Byju's must prioritize financial health by exploring debt reduction strategies and exploring alternative revenue streams. This may involve revisiting pricing models, offering more targeted and affordable subscription options, or venturing into new market segments.

Building Trust

Byju's needs to rebuild trust with customers by emphasizing transparency and ethical marketing practices. Focusing on organic growth through positive customer experiences and word-of-mouth recommendations can be more sustainable than heavy advertising campaigns.

Byju's journey serves as a cautionary tale for the EdTech industry. While innovation and accessibility are crucial, focusing solely on rapid expansion without a sustainable business model can lead to downfall. By prioritizing quality content, financial prudence, and ethical marketing practices, Byju's may yet find a path to regaining its position as a leader in educational technology.

Questions

- Can Byju's successfully transition from its aggressive growth strategy to a more sustainable model focused on content quality and financial responsibility?
- How can EdTech companies balance the need for innovation and accessibility with the importance of building trust and ethical marketing practices?
- Byju's story offers valuable lessons for other startups. What key takeaways can entrepreneurs learn from Byju's rise and fall?

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PAYTM PAYMENTS BANK: A FINTECH DISRUPTOR NAVIGATES TURBULENT WATERS

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Paytm Payments Bank (PPB) is a subsidiary of India's digital payments giant Paytm. PPB emerged as a pioneer in financial inclusion by leveraging the vast user base of Paytm and technological expertise. This helped PPB witness phenomenal growth in a short span. However, in recent years PPB has been experiencing turbulent times due to new regulations, technical problems, and vicious competition. This case study will focus on the journey of Paytm Payments Bank, its present dilemma, and the series of strategic decisions it should take to overcome the obstacles and retain its market position.

Introduction

Founded in 2010, Paytm transformed India's financial landscape by offering mobile-first payment solutions. Recognizing the massive unbanked population exceeding 190 million in 2014 [1], Paytm established PPB in 2017 with a payments bank license from the Reserve Bank of India (RBI). PPB aimed to bridge the financial gap by providing basic banking services like savings accounts, money transfers, and bill payments through a user-friendly digital platform. This move aligned perfectly with the Indian government's vision of financial inclusion outlined in the Pradhan Mantri Jan Dhan Yojana scheme.

The Ascend: A Recipe for Success

PPB's meteoric rise can be attributed to several key factors, which are outlined below.

Leveraging the Paytm Ecosystem

PPB capitalized on Paytm's established user base of over 90 million, enabling rapid customer acquisition and brand recognition. Existing Paytm users could seamlessly transition to PPB services, eliminating the need for separate account creation and logins. This synergy fostered trust and convenience for a population unfamiliar with traditional banking channels. In 2020, for instance, PPB onboarded over 50 million new accounts within a single year, leveraging Paytm's existing user base and streamlined digital onboarding process [2].

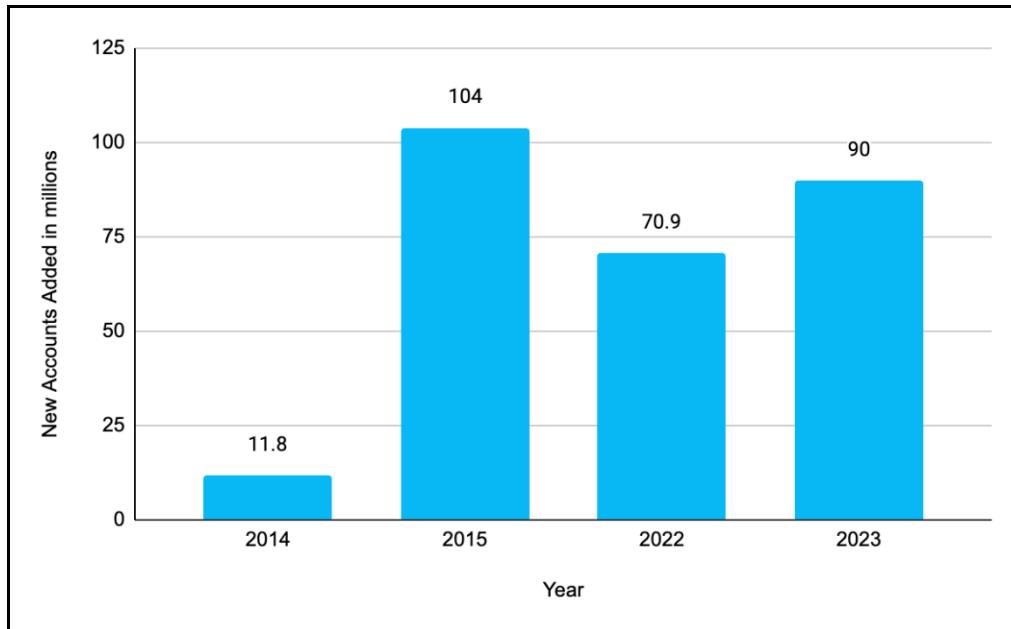


Exhibit 1: New Accounts added by Paytm per year [3][4]

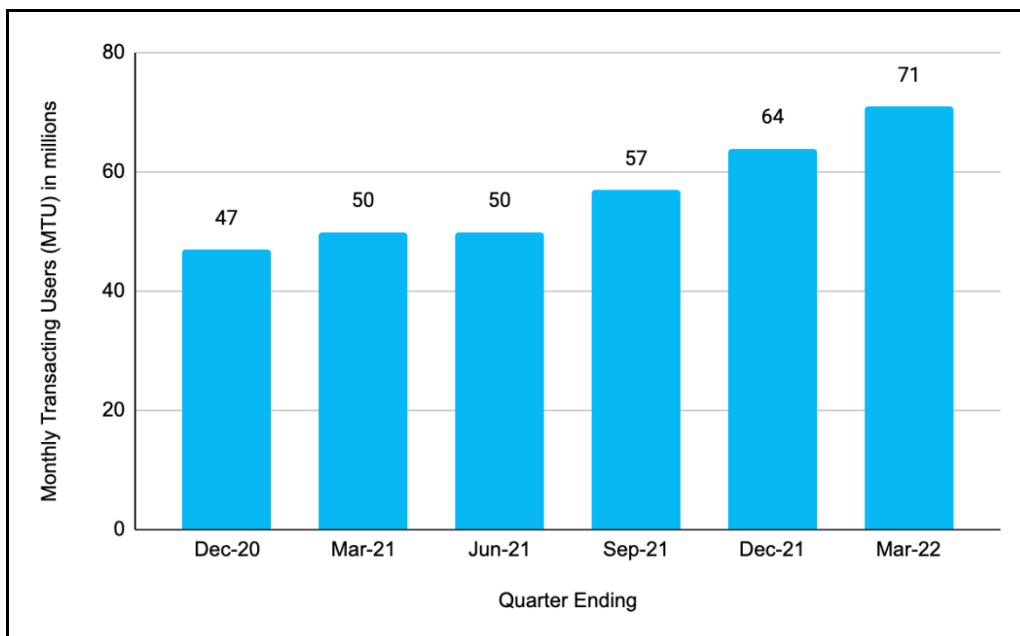


Exhibit 2: Monthly Active Users (MTU) for Quarter Endings [3]

Championing Financial Inclusion

PPB focused on the underbanked segment, offering accessible digital services through smartphones. Unlike traditional banks with limited branch networks, PPB's digital platform eliminated geographical barriers and facilitated easy account opening with minimal documentation requirements. This catered to a population residing in remote areas or lacking proper documentation. A recent report by Paytm revealed that over 50% of PPB's customer base hailed from Tier 2 and Tier 3 cities [5].

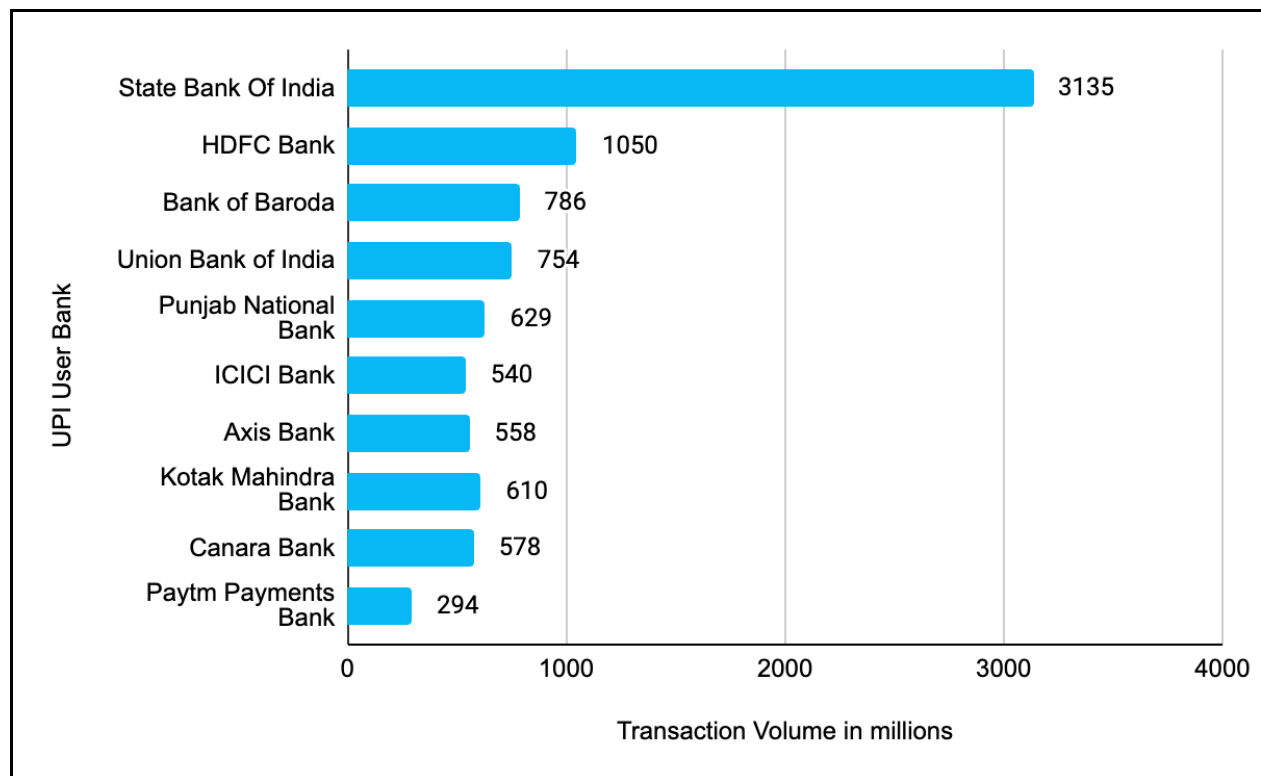


Exhibit 3: Top 10 Banks by UPI Transaction Volume in Feb-2024 [6]

Technological Innovation

PPB embraced cloud infrastructure and streamlined digital onboarding processes. Cloud technology ensures scalability to manage the massive influx of new customers, while digital onboarding minimized paperwork and expedited account activation. This focus on user experience resonated with the tech-savvy generation. PPB's investment in automation allowed for account opening within minutes, compared to the traditional banking system which could take days or even weeks.

The Descent: From Growth to Growing Pains

Despite its initial success, PPB's growth trajectory encountered significant roadblocks, which are outlined below.

Regulatory Tightrope Walk

The RBI's evolving regulations significantly impacted PPB. For instance, in 2020, new KYC norms mandated stricter video verification for customer onboarding, which reportedly increased PPB's account opening time. This slowdown in customer acquisition hampered PPB's ambitious growth plans. Additionally, data security audits imposed a heavy compliance burden, diverting resources from core business activities.

Technological Hiccups

Scaling a digital platform to manage millions of transactions occasionally resulted in technical glitches. In Q4 of 2023, PPB experienced a system outage that lasted for over 4 hours, affecting over 2 million transactions [7]. This incident not only caused inconvenience

to customers but also eroded their confidence in PPB's reliability. Public backlash on social media and negative press coverage further damaged the brand's reputation.

Intensified Competition

New entrants in the fintech space, like PhonePe, which offered cash back programs of up to 10% on specific bill payments, and BharatPe, which focused on merchant acquiring solutions, carved out significant market share. Traditional banks also entered the fray with user-friendly mobile banking apps, further saturating the market. PPB's customer base growth slowed down from 30% year-on-year in 2021 to just 15% in 2023.

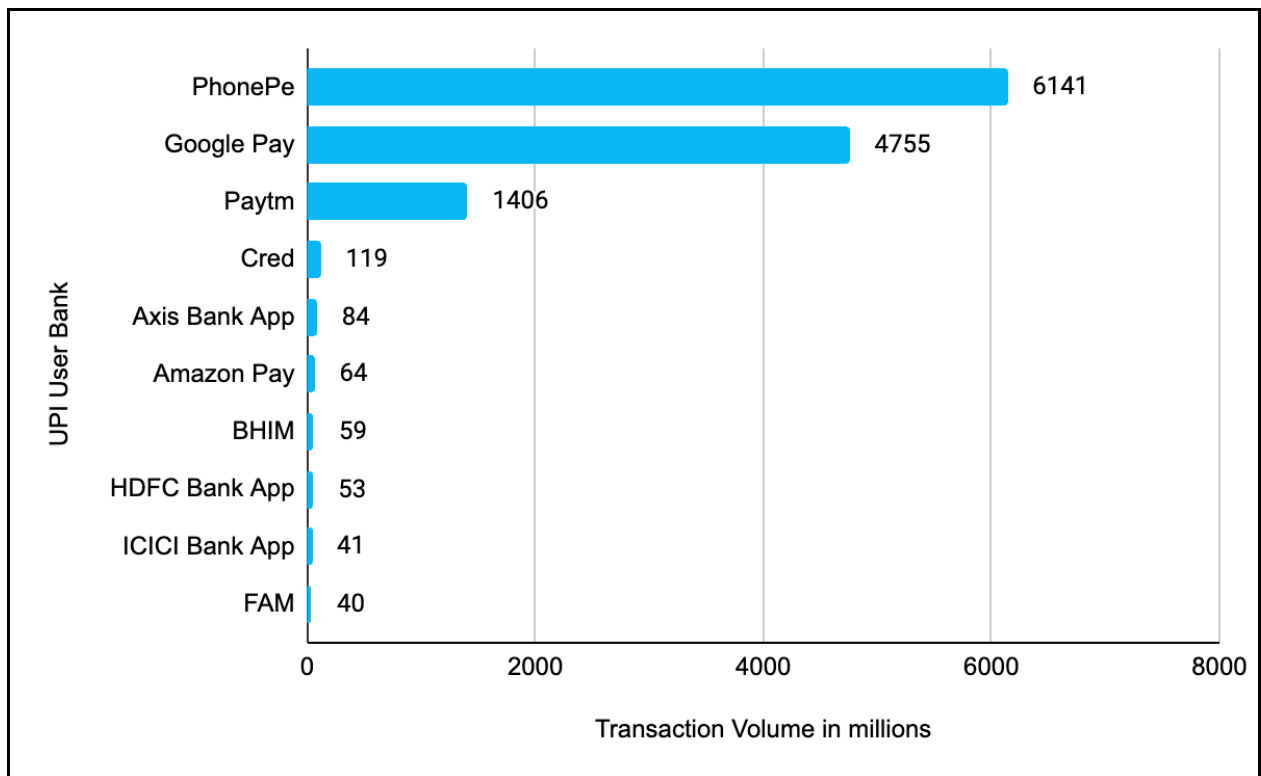


Exhibit 4: Top 10 UPI Apps by Transaction Volume in Feb-2024 [6]

The ED Investigation

In February 2024, the Enforcement Directorate (ED) initiated an investigation into alleged violations of foreign exchange regulations by Paytm [8]. This development cast a shadow on PPB's reputation. While the investigation primarily focused on Paytm's overseas transactions, the uncertainty surrounding it impacted investor confidence in PPB as well. The company's stock price witnessed a 15% decline in the following week, and analysts downgraded their ratings due to concerns about potential operational disruptions for PPB [10]. The negative publicity surrounding the investigation also tarnished PPB's brand image, especially among potential customers who might be hesitant to trust a company under such scrutiny.

Strategic Crossroads

PPB faces critical strategic decisions to navigate the current challenges and secure its future.

Compliance Conundrum

How can PPB adapt its business model to adhere to evolving regulations while maintaining operational efficiency and a customer-centric approach? The company could explore innovative solutions like leveraging blockchain technology for secure and transparent customer verification, potentially reducing onboarding time and simplifying the KYC process. Additionally, partnering with established KYC service providers could streamline onboarding processes and free up resources for core business activities. Investing in robust data security measures and building a strong compliance culture can mitigate risks and demonstrate commitment to regulatory adherence.

Technological Imperative

What strategies should PPB implement to fortify its technological infrastructure? Investing in advanced cybersecurity measures, data redundancy protocols, and robust disaster recovery plans can minimize system disruptions and build trust. Additionally, exploring artificial intelligence and machine learning for fraud detection and risk management can enhance security and customer protection. PPB can also consider collaborating with cloud service providers offering high availability and scalability to ensure their platform can handle increasing transaction volumes. Learning from the 2023 system outage, PPB should conduct regular stress tests and implement a comprehensive incident response plan to minimize downtime and negative publicity in case of future disruptions.

Differentiation in a Crowded Marketplace

How can PPB distinguish itself from competitors and retain its customer base? Should the company explore value-added services, targeted marketing campaigns, or strategic partnerships to enhance its user experience and value proposition?

Here, PPB has several options to consider as discussed below.

Value-Added Services

PPB could explore offering micro-loans, micro-insurance products, or investment options tailored for the underbanked segment. These services could address the specific financial needs of their target audience and encourage them to remain loyal to PPB for a wider range of financial needs.

Targeted Marketing Campaigns

PPB could focus marketing efforts on financial literacy initiatives, particularly in rural areas. Educating potential customers about the benefits of digital banking and how PPB simplifies financial management can attract new users who might be hesitant to embrace new technologies. Partnering with local NGOs or community organizations could be an effective way to reach this segment.

Strategic Partnerships

Partnering with established financial institutions could provide access to a wider range of financial products and services for PPB's customer base. This could include offering investment products through partnerships with wealth management firms or providing access

to credit products through collaborations with traditional lenders. By leveraging the strengths of established players, PPB can enhance its value proposition without significant upfront investment.

The Road Ahead

The evolving regulatory environment, technological advancements, and the ever-changing competitive landscape will significantly impact PPB's future.

Impact of New Regulations on Profitability

If PPB prioritizes strict compliance by investing heavily in KYC processes and data security, it might experience a short-term dip in profitability due to increased operational costs. However, in the long run, stricter compliance could lead to increased customer trust and brand loyalty, potentially offsetting the initial financial burden.

Effectiveness of Technological Investments

Investing in robust infrastructure and AI-powered solutions can minimize system disruptions and enhance security. However, the success of these investments hinges on efficient implementation and ongoing maintenance. Upfront costs associated with these technological upgrades need to be carefully evaluated against potential long-term benefits.

Success of Differentiation Strategies

The effectiveness of PPB's differentiation strategy, whether focusing on value-added services, targeted marketing, or strategic partnerships, will determine its ability to retain and attract customers. The success of each strategy will depend on factors like execution, marketing effectiveness, and the value proposition offered to customers.

Conclusion

PPB's journey offers valuable insights for fintech startups operating in emerging economies. The company's ability to navigate regulatory complexities, invest in robust technology, and develop a clear differentiation strategy will determine its future success. The decisions made by PPB's leadership will not only shape its own destiny but also influence the trajectory of financial inclusion in India's digital era.

Questions

- How can PPB leverage its existing strengths to overcome the current challenges?
- Analyze the potential long-term implications of stricter regulations on the Indian fintech sector.
- Should PPB consider mergers or acquisitions to enhance its competitive edge?
- How can PPB rebuild trust with stakeholders in the wake of the ED investigation?

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A CASE STUDY ON THE ACQUISITION OF AIR INDIA BY TATA SONS

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INTRODUCTION

The Indian aviation sector has experienced a surge in demand driven by economic growth, increasing disposable income, and a growing middle class. However, the industry has also faced challenges such as regulatory hurdles, intense competition, and the impact of global events like the COVID-19 pandemic.

As the national carrier, Air India has played a pivotal role in connecting India globally. The case study evaluates Air India's challenges, including debt burden and competition, and assesses its restructuring efforts. Air India, an airline fully owned by Tata Sons, has been the flag carrier of India. Tata Sons, via its fully owned subsidiary, Talace Private Limited ("Talace"), had acquired 100% stake in Air India on 27th January 2022.

BACKGROUND

The airline was founded by Jehangir Ratanji Dadabhoy Tata as Tata Air Services, later renamed Tata Airlines in 1932. Post World War II, it had become a public limited company and was renamed Air India. In 1953, the Government of India passed the Air Corporations Act to purchase a majority stake in the airline carrier from Tata Sons. Its founder JRD Tata continued as the chairman till 1977. When the aviation sector was opened up for private participation in 1994, 6 major private airlines i.e. Jet Airways, Air Sahara, Modiluft, Damania Airways, NEPC Airlines, and EastWest Airlines, entered the market, eating into Air India's space. In 2000-01, futile attempts were made to privatize Air India. Plus, these low-cost airlines started causing a dent in Air India's market share.

To combat this competition, the then UPA government decided to merge Air India and its domestic arm Indian Airlines into a single entity, which was completed in 2006. The idea was to leverage the combined assets and capital to push growth. But, from 2006 onwards it suffered losses after its merger with Indian Airlines. This is major because, before the merger, the ministry had purchased 111 new wide-bodied aircraft which cost them close to 67,000 crores. Post the merger, the combined entity had close to 30,000 employees on its payroll.

According to the ministry reports,

- The airline lost approximately ₹ 570 million (US\$7.6 million) because of extra commissions that Michael Mascarenhas, the then-managing director had sanctioned.
- The combined losses for Air India and Indian Airlines in 2006-07 were ₹ 7.7 billion (US\$100 million) and after the merger, it went up to ₹ 72 billion (US\$960 million) by

March 2009. By March 2011, Air India had accumulated a debt of ₹ 426 billion (US\$5.7 billion) and an operating loss of ₹ 220 billion (US\$2.9 billion). It was seeking ₹ 429 billion (US\$5.7 billion) from the government.

- The then government agreed to provide Air India with about Rs 30,000 crore in equity funding, spread over a decade. As of August 31, Air India had a total debt of ₹ 61,562 crore. In 2017, the Modi government announced its plans to sell the national carrier after it suffered recurring losses, particularly following a gigantic cash crunch. The airline hasn't made a profit since its merger with Indian Airlines in 2007. For the financial year ended on March 31, 2017, it reported a net loss of around Rs10,000 crore. Exhibit 1 provides the history of 90-years- old Air India.

AIR INDIA BACK TO TATA SONS

The airliner returns to its original owners after 90 years. It holds great sentimental value for Ratan Tata, who believes that this acquisition will help the group strengthen its hold on the industry and it will bring back the glory of its past. On the business front, the Tata group already has a strong presence in the industry, with a majority stake in AirAsia India and a joint venture with Singapore Airlines named Vistara Airlines. This deal will make it the second-largest domestic carrier in India. The Government of India received seven expressions of interest for Air India, five were disqualified, and Tata Sons offered 18,000 crore rupees (\$2.35 billion) for the airline, beating their closest rival, SpiceJet's Ajay Singh, who bid Rs15,000 crore. The Tatas will further have access to over a hundred planes, and thousands of trained pilots and crew. Plus, it will get 4400 domestic and 1800 international landing and parking slots in India apart from the 900 lucrative parking slots worldwide (including Heathrow). The government's handover of Air India to Tata Group marked the end of the tedious process involved in the sale of the debt-laden airline. Tata submitted the winning bid of ₹ 18,000 crore as the enterprise value of Air India against a reserve price of ₹ 12,906 crore.

LOOKING AT THE FUTURE

The airline is currently undertaking its transformation plan named 'Vihaan.AI' which aims to reestablish Air India, as a world-class global airline with improved customer service about technology, product offering, reliability, hospitality, and becoming profitable in its operations. Vistara, a 51:49 Joint Venture between Tata Sons and Singapore Airlines Limited ("SIA") was established in 2013, As part of the merger transaction, SIA shall also invest Rs 2,059 crore in Air India. Post the consolidation, SIA shall hold 25.1% shareholding in Air India. The transaction is estimated to be completed by March 2024. On this occasion, Mr. N Chandrasekaran, Chairman, of Tata Sons said: "The merger of Vistara and Air India is an important milestone in our journey to make Air India a truly world-class airline. We are transforming Air India, to provide great customer experience, every time, for every customer. As part of the transformation, Air India is focusing on growing both its network and fleet, revamping its customer proposition, and enhancing safety, reliability, and on-time performance. We are excited about the opportunity to create a strong Air India that would offer both full-service and low-cost service across domestic and international routes. We would like to thank Singapore Airlines for their continued partnership." Mr Goh Choon Phong, Chief Executive Officer, of Singapore Airlines, said: "Tata Sons is one of the most

established and respected names in India. Our collaboration to set up Vistara in 2013 resulted in a market-leading full-service carrier, which has won many global accolades in a short time. With this merger, we have an opportunity to deepen our relationship with Tata and participate directly in an exciting new growth phase in India's aviation market. We will work together to support Air India's transformation program, unlock its significant potential, and restore it to its position as a leading airline on the global stage."

CONCLUSION

The Indian airline industry presents a dynamic landscape, characterized by intense competition, regulatory influences, and the need for constant adaptation to external shocks. This case study provides insights into the strategies employed by key players to navigate the complexities of the market, offering valuable lessons for the broader aviation industry and businesses facing similar challenges globally.

Air India will give Tatas access to more than a hundred planes, thousands of trained pilots and crew, and lucrative landing and parking slots all around the world. The airline will give Tatas successful control of 4,400 domestic and 1,800 international landing and parking slots at domestic airports. Tata Sons has initiated consolidation of its airline entities Vistara, AirAsia India, and Air India Express under Air India, following a series of discussions with Singapore Airlines (SIA), its joint venture partner in Vistara. The move will make Air India the second-largest airline in the country in terms of fleet and market share. The group will have a low-cost carrier and a full-service airline under Air India, which will be the only airline brand in the group following the merger.

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Case Study of General Motors (GM): How a Lack of Innovation can Cause Business Failure

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Innovation is the process whereby the management team of an organization is charged with the responsibility of introducing something new, which might be a new idea or a methodology or rather, a contrivance to facilitate the operational concerns and production. The Old General Motors failed with innovations in the company. These innovations were needed to ensure that the Old GM able remains competitive, and the company was able to manufacture cars that are in line with the client's demands. This is related to the Old GM field of business to ensure that the organization do continue to produce the respective consumer centered product. The manufacturing industry such as the General Motors, innovation ensure that the output they deliver to the consumer do meet their needs, and expectations in a way that is realistic and makes their product to have a preference by the consumers against other same need satisfying product.

The fall of the Old General Motors in this context was initially by the lack of personal innovation. The Organizational management was desperate for people who could see things in a different perspective. This would quickly size up the problems and come up with creative solutions to pinch the organization was facing. The failure of the "Old GM" to innovate made the organization less indispensable to consumers of the company products and other key personalities, who preferred the company output. This was both in the organization and outside its walls. The GM did lack the "go to idea personality," which is essential, to work through intricate challenges and come up with creative solutions such as more performing vehicles. The failure by the Old General Motors to innovate made the company and its technologies obsolete; thus, the company failed to satisfy the needs of evolved human with its obsolete products.

Innovation is essential in an organization for it to be able to thrive in the challenging business world a thing that the Old General Motors did not realize. The company product tends to go through a life cycle. At the initial stage, the product is not well known; and it is costly such as the way General motor's vehicles were in 1950s hence the sales are restricted. The product does reach growth after some time. At this stage, there is no more growth seen in sales, and after time, it goes to the decline stage. A better and more satisfying product has replaced the

product. It is at this stage that the manufacturer is supposed to come up with realistic ideas towards product development if he has to remain competitive. For example, the Old General Motor's GMC trucks did reach the declining stage simply because the consumer switched to more efficient ones other than the GMCs that were moving at 50/60kmp speed.



The innovation diffusion is the factor that the organizations tend to take them to be in a better position of running the business. Innovative General Motors is likely to be the first to adopt a new production technology. A company is willing to pay a premium price for the new production processes and unwarranted technology. A later adopter relies on advice from the innovators who are more informed on new techniques. The fall of the “Old GM” seemed to have had been influenced by such factors in that the company never adopted the new technologies not even in the latter stages. Such technologies ensured the organization was able to produce customer more satisfying product, such as the luxurious and comfortable seats that other competitors fitted in personalized cars.

The product life cycle shows very well where innovation is critical for a manufacturing company especially the General Motors limited. When the “Old GM,” company product did go through the life cycle as shown the company, ran out of ideas, opted out, and watched when other company products replaced its offer to the market, which decreased sales hence making it bankrupt in 2008. At the latter product life cycle stages, the company is supposed to at least make a modification of its marketing strategy a factor on which the Old General Motors failed. For example, when Toyota, was facing an inundated market for its “old face me sedan” based on its conventional usage, the company did opt for innovation to have the private Sedan replace the old one. This innovation did as well come with the fuel efficiency

on top of high performance. They extended this to the production of five-seat family cars, which were a relief to the public old Sedans.

It was essential for Old Gm to come up with new products for its consumers, because that is what can make them have a bigger realization of sales. Either these new products can be new to the market in that, no any other manufacturer had made such a product before just like the Chrysler invented the minivan, or the product can be new to the company in that it was an invention done by another organization and the organization is coming up with its own version. For example, The Mercedes Benz Company was not the original manufacturers of the personal cars, but they came in after the market depicted a high potential with very satisfying products. This is innovation at its best, which the old General Motors failed to adopt. A product can be innovated to be new to a certain market segment. For instance, the Mercedes Benz sedans were first aimed at the price insensitive segments, but the manufacturers did in latter stages decide to target the price sensitive segment. This was innovation.

Innovation adoption over time is a critical thing that each of the organizations has to consider enabling it able to thrive in the market. Innovation starts with the innovators who account for about 2.5% of all innovations, then about 13.5% of early adopters and at least 34% of the early majority to take in the innovations. Afterwards, a 34% of the later majorities in innovation adoption do come in then the laggards are at 13.5% as far as innovation adoption and implementation is concerned. The “Old GM” failure could have been caused by his choice of being a laggard in the innovation adoption.

The old General Motors Company limited allowed the force of innovation to work against them. The managers did fear the risk associated with innovation and its adoptions that can either be financially bent or rather socially indented. The Old General Motors did as well fear the chance of trying edging ideas towards product development and growth for the organization to be able to remain in business. The organization might as well have resistance towards erudition on how to use the new technologies and innovation towards consumer satisfying products fabrication and pricing as well as positioning.

The required innovations for an organization to remain in business are adopted and implemented in varying degrees. The innovations might be continuous in that it includes the trivial improvements in due course. For example, the year to another change in vehicle, yet they are driven the same way they were in 1940s. Dynamic continuous innovation is essential in that technology is varied even though the product usage is similar to the older one. As an example, the jet technology came in to replace the propeller aircraft yet they are used for the same purpose. Discontinuous innovation is as well practical in an organization in that it creates a product that completely varies the way things are done. For instance, the introduction of the private and personal family cars did vary the transport sector.

Innovation is hard to embrace; however, in due time, the results are significant, and a failure to innovate in an organization does result to fatal implications. The “Old GM” for instance

did not embrace innovation and the organization opted to operate with obsolete technologies a factor that could not let them stay in business. This failure to be creative brought down the organization's profitability and sustainability in the manufacturing sector. This resulted to General Motors being regarded as a failure with little to offer to the market that was updated. The Old Gm did lack the modernity-desired innovation, and its adoption in that its extent to new production technologies reception was below par, and tainted with fear, and frustrations, which are the practical, proves of failed leadership. Additionally, General Motors might have been devoid of creative leadership; the management did not value opinion leaders. The chances that the Old General motors' management never did appreciate the opinion of others did bar innovation in the organization a factor that resulted to no innovation at all. Such a factor coupled by the resistance to change, production techniques, and fear of trying new ideas are some of the factors that resulted to Old General Motors as a manufacturing organization becoming a mere general venture and losing big in its market and standards.

Innovation does create a desirable environment for product positioning; for instance, the efficiency desired by consumers is critical to ensure that a company is able to satisfy the customers' needs effectively. The resistance and lack of innovation are reasonable and justified factors to conclude that the fall of the Old GM resulted from the company's lack of innovative ideas. Additionally, the company failed to adopt new technologies when the organization was desperate for innovations.

Innovation is paramount in any organization. The competitive environment is challenging and turbulent. Thus, companies need to be innovative in the achievement of the organizational goals and objectives, and development of products. This is what the old GM failed to realize, and they never embraced innovations when their competitors such as the Chrysler were top at innovations, hence resulting to the company failure and 2008 bankruptcy.

QUESTIONS:

1. Impact of Innovation on General Motors-Analyze
2. Compare GM motors with Competitors

STUDY ON ONE97 COMMUNICATIONS CUTBACK IN ITS SHARES PRICE, RBI IMPLICATIONS, UBS VIEWS

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ABSTRACT:

The case is all about the paytm which is one 97 communication and the regulatory action by RBI since it resulted in 20% of shares as been fall. This is given for the purpose of warning on various violations. 'Jefferies' downgraded Paytm payments Bank shares, while it is UBS maintain a neutral stance, citing potential delay in re rating due to regulatory issues. UBS reduced the target price but still sees a 25% of potential upside. This Paytm's share price decline post RBI due to action has been taken its led to operational disruptions, decrease in revenue, decrease in reputation, and also its challenge to restoring image by existing investors confidence. Thus the study indulges the objectives, summary of the case and analysis made for one97 communication and its forecasting values of shares and differences.

Key words: cutback of shares, allegations on paytm, operational disruptions, UBS Views.

INTRODUCTION:

The given case states that the paytm due to its various Voilations and warnings the One 97 Communications, Paytm's parent company, saw its shares plunge by 20 per cent to a new low of Rs 618.8 on Thursday after the RBI banned the bank from taking deposits or top ups in any customer accounts, prepaid instruments, wallets, and FASTags from February 29th, 2024.

The RBI's decision comes after a thorough audit of the company's system and a follow-up audit by external auditors to verify compliance.

Global brokerage Jefferies has downgraded Paytm Payments bank shares from 'Buy' to 'Underperform,' with a target price of Rs 500 and a downside of more than 34 per cent. Thus the given case explains about the summary and various analysis on the issues and views of UBS made.

REVIEW OF LITERATURE:

PayTM has grown from a mobile recharge company to the largest commercial market on the web in India, with its own payments bank approved by the Reserve Bank of India.-Sohan Gaikwad, Dr. Sharad Kadam International Journal For Multidisciplinary Research

The IPO of Paytm, the largest in India's history, was priced at a level where everyone made money, despite the recent RBS allegations.-Econometric Modeling: Capital Markets – Risk eJournal Poonam Kumari, M. Pushpender (28 Jan 2019)

The case focuses on the challenges Paytm faces in the mobile wallet industry and its growth plans, not on its share price or the RBI allegations.-The Case Journal Richa Agarwal, S. Tuteja(9 Jan 2018)

Creativity, innovation, sustainability, and motivation are proven solutions for sustaining in the financial field, as seen in the growth of Paytm.-Journal name not available for this finding B. Puneeth, P. S. Nethravathi (28 Sept 2021)

The article suggests using 'prescription financial products' to contain excessive volatility in financial markets. Margin: The Journal of Applied Economic Research Gurbachan Singh(1 Feb 2012)

SUMMARY:

UBS, in a later note, has held a 'neutral' call on Paytm stock, citing a delay within the potential for re-rating based on benefit advancement. The brokerage diminished the target cost to ₹ 510 from ₹ 650, still demonstrating a 25% potential upside. Paytm's share cost has essentially dropped post RBI administrative activity, exchanging at a significant markdown to Indian web peers. The administrative affect, particularly on Paytm Instalments Bank, has disturbed operations, driving to a debilitated development profile, decreased income projections, and challenges in recapturing speculator certainty

PROBLEM STATEMENT:

Paytm faces critical challenges within the consequence of RBI's administrative activities, driving to disturbances in its operations, misfortune of speculator certainty, and a significant drop in its share cost. The delay in potential re-rating based on benefit enhancement, coupled with projections of income decay and expanded promoting consumption, raises concerns approximately the company's near-term execution and regulations.



Q2 FY23: Sustained revenue growth & sharp improvement in EBITDA before ESOP costs

Financial Highlights



Operational Highlights

ANALYSIS :

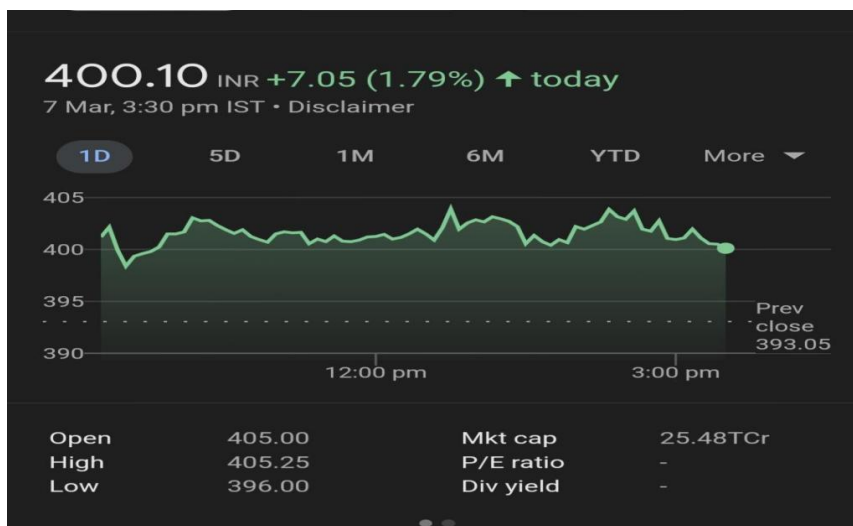


- The administrative activities by RBI, especially the order to Paytm Installments Bank, have activated a negative estimation, coming about in a about 50% drop in Paytm's offers in February.
- UBS recognizes that the later upgrade from RBI has to some degree lightened the expected negative impacts on Paytm, but challenges continue.
- The churn in vendors, clients, and gadgets, coupled with a sharp decrease in advance beginning, postures obstacles for Paytm's recuperation.
- The misfortune of wallet trade and the require for rebuilding trust are anticipated to affect incomes, instalments edge, and credit distributions.
- The descending amendment of EPS gauges reflects the higher-than-expected affect of administrative activities on Paytm's financials.



- The brokerage emphasizes the significance of maintained execution within the coming quarters to revamp speculator certainty and drive a potential re-rating. Be that as it may, it notes that the complete impact of RBI's activity is not totally clear however and highlights the require for cautious checking. The descending amendment of EPS gauges reflects the higher-than-expected affect of administrative activities on Paytm's financials.

Current share price of one 97 communication



CONCLUSION:

- UBS remains unbiased on Paytm, considering the instabilities encompassing the total affect of RBI's activities. The anticipated challenges in FY25, counting income decay, misfortune of advertise share, and raised promoting costs, contribute to a cautious viewpoint.
- The street to recuperation for Paytm may be delayed, requiring sustained execution and modifying of speculator certainty. Financial specialists are prompted to closely screen advancements and work out caution in their venture choices with respect to Paytm stock.

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NIKE'S MARKETING STRATEGY FOR GLOBAL SUCCESS

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Introduction:

Nike, Inc. is a global leader in the sports footwear and apparel industry, known for its innovative products, iconic branding, and powerful marketing campaigns. Founded in 1964 by Bill Bowerman and Phil Knight, Nike has grown into one of the most recognizable and influential brands in the world. This case study will provide an in-depth analysis of Nike's marketing strategy, exploring how the company has leveraged its brand image, product innovation, and strategic partnerships to achieve global success.

Background:

Nike's journey began with the founding of Blue Ribbon Sports in 1964, a distributor of Japanese athletic shoes. In 1971, the company rebranded as Nike, Inc. and introduced its iconic Swoosh logo, symbolizing movement and speed. Over the years, Nike has expanded its product line to include a wide range of sports footwear, apparel, and accessories, catering to athletes and consumers of all ages and demographics.

Nike's Marketing Strategy:

Brand Positioning:

- Nike has positioned itself as a premium brand synonymous with performance, innovation, and athleticism. The company's marketing campaigns celebrate the spirit of sportsmanship, ambition, and determination, resonating with athletes and consumers worldwide.
- Nike's iconic Swoosh logo and "Just Do It" slogan have become ingrained in popular culture, reinforcing the brand's identity and values.

Product Innovation:

- Nike is known for its relentless focus on product innovation, pushing the boundaries of design and technology to create cutting-edge sports footwear and apparel.
- The company invests heavily in research and development to develop new materials, technologies, and manufacturing processes that enhance performance, comfort, and durability.

Celebrity Endorsements:

- Nike has strategically partnered with high-profile athletes and celebrities to endorse its products and amplify its brand message.

- Athletes such as Michael Jordan, LeBron James, Serena Williams, and Cristiano Ronaldo have served as brand ambassadors for Nike, lending their credibility and influence to promotional campaigns and product launches.

Sponsorships and Partnerships:

- Nike sponsors some of the world's most prestigious sports events, teams, and leagues, including the NBA, NFL, UEFA Champions League, and Olympics.
- By associating its brand with top athletes and sporting events, Nike reinforces its image as a leader in the sports industry and gains exposure to a global audience of fans and enthusiasts.

Digital Marketing and Social Media:

- Nike has embraced digital marketing and social media platforms to engage with consumers, share inspiring stories, and showcase its products.
- The company's presence on platforms such as Instagram, Twitter, and YouTube allows it to connect with millions of followers and create interactive and immersive brand experiences.

Conclusion:

- Nike's marketing strategy is a testament to the power of branding, innovation, and strategic partnerships in building a global brand. By staying true to its core values and consistently delivering products and experiences that inspire athletes and consumers, Nike has cemented its position as a leader in the sports industry. As the company continues to evolve and expand its reach, its marketing strategy will remain a key driver of growth and success in the competitive marketplace

Questions:

1. How has Nike established itself as a premium brand through its marketing strategy?
2. What role does product innovation play in Nike's marketing strategy, and how does it contribute to the company's competitive advantage?
3. How do celebrity endorsements and sponsorships reinforce Nike's brand image and appeal to consumers?
4. How has Nike adapted its marketing approach to leverage digital channels and social media platforms?
5. What are the key success factors of Nike's marketing strategy, and how can other companies apply similar principles to achieve their marketing objectives?

CASE STUDY ANALYSIS ON TOYOTA MOTORS CORPORATION: JUST-IN-TIME (JIT) MANAGEMENT

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Toyota Motor Corp is the largest Japanese automobile manufacturer and one of the largest automotive companies in the world. It was established in 1933. Toyota's dedication to developing, producing, and manufacturing automobiles in the global markets where they will be marketed is a major factor in the company's success. Toyota's global success can be attributed in large part to its forward-thinking mind set and unwavering commitment to investigating novel ideas and technology.

Introduction

"Toyota Way" is a comprehensive statement of Toyota Motor Company's management philosophy, which is founded on the idea of continuous improvement. After decades of academic research into the Toyota Production System and its implications for lean manufacturing as an approach that other companies could embrace, the firm established the Toyota Way in 2001. The Toyota Way is built on two pillars: continual progress and respect for people. This led the company to develop various management principles. In this case one of the concepts introduced by Toyota motors called as "Just-in-time" will be discussed.

Just-in-time

Toyota Motor Corporation is widely recognized for its inventive production methods, namely for utilizing Just-In-Time (JIT) production. JIT is a key component of Toyota's success and has transformed the manufacturing sector. This case study explores Toyota Motors' JIT program's history, guiding concepts, application, and effects.

Often referred to as a "lean manufacturing system" or a "Just-in-Time (JIT) system," Toyota Motor Corporation's vehicle production system is a widely recognized and researched method of producing goods.

After years of constant development, this production control system was put in place with the goal of producing the cars that customers have requested as quickly and effectively as possible so that they may be delivered worldwide.

Established on the principles "just-in-time" (production of only what is required for the next process in a continuous flow), which bases the Toyota Production System (TPS).

Based on the fundamental ideas of Just-in-Time, TPS (Toyota Production System) is able to

efficiently and rapidly build, one at a time, high-quality cars that completely satisfy the required client specifications and needs.

The history of “Just-in-time”

Japanese manufacturing companies have been implementing Just-In-Time (JIT) as a management strategy since the early 1970s. Taiichi Ohno initially created and refined it within Toyota production facilities in order to meet customer demands as quickly as possible. Taiichi Ohno is the father of JIT.

Toyota was able to overcome the growing obstacles to survival by adopting a strategy that prioritized people, plants, and systems. Toyota realized that for Just-In-Time (JIT) to succeed, all employees needed to be fully committed to the initiative, the plant and processes needed to be set up for optimal output and efficiency, and the quality and production plans needed to be precisely timed to meet demand.

The concept of “Just-in-time”

Only producing "what is needed, when it is needed, and in the amount needed". Efficiently producing high-quality goods by eliminating all waste, irregularities, and unjustifiable demands from the production line. To expeditiously execute a customer's order, the vehicle is constructed in the least amount of time by fulfilling the needed requirements.

Manufacturing and production instructions must be sent as quickly as feasible to the start of the vehicle manufacturing line upon receipt of a vehicle order. To assemble any type of requested vehicle, the assembly line needs to be supplied with an adequate quantity of all required parts. The components-producing process must yield the equivalent amount of parts for the assembly line to replace the ones that were used.

Only the components that an operator was able to acquire from the process should be produced by the previous process, which needs to be stocked with tiny quantities of all types of parts.

The origins of the Toyota Production System (TPS), which is predicated on the idea that waste must be entirely eliminated in order to find the most effective solutions. Through many years of trial and error, TPS has improved its efficiency-based operations. Regarding the Just-in-Time idea hatched by Toyota Motor Corporation's founder and second president, Kiichiro Toyoda.

Among other things, waste might take the form of defective products, superfluous inventory, and needless processing steps. Each of these components of "waste" combines with the others to produce further waste, which ultimately affects the corporation's management.

After inheriting this theory, Kiichiro Toyoda set out to put it into practice. According to him, "the ideal conditions for making things are created when machines, facilities, and people work together to add value without generating any waste." He developed procedures and methods for removing waste in between lines and processes as well between activities.

MRP is a system that focuses on two essential aspects of the business: customers and resources, in order to plan and control inventory, manufacturing, and scheduling. A Master Production Schedule (MSP) is created based on orders and forecasts from customers.

The MRP system takes the MSP and turns it into a comprehensive schedule that can be used to make precise and timely orders for components and raw materials. By using MRP, companies can improve cash flow by ordering goods or materials to arrive in precise quantities and on schedule rather than holding big inventories.

An MRP system can help businesses of nearly any size by decreasing human error, speeding up production, and requiring less human input, among other benefits. However, for extremely small enterprises, this expenditure could be unnecessary and end up adding more time to the company's costs.

Conclusion

In conclusion, Just-in-Time (JIT) production revolutionized the global manufacturing sector and played a significant role in Toyota's success. It has significantly increased its operational efficiency, flexibility, and quality through creative waste minimization, production process optimization, and the promotion of a continuous improvement culture. Toyota's ability to adapt quickly to changing customer demands, optimize its supply chain, and lower inventory costs has given it a competitive edge in the market.

It has demonstrated flexibility and adaptability in the face of obstacles such as demand fluctuations, supply chain disruptions and technological breakthroughs. It has continuously improved its Just-In-Time (JIT) procedures to stay ahead in a rapidly changing business environment.

Questions:

1. Describe the just-in-time system concept in your own words. The Toyota Production System's success is largely attributed to this principle.
2. Describe the following three advantages and four potential drawbacks of applying the just-in-time concept to Toyota.

A CASE STUDY ON CONFLICTS AND TEAM DYNAMICS

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ABSTRACT:

Conflict and team dynamics are one of the key drivers of organizational performance and failure. Complex interactions within a team and the challenges posed by differences in personalities, work styles and communication methods can lead to conflict. Conflict can lead to loss of productivity, stress and low morale in a team. In this case presentation we look at how conflict affects a team and how it affects team cohesion. We examine real-world examples of conflict and how it affects a team's ability to work together. The root causes of conflict include diverging goals, misunderstanding, project timelines and poor team performance. This case presentation also highlights the need for conflict resolution strategies as well as the importance of communicating openly, listening to others and creating a culture that encourages constructive feedback. Ultimately, this case presentation focuses on how healthy team environments are where conflict is handled effectively and when people work together, overcoming challenges and achieving team success.

KEY WORDS: Conflicts, Team dynamics, Work styles, Organizational Performance, Team Performance

INTRODUCTION:

When it comes to organizational behavior, conflict and team dynamics are two of the most important factors in determining a team's success or failure. In this case study, we explore the complex relationship between these two elements in a professional setting. We look at how people with different backgrounds, abilities, and perspectives work together to achieve common goals. Conflicts can be both a source of innovation and a potential obstacle to productivity. Whether they are interpersonal, task-related, or structural in nature, they can either drive a team to higher performance or cast a cloud of dysfunction over its efforts. By looking at real-world situations, we can better understand the root causes of conflict, from communication issues to conflicting goals, and how these challenges can be turned into opportunities for growth. At the same time, the study examines team dynamics, a complex network of relationships, roles and communications that shape the collaborative experience. Leadership styles, individual contributions and overall team culture influence the collective effectiveness of a group. Exploring the dynamics that affect team cohesiveness or discord, this case study aims to identify strategies for improving team performance and creating an environment that fosters innovation and collaboration. The goal of this case study is to provide actionable insights for scholars and practitioners, drawing on real-world examples as well as theoretical frameworks. By striking a balance between conflict and team dynamics,

this case study seeks to add to the ongoing discussion on effective team management and provide useful insights for those navigating the intricate landscape of organizational collaboration.

BACKGROUND:

In our case study, we look at conflicts and team dynamics in a corporate environment. The organization faces difficulties due to differences of opinion, communication issues, and different work styles among the team members. Tension arises as the team faces conflicting priorities, which disrupts workflow and project results. The case study examines the root causes of these conflicts, including different professional backgrounds and different leadership styles. By examining team dynamics, we seek solutions that foster collaboration, good communication, and a positive work environment, thus improving overall team performance.

CASE SCENARIO:

Back in the day, there was a tech startup called InnovateTech. The team was made up of brilliant minds working together to create cutting-edge software. However, as the project went on, issues started to arise that threatened to tear the team apart. The main issue was that Alex and Taylor had different ways of working. Alex was a seasoned developer who liked to work in a structured way, while Taylor was a creative designer who liked to be spontaneous and creative. This difference in working styles caused a lot of confusion and tension in the team. The team leader Sarah recognized the need to resolve the issue before it got worse, so she held a team meeting where everyone could voice their concerns and ideas. This open communication helped Alex and Taylor get a better understanding of each other's working styles and what motivates them. Sarah also put in team-building efforts to build unity. Through workshops and team-building projects, they found out what each member was good at and what they were good at. Not only did this help them understand each other better, but it also helped them develop a culture that valued diversity. Alex and Taylor found a common language and understood that a good mix of structure and innovation could improve the project's results. The team started to use their diverse skills and increased innovation and productivity. Conflicts that used to drive the team apart were now opportunities to learn and grow. The InnovateTech team launched their revolutionary software and the team came out stronger and more unified than ever before. The InnovateTech case serves as a reminder of the importance of openly addressing conflicts, celebrating diversity, and creating a supportive environment to improve team dynamics.

IDENTIFICATION OF CONFLICTS:

In the case of InnovateTech, the main conflict centered around Alex and Taylor's differences in working styles. Alex, an experienced developer, had a more structured work style, with a focus on planning and methodologies. Taylor, on the other hand, was a creative designer who was more fluid and creative, relying on flexibility and spontaneity. This fundamental difference in work styles caused confusion and tension in the team because neither of them fully understood or respected the other's work style. The second conflict came from the wider team dynamics that resulted from this difference in work styles. A lack of comprehension and

appreciation for different ways of working within the team threatened to damage team cohesiveness and productivity. This highlighted the importance of effective communication and establishing mutual respect for different work styles within the team.

ANALYSIS OF TEAM DYNAMICS:

In InnovateTech's case, team dynamics were at the core of the project's success. The initial conflict between Alex's structured approach and Taylor's spontaneous creativity caused tension in the team. Team leader Sarah recognized the potential threat and took proactive steps to resolve the issue. Sarah's key interventions included: Open communication through team meetings where concerns and ideas could be openly expressed. Team-building efforts, such as understanding individual strengths and fostering a culture that values diversity. Establishing a common language and recognizing the synergies between structure and innovation helped the team overcome conflicts and utilize their diverse skills, resulting in increased productivity.

The successful launch of innovative tech's revolutionary software highlighted the importance of open conflict resolution, diversity, and creating a supportive environment conducive to optimal team dynamics.

CONFLICT RESOLUTION STRATEGIES:

There are many ways to resolve disagreements and achieve positive results. One of the most important strategies is communication, which involves active listening and the clear expression of ideas and feelings. Open dialogue helps parties understand each other's point of view, which promotes empathy and cooperation. Negotiation is another important strategy, which helps to find compromise that meets the needs of everyone involved. Finding common ground sets the tone for better solutions. Calm and respectful behavior prevents escalation and promotes a constructive environment. Problem-solving methods, like brainstorming, allow people to come up with creative solutions. Clear goals and priorities ensure that the focus is on resolving the problem rather than prolonging it. Emotional expression is also an important part of conflict resolution, and it is important to acknowledge and address it appropriately. In some cases, mediation can be helpful, as it can provide an unbiased point of view. Finally, clear communication channels, ongoing feedback mechanisms, and a healthy environment promote a proactively healthy environment for conflict resolution. Combining these strategies increases the likelihood of conflict resolution, promoting positive relationships in both personal and professional settings.

IMPACT ON TEAM DYNAMICS:

Team dynamics are essential for the success and productivity of a group. Positive team dynamics encourage collaboration, innovation and effective problem solving. Negative team dynamics can impede progress, lead to conflict, and reduce team effectiveness. Communication is an essential part of good team dynamics. Clear and open communication builds trust between team members, improving collaboration and the work environment. A supportive environment encourages creativity and the exchange of diverse ideas. Team dynamics are also influenced by leadership styles. A positive team dynamic is fostered by a leader who is inclusive, appreciates each team member's contributions, and gives clear

direction. Conversely, an autocratic leadership style can inhibit creativity and cause dissatisfaction among team members.

KEY ISSUES:

InnovateTech's key issues stem from the clash between two key team members: Alex and Taylor. As a structured developer, Alex clashes with a spontaneous designer, leading to confusion and tension in the team. Team leader Sarah recognized the issue as a threat to the project, and proactively addressed it in a team meeting through open communication. To build unity, Sarah focused on team-building efforts that highlighted each member's strengths. Not only did this improve mutual understanding, but it also fostered a culture that valued diversity. Over time, the team learned how to use their diverse skills to turn conflict into growth opportunities. The InnovateTech case highlights the importance of open communication, diversity, and creating a supportive environment for better team dynamics, which ultimately led to the success of InnovateTech revolutionary software.

PROPOSED SOLUTIONS:

The clash between Alex's structured approach and Taylor's creative spontaneity threatened InnovateTech's success, but team leader Sarah wisely opened the floodgates of open communication. A team meeting was the perfect opportunity to voice their concerns. Sarah's strategic team-building initiatives deepened understanding, uncovering each member's strengths and cultivating a culture that values diversity. Through workshops and projects, they discovered complementary skills, turning disagreements into growth opportunities. Alex and Taylor found a commonality, knowing that a combination of structure and innovation would improve project results. The newfound synergy drove InnovateTech to release their revolutionary software, demonstrating the power of open conflict resolution, celebrating diversity and creating a supportive environment for better team dynamics.

BUILD TRUST:

InnovateTech's success story is an example of how open communication, trust, and embracing diversity can transform a team's culture. When seasoned developer Alex had a conflict with creative designer Taylor over their working styles, team leader Sarah stepped in to help. "We had a team meeting where we aired our concerns and ideas," Sarah said. "We identified each member's strengths. Not only did that help us understand each other better, but it also helped us build a culture that values diverse skills." Alex and Taylor found a common ground. "If we can balance structure with innovation," Taylor said, "we can improve project outcomes." As conflicts turned into learning opportunities, the team leveraged their diverse skills to drive innovation and productivity." The InnovateTech revolutionary software launch was a shining example of resilience and strength that comes from openly addressing conflict, embracing diversity, and creating a supportive environment.

ADDRESS WORKSTYLE DIFFERENCES:

In InnovateTech, Alex and Taylor's contrasting workstyles presented a challenge at first. Alex's structured approach to work clashed with Taylor's spontaneous, creative designer. Team leader Sarah recognized the potential for division and proactively addressed it. She

opened up team meetings to allow members to voice their concerns and ideas. Sarah also implemented team-building activities that highlighted each member's strengths and created a culture that values diversity. As a result, Alex and Taylor found a commonality: a combination of structure and innovation that improved project results. By embracing their diverse skills, they turned disagreements into learning opportunities. The InnovateTech team's success demonstrates the importance of open conflict resolution, celebrating diversity and creating a supportive environment to improve overall team dynamics.

ENHANCE COMMITMENT:

InnovateTech's story demonstrates the power of conflict resolution and diversity in a team culture. Sarah's leadership in creating an environment of open communication and team-building was essential. By providing Alex and Taylor with a space to share and learn from one another, not only did she resolve the immediate conflict, but she also set the tone for how they would handle future disagreements. Through workshops and team-building projects, they discovered each member's strengths and fostered a culture that celebrates diverse talents and work styles. By strategically combining structure with creativity, this strategic approach drove the team toward innovation and significantly increased productivity. The success of their groundbreaking software was not only a result of their technical skills, but also a result of the team's unity and their collective growth. The InnovateTech journey highlights the power of leadership to bridge differences and the incredible potential of truly collaborative environments.

CONCLUSION:

This case study emphasizes the need for conflict resolution and positive team dynamics in order to successfully implement a project. Implementing the suggested solutions will enable the team to overcome obstacles, improve collaboration, and accomplish its goals. Learn from the case study and apply the same principles to other teams faced with similar challenges, resulting in a more productive and harmonious work environment.

QUESTIONS:

1. What were the main differences in working styles between Alex and Taylor, and how did these differences initially affect the team dynamics at Innovate Tech?
2. How did Sarah, the team leader, facilitate open communication among team members to address the issues arising from conflicting working styles?
3. In what ways did Alex and Taylor find a common ground, and how did this new understanding influence the project's results?

DUOLINGO CASE STUDY: USING AI TO REVOLUTIONIZE LANGUAGE LEARNING

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Abstract

This case study explores how artificial intelligence (AI) was integrated by Duolingo to transform language learning. With over 300 million users worldwide since its launch in 2011, Duolingo has become into one of the most well-known language-learning websites. Duolingo utilizes artificial intelligence (AI) to power adaptive learning algorithms that offer utilized gaming for engagement, customised courses, and feedback, therefore customizing every user's learning experience. Duolingo uses automated evaluation systems, chatbots enabled by natural language processing, adaptable programs, and artificial intelligence to effectively tackle issues with traditional language learning platforms, including delayed feedback. The study investigates how AI may significantly improve user pleasure, engagement, and overall language learning efficiency. In addition to solving common problems, Duolingo's creative approach offers a model for utilizing AI to provide individualized, engaging, and productive learning environments. The lessons learned from this example add to our knowledge of artificial intelligence's innovative potential to change language instruction.

Implementation of AI in Duolingo

The secret to Duolingo's success is its AI algorithms, which allow for personalized, adaptive learning for each user. The platform continuously modifies the lesson's content and complexity based on user actions and performance analysis, guaranteeing the greatest participation and advancement. AI-powered real-time personalized assistance helps students' complete activities by pointing out errors and offering explanations appropriate to their level of expertise. In addition, Duolingo's gamified methodology, which is powered by artificial intelligence (AI)-driven knowledge into consumer tastes, encourages motivation and engagement, which improves the learning process.

Problem Statement:

The goal of Duolingo is to give people all across the world an efficient and interesting language-learning experience. However, there is a big issue in providing millions of people with tailored learning routes who have different learning styles and histories.

Solution

Tailored Educational Journeys:

In order to customize learning routes for each user, Duolingo employs artificial intelligence (AI) algorithms to evaluate user data, including competence level, learning preferences, and

performance history.

Through the examination of how users interact with the application, including both right and wrong responses, artificial intelligence algorithms are able to suggest exercises and courses that are customized to each user's requirements.

***Exercises That Are Adaptive:**

Adaptive workouts driven by artificial intelligence dynamically modify their level of difficulty in response to the user's performance, guaranteeing a demanding yet attainable learning experience.

The system adjusts to the user's level of ability by continuously evaluating the user's replies, offering focused practice in areas that require development.

***Feedback and Evaluation:**

Immediate feedback on user replies is provided by AI algorithms, which also detect mistakes and provide justifications to help users improve.

Automated evaluation algorithms check both spoken and written replies, allowing Duolingo to offer real-time feedback on vocabulary usage, grammar, and pronunciation.

***Analytics that predicts:**

Predictive analytics is a tool that Duolingo uses to anticipate user progress and spot any problems or opportunities for development.

Artificial intelligence (AI) algorithms can spot patterns and trends in massive user interaction datasets, which helps Duolingo enhance its lesson plans and delivery methods.

Challenges:

Even with its popularity, Duolingo still has problems with AI-powered learning systems. AI algorithms must be continuously improved in order to balance learning quality and engagement. Long-term user motivation maintenance is still essential for learning success, requiring ongoing optimization work. Additionally, there are technological challenges that call for creative solutions when modifying AI algorithms to successfully teach a wide variety of languages.

Conclusion:

The success of Duolingo serves as an example of how AI may revolutionize education. Duolingo has completely changed the face of language education by using AI to provide tailored, easily accessible, and interesting language learning experiences. However, enhancing the platform's effect and improving language learning results in the future will depend on tackling ongoing problems and embracing innovation.

THE FALL OF JET AIRWAYS

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ABSTRACT

This paper examines the rise and fall of Jet Airways, once a prominent player in the Indian aviation industry. Beginning as an air taxi operator in 1992, Jet Airways quickly expanded its operations and became a leading airline by 2004. However, the emergence of low-cost carriers in the mid-2000s disrupted the market, leading to a decline in Jet Airways' market share and profitability. Poor strategic decisions, such as the acquisition of Air Sahara and the introduction of JetLite and JetKonnnect, added complexity to its operations and further exacerbated its financial woes. The airline's collapse in 2019 serves as a cautionary tale, highlighting the importance of strategic adaptability, financial prudence, and effective leadership in navigating the challenges of the airline industry.

Keywords-

Jet Airways, Low-Cost Carriers, Operations, Market Share

INTRODUCTION

Started the journey as an air taxi operator on 1st April 1992 its initial business model was focused on providing air taxi services. Jet Airways started its commercial operations one year later, in 1993, with a fleet of four Boeing 737-300 aircraft. From 1992 to 2004, Jet had a strong cumulative performance with strong growth, cash flows, and profits. However, the arrival of low-cost carriers in 2005 led to a revolution in air travel. The Low-Cost Carriers revolution began with Air Deccan in 2003, SpiceJet in 2005, GoAir in 2006, and IndiGo in 2006. These carriers challenged Jet Airways' business model, causing increased traffic and market share decline.

The balance sheet was overlooked, ignoring the fuel price hike and the emergence of new low-cost carriers in the market. Instead of adapting to these changes, they decided to acquire Air Sahara for 500 million and rebrand it as JetLite in 2006 to compete with Indigo. The launch of JetKonnnect as a low-cost airline in 2009 added to the complexity. Although Jet Airways briefly led the market, confusion between JetKonnnect and JetLite persisted. The two were eventually merged to provide business class services in 2012. The lack of a clear vision is apparent, with constant changes in strategy. Meanwhile, other low-cost carriers are succeeding due to their streamlined operations.

Jet Airways faced a significant financial crisis, burdened with a substantial amount of debt and lacking investor support. This unfortunate situation was primarily caused by the collapse and poor decision-making of Naresh Goyal. In 2004, the airline held a remarkable 44 percent

market share, but by the end of 2018, it had dwindled to a mere 15.5 percent. Initially, Etihad Airways partnered with Jet Airways to cover 24 percent of the international market share, but eventually withdrew their proposal. As a result, many employees were left unpaid, leading some to go on strike in an attempt to salvage the airline. The union pleaded with the head of the company to step down, as Jet Airways found itself burdened with a staggering debt of Rs 8,500 crore, ultimately leading to its unfortunate shutdown. The airline's final flight departed from Amritsar to Mumbai at 10:30 p.m. on April 17, 2019.

OBJECTIVE

- To investigate the growth and decline of Jet Airways within the Indian aviation sector. Through an analysis of the key factors that led to its success and eventual downfall, the study seeks to shed light on the obstacles encountered by airlines in a fiercely competitive environment.
- To underscore the significance of strategic flexibility, financial responsibility, and strong leadership in the airline industry, presenting valuable insights for current and future stakeholders in the field.

PROBLEM

Goyal's initial mistake was his disregard for changes and his decision to acquire Air Sahara. Another problem was his indifference towards the rising fuel prices. He unexpectedly laid off nearly 2000 employees without prior notice and altered their business model on a yearly basis. Those who opposed Jet Airways have now lost interest, as the airline aims to excel by addressing these issues.

ANALYSIS

Instead of adjusting to the evolving market dynamics, Jet Airways made strategic choices such as acquiring Air Sahara in 2006 and introducing JetLite and JetKonnnect, which added complexity and confusion to its operations. The lack of a clear vision and the frequent changes in strategy played a significant role in the airline's challenges. Jet Airways encountered a substantial financial crisis primarily due to a significant amount of debt and a series of poor decisions, particularly by Naresh Goyal. The airline's collapse was made worse by the withdrawal of support from Etihad Airways and the failure to compensate employees, which led to strikes and operational issues. This case underscores the importance of adapting to market changes, maintaining a clear vision, and managing finances prudently in the airline industry. It also highlights the impact of competition and the necessity for effective leadership and decision-making.

Strengths

Well-Established Brand: Jet Airways had a strong reputation in the Indian aviation sector.

Vast Network: The airline operated an extensive network of domestic and international routes, linking key destinations globally.

Comprehensive Services: Jet Airways provided a variety of services, such as economy, business class, premium economy, and first class, to meet the needs of different types of passengers.

Impressive Early Performance: Between 1992 and 2004, Jet Airways demonstrated robust growth, positive cash flows, and healthy profits.

Weaknesses

Inadequate Financial Planning: Jet Airways faced challenges due to poor financial planning, resulting in high debt and excessive spending on employee wages.

Lack of Long-Term Strategy: The airline's decision-making errors, like acquiring Air Sahara and launching JetLite and JetKonnnect, contributed to operational complications.

Leadership Problems: Naresh Goyal's autocratic decision-making style and absence of a skilled management team caused operational inefficiencies.

Opportunities

The aviation industry in India continues to grow, offering airlines the chance to expand despite facing challenges.

Leveraging technological advancements in aviation can enhance operational efficiency and customer satisfaction.

Jet Airways could broaden its reach and enhance its offerings by establishing strategic partnerships with other airlines or service providers.

Threats

Competition: The rise of budget airlines and intensifying competition within the aviation sector presented a challenge to Jet Airways' market dominance and profitability.

Economic Factors: Economic downturns, fuel price fluctuations, and other macroeconomic variables have the potential to influence the airline's financial performance.

Regulatory Environment: Alterations in regulations or policies may have an impact on the airline's operations and profitability.

Overall, Jet Airways' failure can be attributed to a combination of poor strategic decisions, financial mismanagement, and failure to adapt to changing market dynamics.

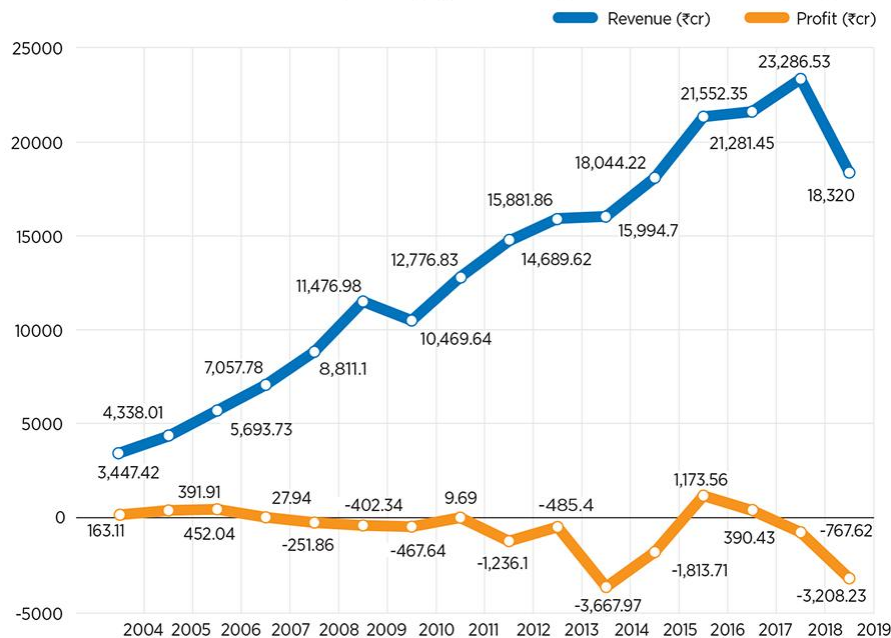
REASONS FOR THE FALL

1. **Misstep In Merger:** Sahara Airlines and Jet Airways Jet Airways' decision to acquire Sahara Airlines for \$500 million was a costly mistake, overstating the airline's value.
2. **Rebranding Issue:** Sahara Airlines becomes JetLite Sahara Airways' rebranding to JetLite resulted in significant customer loss because the appeal of the Sahara brand did not carry over to JetLite.
3. **Management Mistakes:** Naresh Goyal's decision to operate Jet Airways on a one-man model without a capable management team led to operational inefficiencies and poor financial management.
4. **Challenges Of A Full-service airline:** Operating as a full-service airline in India requires significant financial support and strategic customer relationship management, which Jet Airways has struggled to stay afloat.

5. Excessive Debt: Jet Airways financial difficulties were exacerbated by its tendency to accumulate debt and spend too much money on employee salaries, leading to unsustainable financial performance.

Grappling With Losses

Jet's woes were worsened by rising global oil prices and a falling rupee



Source: BSE

CONCLUSION

The case of Jet Airways underscores the crucial importance of strategic management, financial prudence, and effective leadership within the airline industry. The company's initial success and subsequent downfall serve as a powerful illustration of the significant ramifications of market disruptions, including the entry of low-cost carriers, on well-established players. The Jet Airways incident provides a valuable insight for businesses, highlighting the criticality of strategic agility, prudent financial management, and effective leadership in ensuring competitiveness and sustainability in an ever-evolving industry.

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ADANI ENERGY SOLUTIONS: SHAPING A SUSTAINABLE FUTURE BY GIVING AN INNOVATIVE SOLUTION TO DECARBONIZE

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Introduction:

Adani Energy can redefine the energy industry with "Energy as a Service," an inventive strategy for decarbonization. In order to create a sustainable future, Adani Energy provides all-inclusive solutions. With this strategy, communities and companies can access renewable energy infrastructure without having to worry about initial expenses or ongoing maintenance. Adani Energy provides renewable energy sources including solar and wind power customized to each client's requirements through partnerships and state-of-the-art technologies. This strategy encourages energy resilience and efficiency while also lowering carbon emissions.

Background:

The global focus on sustainability and carbon reduction has increased in recent years. In light of climate change and environmental deterioration, traditional energy models that rely on fossil fuels are no longer viable. Adani Energy set out to reshape the energy landscape after realizing how urgent a change was.

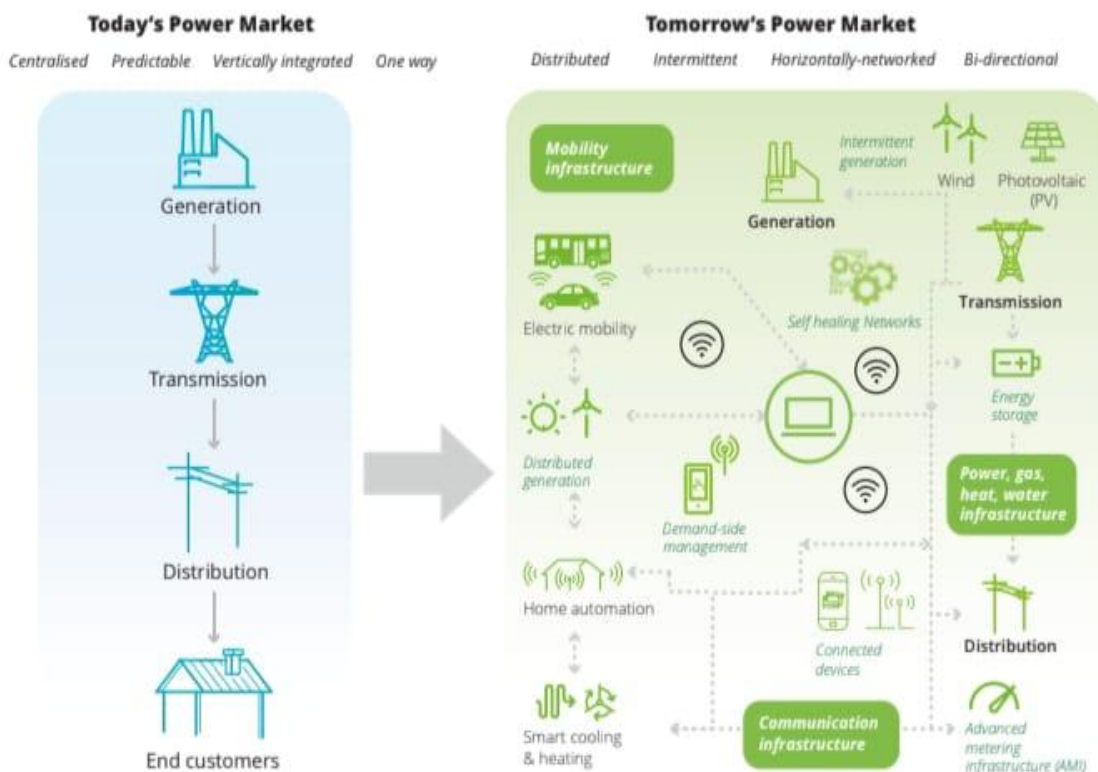
Adani Energy's dedication to sustainability is ingrained in its basic principles, which motivate the organization to investigate alternate energy sources and implement cutting-edge business

strategies. Adani Energy aimed to rethink the connection between energy suppliers and customers after realizing the shortcomings of the established energy supply chain.

Adani Energy, having been the first to introduce the notion of "Energy as a Service," seeks to provide a complete, end-to-end solution that not only satisfies energy needs but also encourages efficiency, cost-effectiveness, and sustainability. This revolutionary strategy helps the world move toward a low-carbon economy while also benefiting customers.

Problem statement:

1. Geopolitical instability, resource depletion, and high carbon emissions are just a few of the difficulties facing the conventional energy industry.
2. Furthermore, there are risks and inefficiencies as a result of the centralized form of energy production and distribution.
3. Change in energy market.



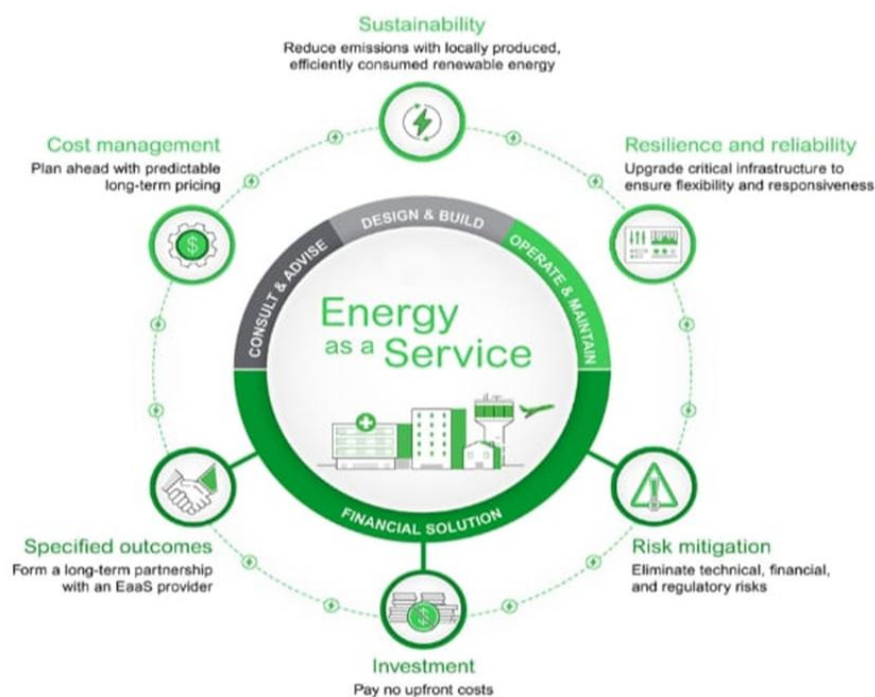
Alternative solutions:

Traditional energy procurement methods like utilities or renewable energy investments may not offer the adaptability, scalability, and affordability needed for sustainability. Alternatives like investing in renewable energy infrastructure, implementing energy efficiency measures, and promoting conservation are crucial but often high-cost.

Suggested solutions

A comprehensive plan to decarbonize the energy industry. Through the provision of integrated services that maximize sustainability, dependability, and efficiency, EaaS revolutionizes the production, distribution, and consumption of energy.

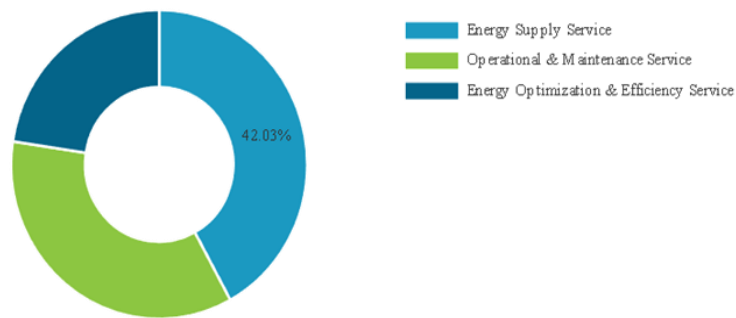
1. **Renewable Energy Integration:** To lessen dependency on fossil fuels and cut carbon emissions, EaaS makes use of renewable energy sources like solar, wind, and hydroelectric power.
2. **Distributed Energy Resources:** To improve grid resilience and flexibility, EaaS integrates distributed energy resources such microgrids, energy storage systems, and demand response technologies.
3. **Smart Energy Management:** To optimize energy consumption, enhance grid stability, and provide real-time monitoring and control, EaaS leverages cutting-edge technologies like blockchain, artificial intelligence, and the Internet of Things (IoT).
4. **4.Pay-as-You-Go Model:** To promote affordability and accessibility, EaaS offers flexible pricing models that let users pay for energy services based on usage.



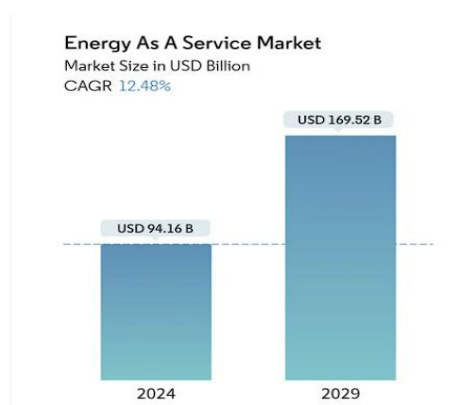
Global market:

The expanding trend of offering energy as a service instead of just a commodity is known as the global energy as a service (EaaS) market. Through the outsourcing of energy infrastructure and management solutions to outside service providers, consumers can receive energy-efficient products and services without having to make an initial financial commitment.

Global Energy as a Service (EaaS) Market Share, By Service Type, 2023



The growing need for energy efficiency, the integration of renewable energy sources, and the trend toward decentralized energy systems are the main drivers of this market.



Energy as a Service Market: Growth Rate by Region, 2023-2028



Conclusion:

In the energy sector, Energy as a Service (EaaS) is a paradigm shift that provides an affordable and sustainable way to decarbonize. Through the utilization of cutting-edge technology and business strategies, firms such as Adani Energy can pave the path for a more sustainable and eco-friendly future.

Questions:

1. In your opinion, what more optimizations can be made to Energy as a Service to fully reap its advantages?
2. What obstacles can businesses encounter while using Energy as a Service?
3. Do you think there will be any legislative or regulatory ramifications for the broad use of energy as a service?

CASE STUDY ON INDIA SEMICONDUCTOR MISSION

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ABSTRACT:

In the digital era we live in, enables to mines out more opportunities for exploring the impending resources and utilizing it for human benefit. In such a case, the electronic gadgets like computers, tablets, Ipads, mobile phones and other devices are considered as domestic products in most of the residences. Hence the semiconductor which is termed as heart of modern economics is at high demand in today's market. In this case, the journey of our country to setup a semiconductor fab and upcoming plans to make India a semiconductor nation is analyzed.

INTRODUCTION:

The semiconductor is fabricated and designed for the electronic devices manufacturing purpose. In that scenario, the chip is only designed in a fabless techniques by the semiconductor companies in India. Therefore the government entered into the game with a plan of setting up semiconductor fab along with the ATMP plants (Assembly ,Testing ,Marking and Packaging) to develop the Industry 4.0 plan.

SEMICONDUCTOR:

A semiconductor is a material that has electrical conductivity between a conductor and an insulator.

INDIA'S MARKET SHARE :

India's Semiconductor Market was valued at \$ 34.3 Billion in 2023 and is expected to reach \$ 100.2 Billion by 2032, at a CAGR of 20.1% during the forecast period 2023 – 2032.

GOVERNMENT SCHEME:

SCHEME: INDIA SEMICONDUCTOR MISSION

INAUGURATION: 2021

MINISTRY: ELECTRONICS & INFORMATION TECHNOLOGY (MeitY)

FINANCIAL OUTLAY: 76,000 Crores

BENEFIT: Fiscal support of 30% of capital expenditure to approve Compound Semiconductors Units.

NEED FOR SEMICONDUCTOR:

Post pandemic around the globe, the need for using the electronic gadgets for official purposes are skyrocketing till date, hence it's a great opportunity for India to initiate the semiconductor manufacturing plans to scale up to next level.

HISTORY OF PLANT SETUP:

The companies like Tata ELXSI, L&T are designing the chips in a fabless methods, hence to setup a chip plant including Fab, assembling, designing, packaging and testing the MeitY has organized a “**SEMICON INDIA 2022 CONFERENCE**”, in Bengaluru. The theme of the conference was “**Catalyzing India's Semiconductor Ecosystem**”.

FAILURE IS THE STEPPING STONE:

The Government of India, had signed an MoU with a joint ventured companies Taiwanese firm Foxconn and mining baron Anil Agarwal's Vedanta Limited. The joint venture project was worth \$ 19.5 billion dollars. But the JV was not witnessing for future development, because it was not able to find a technical partner. Also, the process was not pacing up as expected, hence these hurdles made the partnership to break.

ALTERNATE PLANS:

Therefore, Foxconn made a bold attempt to venture as a sole proprietorship for erecting the chip fab through Hon Hai Technology Group. Considering the firm's reputation the government listed the company at first priority to start the setup plans, and it's continuously monitoring the firm's actions to offer the incentive of upto 50% of capital costs for semiconductor and display manufacturing projects. Adding to it Foxconn has recently tied up with HCL GROUP for semiconductor assembling and testing. Parallely Vedanta is ventured to find its partner to erect its semiconductor firm where it has previously acquired the license of forty nanometer and is currently in process of acquiring twenty eight nanometer node.

MICRON TECHNOLOGY:

In June, 2023 India signed an approval for Micron Technology, an American based semiconductor company headquartered at Boise, United States. Therefore the company has initiated the setup process in **SANAND GIDC-II Industrial Park**, Gujarat at a landspace of five lakh squarefeet i.e approximately 93 acres, that will begin its operation in late 2024. The second phase is about to be initiated during the second half of the decade. The firm has planned to erect an assembly and testing DRAM and NAND products units in India. It will fulfill the needs of domestic as well as international markets. This will generate job opportunities for 15 lakhs individuals across the country.

INVESTMENT:

TOTAL BUDGET: \$ 2.75 Billion (INCLUSIVE OF BOTH THE PHASES) (Rs. 22,500 Crores)

GOVERNMENT CONTRIBUTION:

CENTRAL GOVERNMENT: 50% Fiscal support of total budget (ATMP Scheme).

STATE GOVERNMENT: 20% Incentive.

COMPANY'S INVESTMENT: \$ 825 Million

TATA ELECTRONICS PRIVATE LIMITED:

TEPL has proposed a whopping project worth rupees ninety-one thousand crore semiconductor fabrication facility at Dholera Special Investment Region (DISR). Apart from it an Outsourced Semiconductor Assembly and Test (OSAT) facility in Morigoan, Assam. In addition to it, a Greenfield semiconductor assembly and test facility at Jagiroad, Assam with an investment of twenty-seven thousand crore.

PARTNERSHIP: Taiwan's Powerchip Semiconductor Manufacturing Corporation. It has partnered with PSMC to build India's first AI enabled state of the art Fab. Semiconductors are designed for applications like

- POWER MANAGEMENT IC
- DISPLAY DRIVERS
- MCU AND HIGH-PERFORMANCE COMPUTING LOGIC

Addressing the growing demand in markets such as

- Automotive
- Computing & Data Storage
- Wireless Communication and AI

WAFER MANUFACTURING CAPACITY: 50,000 wafers per month

FIRST CHIP WILL ROLL OUT ON: Before the End Of 2026.

Hence the nation is in a spree to setup more semiconductor fabs and ATMP units to make India an atmanirbhar in chip manufacturing and a semiconductor nation in near future.

A CASE STUDY ON MARKETING MISSTEPS AND FAILURE

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ABSTRACT:

This study examines general marketing missteps across industries, highlighting common pitfalls and their implications. It explores cases where companies have invested resources in product development and marketing campaigns, only to face challenges in resonating with consumers and achieving desired outcomes. Through a systematic analysis of these missteps, the study identifies key factors contributing to failures, such as misalignment with target audiences, flawed messaging, or inadequate market research. By synthesizing lessons learned from these cases, the study offers insights for crafting more effective marketing strategies and mitigating risks in competitive markets.

KEY WORDS: Marketing missteps, Common pitfalls, Implications, Product development, Marketing campaigns, Resonate with customers, Brand's core audience, Inadequate market research, Mitigating risks

INTRODUCTION:

In the dynamic landscape of marketing, companies often encounter challenges and pitfalls that can hinder their success. This study aims to explore common marketing missteps across industries, shedding light on the implications of these failures and identifying key factors contributing to them. By examining cases where companies have invested resources in product development and marketing campaigns but struggled to resonate with consumers and achieve desired outcomes, we can uncover valuable insights for crafting more effective marketing strategies. Through a systematic analysis of these missteps, this study delves into various factors such as misalignment with target audiences, flawed messaging, and inadequate market research. By synthesizing lessons learned from these cases, we aim to offer actionable insights for marketers to mitigate risks and navigate the complexities of competitive markets more effectively. Ultimately, understanding and addressing these marketing missteps can help companies optimize their efforts, enhance brand perception, and drive sustainable growth in today's competitive business environment.

BACKGROUND:

Marketing is a fundamental aspect of business strategy, encompassing a wide array of activities aimed at promoting products or services, engaging customers, and driving sales. However, despite careful planning and execution, companies often encounter missteps and challenges along the way. These missteps can stem from various factors, including evolving consumer preferences, changing market dynamics, and internal organizational issues. In this case study, we delve into the realm of general marketing missteps across industries, examining instances where companies have faced difficulties in effectively reaching their target audience or achieving their marketing objectives. These missteps can manifest in different forms, such as product failures, unsuccessful advertising campaigns, or brand image crises. By understanding the background and context surrounding these marketing missteps, we can gain insights into the complexities and nuances of modern marketing practices. Through a comprehensive analysis of real-world examples and their implications, this case study aims to provide valuable lessons and actionable strategies for marketers to navigate challenges, optimize their marketing efforts, and drive success in today's competitive marketplace.

CASE SCENARIO:

In the mid-1990s, McDonald's, the renowned fast-food giant, embarked on an ambitious marketing campaign to launch a new product aimed at capturing the adult market segment: the Arch Deluxe burger. With extensive market research and consumer insights, McDonald's believed they had identified an opportunity to appeal to more sophisticated tastes and cater to an older demographic. The Arch Deluxe was positioned as a premium burger, featuring a quarter-pound beef patty, bacon, lettuce, tomato, cheese, onions, ketchup, and a special "secret sauce," all served on a sesame seed bun. The marketing strategy behind the Arch Deluxe emphasized its high-quality ingredients and elevated taste profile, distinct from McDonald's traditional offerings. McDonald's spared no expense in promoting the Arch Deluxe, investing heavily in television advertising and other marketing channels to generate excitement and anticipation among consumers. The advertisements featured stylish visuals, celebrity endorsements, and slogans emphasizing the burger's exclusivity and sophistication. Despite McDonald's meticulous planning and substantial investment, the Arch Deluxe failed to resonate with its intended audience. Sales fell short of expectations, and the burger received mixed reviews from consumers.

IDENTIFICATION OF MISSTEPS:

McDonald's attempted to position the Arch Deluxe as a premium burger, which contradicted its established brand image as a provider of affordable, family-friendly fast food. This misalignment created confusion among consumers and undermined the brand's core identity. The Arch Deluxe was designed to appeal to adult consumers with more sophisticated tastes.

However, McDonald's underestimated the preferences and expectations of this demographic, resulting in a product that failed to resonate with its intended audience. Despite extensive market research, McDonald's overestimated the demand for a premium burger within its customer base. The company failed to accurately assess the willingness of consumers to pay a higher price for a burger perceived as premium. The Arch Deluxe campaign faced several execution challenges, including inconsistencies in product quality and service delivery. These issues contributed to consumer dissatisfaction and undermined the success of the marketing campaign. While McDonald's invested heavily in advertising and marketing efforts for the Arch Deluxe, the messaging may have failed to effectively communicate the value proposition of the product to consumers. The advertisements may have emphasized the premium attributes of the burger without adequately addressing consumer needs and preferences. McDonald's may have lacked flexibility in responding to consumer feedback and adjusting its marketing strategy accordingly. The company's adherence to its initial marketing plan despite signs of consumer resistance limited its ability to course-correct and salvage the campaign.

ANALYSIS OF MARKET FAILURE:

Overall, the market failure of McDonald's in the Arch Deluxe case study can be attributed to a combination of factors, including misaligned brand image, miscalculated target audience, overestimation of consumer demand, execution issues, ineffective messaging, and lack of flexibility. By analyzing these factors, McDonald's can learn valuable lessons for future product launches and marketing initiatives, ensuring better alignment with brand identity, target audience preferences, and market demand.

MISSTEPS RESOLUTION STRATEGIES:

McDonald's should reassess its brand identity and ensure that future product launches align with its core values and target audience preferences. This may involve conducting comprehensive market research to understand evolving consumer trends and expectations. McDonald's should refine its understanding of target audience segments and tailor product offerings and marketing campaigns accordingly. This may involve developing personas and conducting focus groups to gain insights into the preferences and behaviors of different demographic groups. McDonald's should carefully evaluate pricing strategies for new products to ensure they align with consumer perceptions of value. This may involve offering tiered pricing options or promotions to appeal to different segments of the market. McDonald's should prioritize product quality and consistency to build trust and loyalty among consumers. This may involve implementing quality control measures and training programs for employees to ensure consistent preparation and presentation of menu items. McDonald's should focus on developing clear and compelling messaging that effectively communicates the value proposition of its products to consumers. This may involve refining

advertising campaigns and leveraging digital marketing channels to reach target audiences more effectively. McDonald's should remain agile and responsive to consumer feedback and market trends. This may involve establishing mechanisms for gathering and analyzing customer feedback in real-time and adjusting marketing strategies accordingly.

IMPACT ON MARKET:

The successful implementation of these resolution strategies can help McDonald's overcome the effects of market failure and position itself for long-term success in the competitive fast-food industry. By addressing the root causes of its missteps and proactively responding to consumer needs and preferences, McDonald's can rebuild trust and loyalty among its customer base and regain its position as a market leader.

PROPOSED SOLUTION:

The McDonald's Arch Deluxe is often cited as a marketing failure due to its high development and promotional costs and underwhelming sales performance. Conduct in-depth market research to understand why the Arch Deluxe failed to resonate with consumers. Analyze consumer preferences, attitudes, and behaviors related to fast food, including taste preferences, dietary trends, and perceptions of value. Extract key learnings from the failure of the Arch Deluxe campaign. This could involve examining factors such as product positioning, pricing strategies, target audience identification, and messaging effectiveness. Reevaluate the brand messaging to ensure it aligns with the evolving preferences and expectations of consumers. Focus on communicating the quality, value, and freshness of McDonald's menu offerings in a way that resonates with the target audience. Learn from the complexity of the Arch Deluxe and streamline product offerings to focus on items that have broad appeal and align with McDonald's core brand identity. Emphasize iconic menu items while introducing new offerings that complement existing favorites. Implement cost-efficient marketing strategies that maximize reach and impact. This could include leveraging digital marketing channels, social media engagement, influencer partnerships, and targeted advertising campaigns to effectively reach and engage with consumers. Prior to a full-scale launch, conduct extensive market testing to gauge consumer interest and gather feedback on product concepts, messaging, and promotional strategies. Use insights from these tests to refine and optimize marketing efforts before investing significant resources. Emphasize the unique value proposition of McDonald's, such as convenience, affordability, and menu variety, in all marketing communications. Highlighting these attributes can help differentiate McDonald's from competitors and appeal to a wide range of consumers. Collaborate closely with franchisees to ensure alignment and buy-in for marketing initiatives. Solicit feedback and input from franchise owners who have a deep understanding of local market dynamics and consumer preferences. Establish clear performance metrics and benchmarks to evaluate the success of marketing efforts. Continuously monitor sales data, customer feedback, brand

sentiment, and market share to assess the effectiveness of marketing campaigns and make data-driven adjustments as needed. Recognize that marketing is an iterative process and be prepared to adapt and evolve strategies based on changing market conditions, consumer preferences, and competitive dynamics.

CONCLUSION:

In summary, McDonald's Arch Deluxe represents a prominent case study of marketing missteps within the fast-food industry. Despite extensive investment and promotion, the product failed to resonate with consumers due to factors such as a departure from the brand's core identity, lack of consumer understanding, and high complexity. Key takeaways include the importance of aligning products with brand identity, understanding consumer preferences, prioritizing simplicity in messaging, and embracing adaptability in marketing strategies. This case underscores the significance of thorough market research, consumer testing, and cost-effective approaches to mitigate the risks of marketing failures and drive sustained success in the highly competitive fast-food market.

QUESTIONS:

1. What were the primary factors contributing to the marketing missteps of McDonald's Arch Burger?
2. How did McDonald's attempt to position the Arch Burger in the market, and why did this positioning fail to resonate with consumers?
3. What were the key lessons learned from the failure of the Arch Burger in terms of product development and marketing strategy?

A COMPREHENSIVE ANALYSIS OF ZUDIO'S MARKETING TACTICS: ACHIEVING SUCCESS IN THE COMPETITIVE FASHION SECTOR

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Abstract:

This study provides a thorough investigation of the marketing tactics used by well-known retail business Zudio to achieve outstanding success in the fiercely competitive fashion sector. Zudio's branding, customer engagement, pricing, and digital marketing methods are highlighted as the research looks into the foundational components of the company's marketing strategy. This study tries to identify the crucial elements influencing the brand's expansion and consumer loyalty by analyzing Zudio's marketing strategies and their effects on consumer perception and market share. The study also looks at prospective areas for Zudio's marketing approach to be enhanced and altered in order to keep its competitive edge in the constantly changing retail environment. The study's findings will offer useful perceptions of Zudio's marketing expertise as well as useful business advice.

Introduction

Zudio, a fashion brand owned by Tata Trent, made its debut in the Indian retail market in September 2016 with a store spanning 8000 square feet in Bengaluru. Zudio, a company that focuses on producing top-notch fashion items for men, women, and children, swiftly gained popularity and began a voyage of fast growth. The opening of Zudio's first store in Bengaluru signalled the start of its rapid ascent. The company's emphasis on providing a wide variety of premium fashion items, such as shoes and western attire, appealed to customers, resulting in increased customer visits and sales. Encouraged by its early achievements, Zudio promptly proceeded to broaden its presence. In the span of one year, the corporation established seven more stores, indicating their intention for expansion. The subsequent years saw Zudio's expansion accelerate exponentially. By 2018, the brand had scaled up to 40 stores across various cities in India, leveraging its strong value proposition and customer-centric approach to penetrate new markets. Zudio's relentless focus on providing trendy fashion at affordable prices fueled its rapid growth, attracting a loyal customer base and cementing its position as a formidable competitor in the retail landscape. Zudio's expansion efforts reached new heights in 2021, with the brand boasting an impressive network of 250 stores nationwide. By strategically positioning its stores in high-traffic locations and investing in marketing and branding initiatives, Zudio solidified its market presence and gained widespread recognition as a go-to destination for fashion enthusiasts. The company's relentless pursuit of excellence in product quality, customer service, and affordability set it apart from competitors, propelling it to the forefront of the fashion retail industry. At present, Zudio's growth

trajectory shows no signs of slowing down. With a staggering 512 stores spread across India, the brand has firmly established itself as a market leader in the fashion segment. Moving forward, Zudio is well-positioned to capitalize on emerging opportunities in the dynamic retail landscape, leveraging its strong brand equity, expansive store network, and customer-centric approach to drive continued growth and success.

Years	No of Stores
2017	1
2018	7
2019	40
2020	80
2021	133
2022	250
2023	460
2024	518

Table 1: Growth rate of Zudio stores in all over India

Source: Author

Problem Statement:

There are many fashion brands ruled at the entry of Zudio in India like Trends, ZARA, Westernside. how Zudio managed its competitors and how can a massive growth could be achieved?. At the same time how it manage its pricing and product Quality?

Market Analysis:

Zudio's success in the Indian market can indeed be attributed to its implementation of four key strategies. The four strategies are,

- Cost Efficiency
- FOCO model.
- Fresh Inventory Management
- Zero Advertising cost policy.

Strategy:1 Cost Efficiency

Zudio's decision to focus on indoor production helps in maintaining low costs while ensuring product quality. By manufacturing products indoors, the company can closely monitor the production process, optimize efficiency, and minimize overhead expenses, which ultimately allows them to offer products at competitive prices without compromising on quality. Furthermore, Zudio's emphasis on offline sales channels aligns with their strategy to keep costs down. Operating primarily through physical stores eliminates the need to bear the logistics and transportation costs associated with online sales. Additionally, by concentrating on brick-and-mortar stores, Zudio can build stronger relationships with customers through in-person interactions, providing personalized assistance and creating a memorable shopping experience.

Regarding store locations, Zudio's choice to establish stores in non-prime locations, rather than exclusively in tier 1 or 2 areas, could be a strategic decision aimed at reducing rental and operational expenses. Non-prime locations often offer lower leasing costs compared to prime areas, allowing Zudio to allocate resources more efficiently and potentially pass on savings to customers through competitive pricing. Overall, Zudio's approach of indoor production, offline sales focus, and strategic store location selection all contribute to its ability to offer quality products at affordable prices, effectively catering to the needs and preferences of its target market in India.

Strategy : 2 FOCO model

The FOCO model, which stands for Franchise Owned Company Operated, indeed plays a crucial role in Zudio's growth strategy in the Indian market. Under this model, Zudio grants franchise rights to individual entrepreneurs or business entities to own and operate Zudio stores. However, Zudio retains control over the operation of these stores. By leveraging the FOCO model, Zudio can accelerate its expansion across various regions of India at a faster pace compared to opening company-owned stores alone. Franchisees invest in setting up and maintaining the stores, which reduces the financial burden on Zudio. This allows the company to focus its resources on core operations, such as product development, marketing, and overall brand management.

Zudio maintains control over various aspects of the franchise-operated stores, including product assortment, pricing, store design, and customer service standards. This ensures consistency in the brand experience across all locations and helps safeguard the brand's reputation and image. Overall, the FOCO model enables Zudio to scale its business rapidly while minimizing capital expenditure and operational risks. It leverages the entrepreneurial spirit and local market knowledge of franchisees while maintaining brand integrity and control over critical aspects of the business.

Strategy: 3 Fresh Inventory Management

Zudio's strategy of fresh inventory management involves closely tracking market trends and promptly updating their clothing designs to align with consumer preferences. This approach offers several benefits:

Elimination of Copies and Duplicates: By staying abreast of current market trends and swiftly adapting their clothing designs accordingly, Zudio reduces the likelihood of producing copies or duplicates of existing products. This proactive approach helps them maintain originality and relevance in their product offerings, enhancing their competitive edge in the market.

Responsive to Consumer Preferences: Regularly updating their inventory based on evolving trends allows Zudio to cater to changing consumer preferences effectively. By offering fresh and up-to-date styles, they can better satisfy customer demands, thereby increasing customer satisfaction and loyalty.

Minimized Inventory Obsolescence: By avoiding the accumulation of outdated or unpopular inventory, Zudio reduces the risk of inventory obsolescence. This approach helps them optimize their inventory turnover rate and minimize losses associated with unsold or outdated products.

Enhanced Brand Image: By consistently offering trendy and fashionable clothing options, Zudio strengthens its brand image as a forward-thinking and innovative retailer. Customers perceive the brand as being responsive to their needs and preferences, which can lead to increased brand loyalty and positive word-of-mouth recommendations.

Strategy: 4 Zero Advertising cost policy.

Zudio's zero advertising cost policy, coupled with their approach of leveraging social media influencers and small YouTubers for review videos, is indeed a strategic move that sets them apart from competitors. Here's how this strategy works to their advantage:

By refraining from traditional advertising channels that typically involve significant expenditure, Zudio effectively reduces their marketing costs. Instead, they capitalize on the power of social media and user-generated content, leveraging the popularity of influencers and content creators to reach their target audience at a fraction of the cost.

Partnering with small YouTubers and social media influencers lends authenticity to Zudio's brand promotion efforts. Audiences often perceive content from smaller creators as more genuine and trustworthy compared to traditional advertisements. This authenticity helps foster a stronger connection with consumers, potentially leading to higher levels of engagement and brand loyalty.

By tapping into the networks of influencers and content creators, Zudio can access diverse audience segments that may not be reachable through traditional advertising alone. These influencers often have dedicated followers who trust their recommendations, allowing Zudio to extend its reach and attract new customers within the Indian market. Utilizing review videos and influencer content encourages active engagement from viewers, who may leave comments, ask questions, or share their own experiences with Zudio products. This interaction fosters a sense of community around the brand and provides valuable feedback that Zudio can use to refine its offerings and enhance the overall customer experience.

Conclusion:

In conclusion, Zudio's business strategy embodies a holistic approach to market positioning, revenue generation, and client interaction, as evidenced by their innovative business model. Zudio targets value-conscious consumers in the Indian market by offering fashionable clothing at affordable prices. Their emphasis on keeping costs low through efficient supply chain management enables them to maintain competitive pricing while delivering quality products. This strategy resonates with their target demographic, allowing them to capture market share and build customer loyalty. Zudio's success stems from a combination of factors, including their hybrid retail model that blends traditional brick-and-mortar stores with an online presence. By embracing both channels, they maximize their reach and accessibility to consumers. Additionally, Zudio's commitment to offering fresh inventory and zero advertising costs contributes to their competitive advantages, allowing them to differentiate themselves from competitors and attract customers.

NAVIGATING WORKFORCE CHALLENGES: VISTARA AIRLINES' RESPONSE TO PILOT PROTESTS AND MERGER PRESSURES

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Introduction

Vistara is a premium full-service airline based in India. Launched in January 2015, it is a joint venture between Tata Sons and Singapore Airlines. The name "Vistara" is derived from the Sanskrit word "Vistaar," which means "limitless expanse" or "boundless expansion," reflecting the airline's aspirations to redefine air travel in India with a focus on luxury, comfort, and personalized service.

Ownership: Vistara is jointly owned by Tata Sons, the holding company of the Tata Group, one of India's largest and most respected conglomerates, and Singapore Airlines, one of the world's leading carriers renowned for its premium service.

Headquarters: The airline is headquartered in Gurgaon, Haryana, India.

Fleet: Vistara operates a fleet of modern Airbus aircraft, including the A320neo and A321neo, which are known for their fuel efficiency and passenger comfort. The airline has consistently invested in expanding and modernizing its fleet to provide a superior flying experience.

Destinations: Vistara serves domestic and international destinations. Domestically, it connects major cities across India, including Delhi, Mumbai, Bangalore, Hyderabad, Chennai, Kolkata, and others. Internationally, Vistara has gradually expanded its reach to destinations in Southeast Asia and beyond.

Services: Vistara is positioned as a premium full-service airline, offering services that include complimentary meals, in-flight entertainment, spacious seating, and impeccable hospitality. The airline aims to provide a seamless and luxurious travel experience to its passengers, catering to both leisure and business travellers.

Customer Experience: Vistara emphasizes customer satisfaction and strives to exceed passenger expectations at every touchpoint. From booking tickets to the in-flight experience and post-flight services, the airline focuses on attention to detail and personalized service to ensure a memorable journey for its passengers.

Partnerships: Vistara has established strategic partnerships with other airlines, hotel chains, and travel companies to offer integrated travel solutions, loyalty programs, and enhanced benefits to its customers.

Revised Pay Structure and Pilot Protests:

Vistara Airlines, a prominent player in the Indian aviation industry, faced a tumultuous period characterized by pilot protests and operational disruptions stemming from a proposed merger with Air India. The airline, a joint venture between Tata Group and Singapore Airlines, encountered challenges as pilots expressed dissatisfaction over proposed changes to their contracts and uncertainty surrounding the merger. Since its establishment in 2015, Vistara Airlines has aimed to redefine air travel in India by offering premium services and a luxurious flying experience. With Tata Group owning a 51% stake and Singapore Airlines holding the remaining 49%, Vistara quickly gained recognition for its commitment to excellence. However, the airline faced disruptions when pilot protests erupted over proposed changes to their contracts, coinciding with the announcement of Vistara's merger with Air India.

Pay Structure Changes: Vistara Airlines announced a revised pay structure for its pilots, which was attributed to the impending merger with Air India. Under the new structure, pilots faced a significant reduction in guaranteed pay, from 70 flying hours per month to 40 hours. This adjustment translated into substantial pay cuts, ranging from Rs 80,000 to Rs 1.4 lakh for affected pilots. The announcement of the revised pay structure has elicited strong discontent and resistance from Vistara's pilot community. Pilots perceive the proposed adjustments as unfair and detrimental to their financial well-being, leading to dissatisfaction among the workforce.

Ultimatum and Resistance: Management at Vistara issued an ultimatum, setting a deadline of March 15 for pilots to accept the new pay structure. However, the announcement was met with resistance and discontent among the pilot community. Many pilots viewed the terms as unfavorable and felt coerced to accept the changes within a short timeframe, leading to heightened tensions between management and pilots. The issuance of the ultimatum without prior engagement or consultation with pilots further exacerbated discontent and mistrust. Pilots felt marginalized and excluded from the decision-making process, leading to feelings of alienation and frustration.

Operational Impact: While Vistara denied direct correlation between pilot protests and operational disruptions, the airline experienced a surge in flight cancellations and delays. Pilots calling in sick, purportedly in protest against the revised pay structure, exacerbated operational challenges. This situation underscored the significance of pilot dissatisfaction and its impact on Vistara's day-to-day operations, including passenger services and flight schedules. The pilot protests further increased the existing challenges faced by Vistara, including crew scheduling, aircraft utilization, and maintaining service reliability. Flight cancellations and delays not only disrupted travel plans for passengers but also impacted the airline's reputation for punctuality and customer service excellence.

Concerns Over Work-Life Balance: Pilot protests also reflected concerns regarding work-life balance, particularly in light of the demanding nature of their profession. The revised pay structure, coupled with stretched working hours and irregular schedules, aggravated these

concerns. Pilots emphasized the toll that erratic rosters and frequent layovers took on their health and well-being, contributing to their resistance against the proposed changes. The toll of prolonged work hours and irregular schedules on pilots' physical and mental health cannot be understated. Constant exposure to high-stress environments, sleep disruption, and long periods away from home contribute to fatigue, burnout, and overall deterioration of health. Pilots rightfully raised concerns about the detrimental effects of these factors on their well-being and ability to perform their duties safely and effectively.

Denial and Acknowledgment: Vistara's management denied allegations that pilot protests directly led to operational disruptions. However, CEO Vinod Kannan acknowledged issues related to stretched working hours and committed to revising rostering systems to address concerns and improve work-life balance. This acknowledgment marked a pivotal shift in the airline's response, recognizing the legitimacy of pilot grievances and signalling a commitment to resolving underlying issues.

Employee Engagement and Communication: The pilot protests underscored the importance of effective employee engagement and transparent communication in managing workforce challenges. Vistara's response highlighted the need for open dialogue, proactive engagement with employees, and measures to foster a supportive work environment. Clear communication channels and mutual respect between management and pilots emerged as crucial elements in addressing the impasse and restoring trust within the organization.

Conclusion

Vistara Airlines' response to pilot protests and merger pressures underscores the importance of effective workforce management, transparent communication, and collaborative leadership in navigating organizational change. By prioritizing employee engagement, empathy, and support, Vistara aims to foster a culture of trust, resilience, and innovation, positioning itself for long-term success and competitiveness in the Indian aviation industry. As the airline continues to evolve amidst industry dynamics and merger complexities, its commitment to employee well-being and organizational excellence will be essential in driving sustainable growth and achieving operational excellence.

Questions

1. What were the primary factors driving pilot dissatisfaction at Vistara, and how could the airline have addressed these concerns more effectively?
2. How can Vistara effectively communicate with pilots, employees, and stakeholders to build trust and facilitate a smooth transition during the merger process?
3. What strategies should Vistara prioritize to mitigate operational disruptions and maintain customer satisfaction during periods of uncertainty and change?

LEVERAGING BUSINESS INTELLIGENCE FOR ENHANCED MARKETING STRATEGY IN PRIVATE SECTOR BANKS

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Abstract:

This case study explores the pivotal role of business intelligence (BI) in revolutionizing marketing strategies within private sector banks. By analysing real-world scenarios from leading institutions like HDFC Bank, ICICI Bank, Axis Bank, and City Union Bank, the study showcases how the strategic integration of BI tools empowers banks to redefine customer engagement, drive competitive advantage, and foster sustainable growth. Despite challenges such as data quality and regulatory compliance, banks are leveraging emerging trends like artificial intelligence and omnichannel marketing to unlock new opportunities for innovation and differentiation. The study underscores the imperative for private sector banks to harness BI effectively, navigating the dynamic banking landscape and thriving in the digital age. Through personalized marketing campaigns, predictive analytics, and customer-centric initiatives, private sector banks are reshaping industry norms, setting new benchmarks for excellence, and positioning themselves as leaders in the ever-evolving banking sector. This study serves as a roadmap for banks seeking to leverage BI to enhance marketing effectiveness, foster customer loyalty, and drive long-term success in an increasingly competitive market landscape.

Keywords: Business Intelligence, Marketing Strategy, Private Sector Banks, Customer Engagement, Competitive Advantage, Data Analytics, Digital Transformation, etc.,

Introduction:

In the ever-evolving landscape of the banking industry, private sector banks stand as dynamic entities navigating through a myriad of challenges and opportunities. In the dynamic landscape of the banking industry, the role of business intelligence (BI) in shaping marketing strategies has become paramount. As technology continues to disrupt traditional banking norms, the integration of business intelligence (BI) into marketing strategies has emerged as a critical catalyst for sustainable growth and competitive advantage. Private sector banks, in particular, have been at the forefront of leveraging BI tools and techniques to gain actionable insights into customer behavior, market trends, and competitor activities. This introduction sets the stage for a comprehensive exploration of how private sector banks are leveraging BI to transform their marketing strategies, thereby redefining customer engagement and market positioning. This case study explores how private sector banks have successfully integrated

BI into their marketing strategies to drive customer engagement, enhance brand loyalty, and achieve sustainable growth. Business intelligence (BI) has emerged as a critical component of marketing strategy within the banking sector, enabling private sector banks to gain actionable insights into customer behavior, market trends, and competitive dynamics (Johnson & Chang, 2018). According to Smith (2020), the integration of BI tools and techniques empowers banks to segment their customer base effectively, personalize marketing campaigns, and optimize resource allocation for maximum impact. Moreover, research by Brown and Lee (2019) highlights the importance of BI in driving customer engagement, enhancing brand loyalty, and achieving sustainable growth in the competitive banking landscape. Recent studies have also explored the challenges and limitations associated with BI implementation in banking. Chen et al. (2021) discusses issues related to data quality, privacy concerns, regulatory compliance, and organizational resistance to change. However, despite these challenges, scholars argue that the strategic integration of BI offers significant opportunities for private sector banks to gain a competitive advantage and strengthen their market positioning (Wang & Huang, 2020).

The Significance of Private Sector Banks:

Private sector banks occupy a prominent position within the financial ecosystem, characterized by their agility, innovation, and customer-centric approach. Unlike their public sector counterparts, private banks operate in a competitive environment driven by market forces, where efficiency and responsiveness are paramount. With a focus on profit maximization and shareholder value, private sector banks are incentivized to constantly innovate and adapt to changing market dynamics. One of the key advantages of private sector banks lies in their ability to offer tailored financial solutions that cater to the diverse needs of customers. Whether it's personalized wealth management services for high-net-worth individuals or innovative digital banking solutions for tech-savvy millennials, private banks excel in delivering customized experiences that resonate with their target audience. Moreover, private sector banks are at the forefront of technological innovation, leveraging advanced digital tools and platforms to streamline operations, enhance customer experiences, and drive growth. From mobile banking apps to AI-powered chatbots, private banks are embracing cutting-edge technologies to stay ahead of the curve and meet the evolving needs of customers in an increasingly digital world. In essence, private sector banks play a vital role in driving innovation, competition, and economic growth within the banking industry. Their agility, customer-centric approach, and commitment to innovation make them well-positioned to capitalize on the transformative potential of business intelligence in shaping marketing strategies for sustainable success.

The Evolution of Business Intelligence in Banking:

The banking industry has witnessed a remarkable evolution in the realm of business intelligence (BI), transforming from a concept of data analysis to a strategic imperative for decision-making. Historically, banks have been data-rich but information-poor entities, struggling to extract actionable insights from vast amounts of structured and unstructured data. However, with the advent of digital technologies and the proliferation of data analytics tools, the landscape has undergone a paradigm shift. Business intelligence has emerged as a

linchpin in the banking sector, enabling institutions to harness the power of data to drive strategic initiatives, enhance operational efficiency, and improve customer experiences. What was once a cumbersome and resource-intensive process has now become streamlined and automated, thanks to advancements in data warehousing, data mining, and predictive analytics. Today, banks leverage BI tools and techniques to gain deeper insights into customer behavior, market trends, and competitive dynamics. From customer segmentation and personalized marketing campaigns to risk management and fraud detection, BI permeates every facet of banking operations, empowering institutions to make data-driven decisions with confidence. In essence, the evolution of BI in banking signifies a shift towards a more data-centric and analytical approach to decision-making, enabling banks to stay ahead of the curve in an increasingly competitive landscape.

Integration of BI in Marketing Strategy:

The integration of business intelligence (BI) into marketing strategy marks a transformative shift in how private sector banks engage with customers, anticipate market trends, and drive business growth. By leveraging BI tools and techniques, banks can extract valuable insights from vast troves of data, enabling them to craft more targeted, personalized, and effective marketing campaigns. One of the key ways private sector banks integrate BI into their marketing strategy is through customer segmentation. By analyzing demographic, behavioral, and transactional data, banks can identify distinct customer segments with unique needs and preferences. This enables them to tailor marketing messages, product offerings, and promotions to resonate with specific audience segments, thereby maximizing relevance and engagement. Moreover, BI enables banks to conduct predictive modelling and analytics, forecasting future trends and customer behaviors with a high degree of accuracy. Armed with these insights, banks can proactively anticipate customer needs, identify cross-selling opportunities, and mitigate risks, thereby enhancing the effectiveness of their marketing efforts. Additionally, sentiment analysis, powered by BI, allows banks to monitor and analyze customer feedback, social media conversations, and online reviews in real-time. By understanding customer sentiment and perception, banks can identify areas for improvement, address customer concerns, and cultivate a positive brand image, driving customer loyalty and advocacy in the process. In essence, the integration of BI into marketing strategy enables private sector banks to unlock the full potential of their data assets, driving more targeted, personalized, and impactful marketing initiatives that resonate with customers and drive business growth.

Case Studies of Private Sector Banks:

In examining the integration of business intelligence (BI) into marketing strategy within private sector banks, real-world examples offer invaluable insights into the transformative power of data-driven decision-making. One compelling case is that of HDFC Bank, one of India's leading private sector banks. HDFC Bank leveraged BI tools to analyse vast volumes of customer data, segmenting its customer base with precision. By understanding customer preferences, spending patterns, and life stages, HDFC Bank developed targeted marketing campaigns tailored to individual needs. This approach not only enhanced customer engagement but also led to significant increases in cross-selling and upselling opportunities,

driving revenue growth. Another noteworthy example is ICICI Bank's implementation of BI in its marketing strategy. ICICI Bank utilized predictive analytics to forecast customer behavior and anticipate market trends. By leveraging data insights, ICICI Bank optimized its product offerings and pricing strategies, ensuring competitiveness and relevance in a dynamic market landscape. As a result, the bank witnessed improved customer retention rates and strengthened its position as a market leader. City Union Bank, a stalwart in the Indian banking landscape, exemplifies BI integration to refine its marketing endeavours. By deploying BI tools, City Union Bank meticulously segmented its customer base, identifying distinct cohorts based on transactional behavior and demographic attributes. This granular understanding empowered the bank to craft tailored marketing campaigns, offering personalized banking solutions and promotions. The result was a marked uptick in customer satisfaction and loyalty, as well as heightened market penetration in targeted segments. Axis Bank, another frontrunner in the private banking sphere, harnessed BI to revolutionize its marketing approach. Leveraging predictive analytics, Axis Bank forecasted consumer spending patterns and identified emerging market trends. Armed with these insights, the bank orchestrated strategic marketing initiatives, ranging from innovative product launches to customer-centric promotional activities. This data-driven approach not only bolstered customer acquisition and retention but also bolstered Axis Bank's competitive edge in the industry.

Impact on Customer Experience:

The integration of business intelligence (BI) into marketing strategy within private sector banks has resulted in tangible enhancements in customer experience, as evidenced by real experiences shared online. One such example comes from a customer of HDFC Bank, who lauded the personalized service received through targeted marketing campaigns. By leveraging BI insights, HDFC Bank tailored its communications to address specific financial needs and preferences, resulting in a more engaging and relevant banking experience for the customer. Customers have commended ICICI Bank for its innovative use of BI in tailoring personalized banking experiences. Through data analytics, ICICI Bank has been able to anticipate customer needs and proactively offer relevant products and services. Customers have reported feeling understood and valued, with the bank's targeted marketing campaigns reflecting a deep understanding of their financial goals and preferences. Additionally, ICICI Bank's emphasis on data-driven decision-making has translated into smoother and more efficient interactions across various touchpoints. From seamless account opening processes to

personalized product recommendations, customers have praised ICICI Bank for its ability to deliver timely and relevant solutions that enhance their overall banking experience. Similarly, Axis Bank's implementation of BI-driven marketing strategies garnered positive feedback from customers, particularly in the realm of digital banking. Through data analytics, Axis Bank identified pain points in the online banking experience and swiftly addressed them, leading to a smoother and more intuitive digital interface that resonated with customers. Moreover, City Union Bank's utilization of BI for customer segmentation and personalized offerings has been well-received by its clientele. Customers have reported feeling valued and

appreciated as their banking needs are anticipated and met with precision, fostering a sense of loyalty and trust towards the bank.

Competitive Advantage and Market Positioning:

In the fiercely competitive landscape of private sector banking, the integration of business intelligence (BI) into marketing strategy has become instrumental in shaping competitive advantage and market positioning. Real scenarios highlight how leading private sector banks have leveraged BI to gain an edge over their competitors and solidify their market positions.

For instance, HDFC Bank's strategic use of BI tools has enabled the bank to differentiate itself by offering highly personalized banking experiences. By analyzing customer data, HDFC Bank has been able to identify niche market segments and tailor its products and services to meet specific needs. This targeted approach has not only enhanced customer satisfaction but has also enabled HDFC Bank to carve out a distinct market position as a provider of bespoke financial solutions. Similarly, ICICI Bank's implementation of BI-driven marketing strategies has propelled the bank to the forefront of innovation and customer-centricity. By leveraging predictive analytics, ICICI Bank has been able to anticipate market trends and consumer preferences, allowing the bank to introduce innovative products and services ahead of competitors. This proactive approach has cemented ICICI Bank's reputation as a forward-thinking institution and has positioned it as a market leader in the banking industry. City Union Bank's strategic embrace of BI has enabled the bank to carve a unique niche in the market by delivering hyper-personalized banking experiences. Through meticulous analysis of customer data, the bank has been adept at identifying nuanced segments and tailoring its offerings to meet their distinct needs. This customer-centric approach has not only fostered heightened satisfaction levels but has also positioned City Union Bank as a beacon of bespoke financial services, effectively differentiating it from competitors. Likewise, Axis Bank has leveraged BI to assert its dominance in the market through innovative product offerings and customer-centric strategies. By harnessing predictive analytics, Axis Bank has pre-emptively identified emerging market trends and consumer preferences, allowing it to launch cutting-edge solutions ahead of competitors. This proactive stance has bolstered Axis Bank's reputation as a trailblazer in the banking sector, solidifying its market positioning as a leader in innovation and customer experience.

Challenges and Limitations:

While the integration of business intelligence (BI) into marketing strategy offers substantial benefits for private sector banks, real scenarios reveal a myriad of challenges and limitations that institutions must navigate to realize its full potential. One prominent challenge is data quality and consistency. Despite advancements in data collection technologies, many banks grapple with disparate data sources, inconsistent data formats, and data silos. This hampers the effectiveness of BI initiatives, as inaccurate or incomplete data can lead to flawed insights and decision-making. Furthermore, privacy concerns and regulatory compliance pose significant hurdles for banks seeking to harness BI for marketing purposes. With stringent data protection regulations in place, banks must tread carefully to ensure compliance while extracting actionable insights from customer data. Failure to do so can result in hefty fines,

reputational damage, and loss of customer trust. Organizational resistance to change presents another barrier to BI implementation in marketing strategy. Traditional banking cultures may be resistant to adopting data-driven approaches, leading to inertia and reluctance to embrace new technologies and methodologies. Additionally, the sheer volume and complexity of data can overwhelm banks, making it challenging to extract meaningful insights and translate them into actionable strategies effectively. Despite these challenges, successful banks recognize the importance of addressing these limitations through robust data governance frameworks, ongoing training and education, and a culture of innovation and adaptability. By overcoming these hurdles, banks can unlock the transformative potential of BI and drive sustainable growth in an increasingly competitive market landscape.

Future Trends and Opportunities:

As private sector banks continue to evolve in the digital age, the integration of business intelligence (BI) into marketing strategy opens up a realm of future trends and opportunities that promise to reshape the banking landscape. One prominent trend is the increasing adoption of artificial intelligence (AI) and machine learning (ML) in BI applications. Banks are leveraging AI and ML algorithms to extract deeper insights from data, automate decision-making processes, and enhance predictive analytics capabilities. This enables banks to anticipate customer needs more accurately, personalize marketing campaigns at scale, and drive greater efficiency and effectiveness in marketing endeavours. Furthermore, the proliferation of big data analytics offers immense opportunities for banks to gain holistic insights into customer behavior and market trends. By aggregating and analysing diverse datasets from various sources, including social media, transactional data, and third-party sources, banks can uncover hidden patterns, correlations, and opportunities that were previously inaccessible. This empowers banks to make more informed decisions, optimize marketing strategies, and stay ahead of the curve in an increasingly competitive market landscape. Additionally, the rise of omnichannel marketing presents new avenues for banks to engage with customers across multiple touchpoints seamlessly. By integrating BI with omnichannel marketing platforms, banks can deliver consistent and personalized experiences across digital and physical channels, enhancing customer satisfaction and loyalty. In conclusion, the future of leveraging BI in marketing strategy for private sector banks holds immense promise. By embracing emerging technologies, harnessing the power of big data analytics, and embracing omnichannel marketing approaches, banks can unlock new opportunities for growth, innovation, and differentiation in a rapidly evolving industry landscape.

Conclusion:

The integration of business intelligence (BI) into marketing strategy marks a transformative shift in the operational paradigms of private sector banks, as evidenced by real-world scenarios. Through the strategic deployment of BI tools and techniques, banks have redefined customer engagement, enhanced competitive advantage, and positioned themselves for sustained success in the dynamic banking landscape. Real-life examples from leading private sector banks such as HDFC Bank, ICICI Bank, Axis Bank, and City Union Bank showcase the tangible impact of BI on marketing effectiveness and customer experience. These banks

have successfully leveraged BI to segment their customer base, personalize marketing campaigns, and anticipate market trends, resulting in heightened customer satisfaction, loyalty, and market share. However, the journey towards BI-driven marketing excellence is not without its challenges. Banks must navigate data quality issues, regulatory compliance requirements, and organizational resistance to change to realize the full potential of BI. Additionally, the rapidly evolving technological landscape presents both opportunities and challenges, necessitating continuous innovation and adaptation. In a nutshell, the strategic integration of BI into marketing strategy offers private sector banks a pathway to differentiation, growth, and sustainability in an increasingly competitive market landscape. By addressing challenges, embracing emerging trends, and leveraging data-driven insights, banks can unlock new opportunities for innovation, customer-centricity, and market leadership, propelling them towards continued success in the years to come.

Questions:

1. How do private sector banks utilize BI to gain insights into customer behavior and preferences?
2. What are some examples of personalized marketing campaigns implemented by private sector banks?
3. How does BI help private sector banks in pricing optimization and product development?
4. What challenges do private sector banks face in implementing BI-driven marketing strategies, and how can they overcome them?
5. What are the future trends in the integration of BI and marketing strategies in the banking sector, and how will they impact the industry?

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THE RISE OF BUY NOW, PAY LATER (BNPL): A BOON OR BORROWED TIME FOR INDIAN CONSUMERS?

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Introduction

The Indian consumer landscape is undergoing a significant transformation. The emergence of Buy Now, Pay Later (BNPL) services has become a game-changer, offering a convenient and seemingly accessible alternative to traditional credit cards for online and offline purchases. This case study delves into the rise of BNPL in India, analyzing its key players, potential benefits and risks, and the evolving regulatory landscape.

The Rise of Convenient Credit

BNPL services allow consumers to split their purchases into smaller, interest-free installments, typically spread over a few weeks or months. This eliminates the need for upfront payment and offers greater flexibility compared to debit cards. Unlike credit cards, BNPL often doesn't require a lengthy credit history or complex application processes, making it attractive to a wider demographic, particularly younger consumers and those with limited credit scores.

Growth of BNPL

1. **Market Size:** According to Mordor Intelligence [1], the Indian BNPL market was valued at USD 8 billion in 2023 and is projected to reach a staggering USD 30.4 billion by 2028, reflecting a CAGR of 23.8%.
2. **User Base:** In 2021, the BNPL customer base for online and offline retail was estimated at five and two million users, respectively. By 2026, this number is expected to surge to 30 million for online retail and 22 million for offline retail, according to Statista [2].
3. **Transaction Value:** A report by PCMI [3] suggests that BNPL loan volumes are projected to reach US\$14.3 billion in India by 2023.

Key Players in the Indian BNPL Market

1. **ZestMoney:** A leading player with a focus on large-ticket purchases, boasting over 17 million registered users and partnerships with over a million merchants as of 2023 [4].
2. **Simpl:** Founded in 2015, Simpl has over 7 million users and has emerged as a major player with a strong focus on user experience. Simpl is known for its partnerships with more than 4500 merchants including leading e-commerce platforms like Swiggy and Urban Company [5].

3. LazyPay (owned by Flipkart): A subsidiary of Flipkart, LazyPay leverages the e-commerce giant's user base and offers BNPL options within the Flipkart platform and its partner stores. LazyPay claims to have over 66 million registered users as of 2022 [6].
4. Paytm Postpaid: Backed by the massive user base of over 6 million, Paytm Postpaid offers BNPL options within the Paytm ecosystem for online and in-store purchases.
5. Other Notable Players: The BNPL landscape is constantly evolving, with other players like Amazon Pay Later, Olamoney Postpaid, ePayLater, Capital Float, and Flexmoney vying for market share.

The Two Sides of the Coin: Benefits and Risks

Benefits

1. Improved Accessibility: BNPL makes credit more accessible to a wider consumer base, promoting financial inclusion. Studies by Mordor Intelligence suggest nearly 70 million Indians have access to BNPL services, compared to only 30 million with credit cards [1].
2. Enhanced Purchasing Power: Consumers can afford larger purchases without the burden of upfront payment. This can stimulate consumption and potentially boost the Indian economy.
3. Budgeting Tool: When used responsibly, BNPL can be a helpful budgeting tool by allowing for planned installment payments.

Risks

1. Overspending: The ease of access and lack of interest charges (in some cases) can tempt overspending and potential debt accumulation. A report by CreditMantri [8] suggests that over 42% of BNPL users have missed or made a late payment at least once.
2. Debt Trap: Missing BNPL repayments can lead to late fees (ranging from 2-3% per month) and potential damage to credit scores, hindering future access to formal credit.
3. Regulatory Uncertainty: The relatively new BNPL sector lacks a well-defined regulatory framework, creating potential consumer protection concerns.

The Regulatory Landscape

The Reserve Bank of India (RBI) is currently in the process of formulating regulations for the BNPL sector. Key considerations include:

1. Know Your Customer (KYC) Norms: Ensuring stricter KYC norms to prevent misuse of BNPL services and protect consumers from financial fraud. This may involve mandatory Aadhaar linkage or stricter verification processes.
2. Transparency and Disclosure: Promoting transparency in terms of interest rates (if applicable), late fees, and repayment terms. The RBI may mandate clear and upfront disclosure of all charges associated with BNPL transactions.
3. Consumer Protection Measures: Establishing clear guidelines for dispute resolution and grievance redressal mechanisms for BNPL users. This could involve setting up an

ombudsman scheme or mandating BNPL providers to have robust customer grievance redressal processes.

4. Limits on Loan Amounts: The RBI might consider placing limitations on the maximum amount users can borrow through BNPL services to prevent excessive debt accumulation.

Conclusion

The rise of BNPL in India is a double-edged sword. While it offers convenience and financial inclusion, responsible use and a well-defined regulatory framework are crucial to ensure its long-term positive impact on Indian consumers. Only time will tell whether BNPL proves to be a boon or borrowed time for Indian wallets.

Questions

1. How can BNPL providers promote responsible use and financial literacy among consumers?
2. What role can financial institutions play in mitigating potential risks associated with BNPL services?
3. What aspects should the RBI consider when formulating regulations for the BNPL sector?

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ANALYSING AMAZON: THE EVOLUTION OF AN ONLINE BOOKSTORE INTO AN E-COMMERCE BEHEMOTH

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ABSTRACT

An astonishing story of corporate transformation and market dominance, Amazon's stratospheric climb from its modest origins as an online bookshop to its current position as a global e-commerce powerhouse is really astounding. Amazon began as an online bookstore. In this abstract, we will investigate the most important factors that have led to Amazon's success, as well as the strategic decisions that have resulted in the growth of the corporation. When Jeff Bezos first founded Amazon in 1994, the firm consisted of little more than an online bookstore. Since that time, the company's product range has expanded to include a wide variety of categories, ranging from food and clothes to technological devices and other products. Amazon is credited for revolutionizing the way people think about online buying and changing their expectations about variety, delivery speed, and simplicity of use. This was accomplished by integrating cutting-edge technology with cutting-edge logistics and keeping a laser-like focus on the consumer. As a result of the introduction of Amazon Web Services (AWS) and the purchase of businesses such as Whole Foods Market, Amazon has expanded its capabilities and expanded its reach. The introduction of items that are equipped with Alexa and the Prime membership programme offered by the corporation have both contributed to an increase in the level of engagement and commitment shown by customers. In spite of criticism over its labour ethics, antitrust problems, and environmental impact, Amazon has managed to preserve its place as an important player in the global economy. Because it has never ceased inventing with the client in mind, the company has been able to attain this level of success. In this abstract, insights are provided about the influence that Amazon has had on the retail industry, as well as lessons learned on its incredible path from an online bookseller to a behemoth in the e-commerce industry, and the development of its business strategy. The accomplishments of the organisation in the retail industry are also detailed in this document.

Keywords: bookstore, product range expansion, logistics, technology, Amazon Web Services (AWS), Whole Foods Market acquisition,

INTRODUCTION

Amazon was first a little online bookstore that Jeff Bezos established in his garage in the year 1994. Changing the trajectory of a company's destiny may be accomplished by the use of innovative ideas, strategic thinking, and a consistent emphasis on the needs of customers, as shown by Amazon. The company started out as a little online bookshop, but it has since expanded to become a significant player in the international market for online shopping. As early as 1994, when Jeff Bezos established Amazon, he was already generating a stir in the retail industry by introducing the notion of online shopping and offering competition to the well-known chains of brick-and-mortar shops. He did this by introducing the idea of online shopping. Throughout the course of its existence, Amazon has built itself into a worldwide

powerhouse by expanding its business strategy. Previously, the company only sold consumer electronics and home items; however, it has since expanded its offerings to include streaming services and cloud computing. In the course of this introductory section, we will investigate the beginnings of Amazon, when it was only an online bookshop, as well as the manner in which it has evolved into one of the most prosperous and influential companies in the whole world. An examination of Amazon's history of innovation and disruption may provide one with a better understanding of the possibilities and problems that companies face in today's fast-paced and highly competitive market. This is because Amazon has been at the forefront of innovation and disruption for a very long time.

HISTORY AND BACKGROUND

Amazon began its operations by concentrating in the online sale of books, so capitalising on the immense potential that were made available by the internet throughout its early stages. On the other hand, Bezos had a vision of a gigantic marketplace that would sell anything and everything that could possibly be imagined. By the year 1998, Amazon had expanded its product offers to include films, music, and electronic devices, thereby laying the groundwork for its transformation into an all-encompassing e-commerce platform. Amazon Prime was introduced in 2005, and since then, the corporation has continued to shake up the market by offering members the opportunity to receive digital content and expedited shipping. In addition, the year 2006 marked a pivotal event in the history of Amazon, as it was the year that the corporation introduced Amazon Web Services (AWS) into the realm of cloud computing. Amazon's revenue streams were diversified as a result of this decision, which also propelled the company's extraordinary growth.

BUSINESS MODEL

Amazon's business model is based on a platform that brings together buyers, sellers, and service providers. The company's motto, "customer obsession," encapsulates its steadfast dedication to ensuring customer happiness. Data analytics and machine learning algorithms allow Amazon to personalise recommendations, simplify checkout, and foresee customer demands. In addition, Amazon's growth is accelerated and its competitive advantage is amplified by the flywheel effect, which follows the chain reaction of happy customers driving traffic, which in turn draws third-party merchants and improves choices.

STRENGTHS

Over the years, the shop has probably become well-known and respected in the online bookselling community, earning a reputation for trustworthiness and high-quality books. With this name familiarity, the corporation has a leg up when it comes to selling anything other than books. As the company expands into new product categories, it can rely on the trust and engagement of its former customers. Also, those who aren't familiar with the company's name but are interested in its products or services may end up buying more of them because to the positive associations they have with the brand. Because of this strength, the firm may expand and evolve into a full-fledged e-commerce platform.

WEAKNESSES

Customers may think the business isn't really good at anything other than books, which might hurt its reputation and sales. The company's long-standing focus on books and its strong

affiliation with that specific market sector may be the cause of this view. Many may worry that the corporation can't possibly select and provide high-quality items in its forays into other product categories, including home goods, fashion, or electronics. The company's ability to compete with well-established e-commerce companies in certain areas and attract clients might be hindered by this vulnerability. In order to overcome this shortcoming, the firm may have to put more money into advertising and branding to show the world that it isn't just a bookseller. In these emerging markets, establishing confidence and trust with customers is as simple as concentrating on product quality, reviews, and user experience.

OPPORTUNITIES

One way an online bookshop might grow into a massive online retailer is by branching out into related but distinct product lines. Expanding the company's products beyond books into complementary or unrelated product areas is a natural next step given its solid background in online retailing and established client base. An opportunity to diversify income sources, lessen reliance on one product category, and appeal to a wider spectrum of clients may be captured with this strategy. The firm may expedite the shopping experience for consumers and effectively incorporate new goods into its online storefront by using its current infrastructure, which includes its e-commerce platform, shipping network, and customer data analytics. Additionally, the corporation may reach new demographics, take advantage of developing consumer trends, and explore unexplored market areas via expanding into new product categories. A firm may enhance its competitive position, generate growth, and secure its place as an e-commerce powerhouse by diversifying its product line. This can be achieved via strategic alliances, acquisitions, or in-house creation.

THREATS

The fierce rivalry in the e-commerce space is one obstacle that can prevent an online bookshop from becoming a colossal player in the industry. The business will face competition from both well-established e-commerce behemoths and smaller, more specialised competitors as it grows into new product categories. Gaining market share and establishing dominance may be tough for the growing bookshop due to the existence of rivals with higher resources, brand awareness, and market presence. Competition in the e-commerce market is already fierce, and it might become much worse if new players enter the market with game-changing innovations or novel business strategies. The growth aspirations of the corporation are also jeopardised by regulatory hurdles. There is a risk that the company's operational expenses, compliance requirements, or access to specific markets may be negatively impacted by changes to legislation pertaining to e-commerce, consumer protection, data privacy, or taxes. Changes in regulatory environments need vigilant oversight and preventative actions to guarantee conformity, which might reroute funds and impede growth ambitions. Additionally, the ever-changing e-commerce giant faces serious cybersecurity threats. Data breaches, ransomware attacks, and phishing scams become more often as the company's profile and scale increase. If the hack succeeds, private client data, the company's image, and money might all be at risk. To reduce this risk, it is crucial to invest in strong cybersecurity measures, use data protection best practices, and educate both staff and consumers about the dangers. Lastly, the company's development and viability are threatened by changes in customer behaviour. The demand for the company's goods and services might be affected by changes in customer tastes, purchasing patterns, or economic circumstances. For instance,

sales may take a hit if consumers started preferring to buy in person, if they were more concerned about the items' impact on the environment or on society, or if economic downturns reduced their discretionary spending. To stay ahead of the competition in the ever-changing e-commerce industry and reduce the impact of this danger, businesses must do thorough market research, constantly innovate, and implement flexible business strategies.

KEY STRATEGIES

As an online bookshop grows into an e-commerce giant, it has both chances and obstacles. To succeed, it's important to utilise a few critical methods. The first order of business is for the corporation to make the most of its well-known brand and consumer base in order to introduce new product categories with little disruption. One way to do this is by launching strategic marketing campaigns that emphasise the company's dedication to quality and client happiness while also showcasing its diversification into other services. Second, a key factor in increasing expansion and market penetration might be strategic alliances and acquisitions. The organisation may expand its reach to new demographics of consumers, acquire cutting-edge technology, and bolster its internal knowledge base via strategic partnerships with well-known brands or the acquisition of smaller companies operating in related industries. One way in which these agreements might help a firm stand out in the e-commerce market is by opening doors to unique product lines or distribution channels. Optimising processes and generating personalised customer experiences also requires investment in data analytics skills and technological infrastructure. With the use of data analytics, the business may learn more about consumer tastes, buying habits, and industry trends, which in turn allows for more precise advertising and better product suggestions. If you want your consumers to have a great time shopping for all kinds of products, you need to put money into logistics optimisation, inventory management systems, and your website. In addition, to keep up with the ever-changing e-commerce scene, it is essential to prioritise innovation and agility. Personalised product suggestions and immersive virtual try-on experiences are just two examples of how the online shopping experience stands to benefit from the use of new technologies like augmented reality, machine learning, and artificial intelligence. To remain relevant and competitive in a dynamic market, it is essential for companies to monitor customer tastes and market trends so they can adjust their products and tactics. The evolving online bookstore can become a comprehensive e-commerce behemoth, ready for sustained growth and market leadership, by combining these critical strategies: capitalising on brand recognition, forming strategic partnerships, investing in technology and data analytics, and encouraging a culture of innovation and agility.

CHALLENGES

Although there are great opportunities, there are also significant obstacles on the path from an online bookshop to an e-commerce giant. The threat of a saturated market and increased competition ranks highest among these problems. New entrants are always popping up, and there are already a lot of well-established companies fighting for a piece of the online retail pie. In new product categories without proven reputation and recognition, the growing bookshop may find it challenging to distinguish out and attract consumers due to the severe rivalry in the industry. The expansion of the company's product offerings is also hindered by logistical challenges. As a company grows, the challenges of managing a wide variety of inventory, coordinating shipping and fulfillment processes, and guaranteeing on-time delivery

only become worse. Customers' expectations of speed, dependability, and convenience may be hard to achieve without a solid logistical infrastructure and effective supply chain management systems. This can have a detrimental effect on customer satisfaction and retention. In addition, technical obstacles hinder progress and new ideas. In order to handle the growing amount of traffic, data processing, and transactions, the firm must continuously upgrade and maintain its technical infrastructure as it grows its operations and enters new markets. Server upgrades, website speed improvements, increased security measures, and technology integration are all part of our effort to better serve our customers. Technical issues, security holes, and reduced market competitiveness may arise from a company's inability to stay up with technology developments. The need to change the public's view of the brand from a bookshop to an all-inclusive online shopping destination is another formidable obstacle. Expanding into other product categories necessitates repositioning the brand and persuading customers of its competence and legitimacy, even if the firm has established a solid reputation and dedicated client base within the sphere of books. Targeted marketing, honest communication, and the constant delivery of high-quality goods and services are essential for overcoming customer skepticism and establishing confidence in uncharted areas. Lastly, the ever-changing e-commerce giant continues to face difficulties with regulatory compliance and legal issues. There are a lot of rules and regulations concerning data privacy, intellectual property, consumer protection, and taxes when you operate in more than one nation. A specialised team of attorneys, dedicated compliance resources, and constant vigilance over regulatory developments are essential for successfully navigating this maze of rules and regulations. Failure to comply may lead to expensive penalties, arguments in court, harm to one's image, and interruptions in company operations. In conclusion, there are many obstacles that must be carefully traversed on the path from an online bookshop to an e-commerce giant, but there are also many prospects for development and expansion. Addressing these obstacles requires careful planning, allocation of resources, dedication to innovation, and exceptional customer service. They range from logistical complications and strong rivalry to technology roadblocks and regulatory compliance.

SUCSESSES

It all began as an online bookstore, but with some astute decisions and lightning-fast responses to consumer demands, it blossomed into an e-commerce behemoth. The company has been successful in capitalising on its famous brand and dedicated customer base by branching out from books to other products. The company has increased its audience and revenue by expanding into other areas, such as home goods, apparel, and electronics, by capitalising on its popular brand and dedicated client base. A further factor in the company's success has been its ability to build strategic relationships and acquire complementary firms. Strategic alliances with supplementary brands and the purchase of specialised businesses in critical sectors have strengthened the company's product range, competitive position, and access to fresh information and technology. These partnerships have helped the company expand into new markets, realise synergies, and accelerate its growth. Data analytics and technological expenditures have also paid off handsomely for the company. Results from data-driven insights have improved the company's marketing, allowed for a more tailored experience for customers, and led to higher conversion rates and client retention. Machine learning and artificial intelligence, two state-of-the-art technologies, have also been used to

enhance product ideas, streamline operations, and boost efficiency. The company's ability to swiftly and readily respond to shifting consumer preferences and industry trends is another important factor in its success. Staying in tune with customer desires and preferences enables the company to quickly create and refine its product offerings, keeping it relevant and competitive in the ever-changing e-commerce sector. The company's rapid reaction time has allowed it to capture market share, take advantage of new opportunities, and maintain its position as an industry leader. A steadfast dedication to the satisfaction and experience of customers has also been a major factor in the company's success. The firm has built its trustworthy name and loyal customer base on its commitment to provide first-rate goods, service, and satisfaction. Positive word-of-mouth and repeat purchases have increased the company's growth and notoriety as an online shopping destination. Finally, several accomplishments, including successful diversification, strategic partnerships, technological advances, market response, and a focus on the customer, contributed to the rapid growth of an online bookstore into an e-commerce behemoth. By capitalising on its strengths while also inventing and adapting to changing market circumstances, the business can sustain its development and leadership position in the fiercely competitive e-commerce sector.

CONCLUSION

The meteoric rise of Amazon from a modest online bookstore to a global e-commerce powerhouse is a striking illustration of the revolutionary potential of customer-centricity, perseverance, and technological advancement. By embracing technological advances, expanding its product offerings, and putting a high value on customer happiness, Amazon has utterly transformed the retail landscape and the digital economy. Despite facing shifting regulatory landscapes, rivalry from established businesses, and environmental imperatives, Amazon is well positioned to chart new territory and shape the future of marketing.

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SUPPLY CHAIN MANAGEMENT: THE SUCCESS OF ZARA'S FAST FASHION MODEL

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ABSTRACT:

Supply chain management (SCM) is the process of controlling the entry and exit of goods and services into and out of a company. It covers all stages, including the transformation of raw materials and components into finished products and delivery to end users. Supply chain management can help increase operational efficiency and effectiveness. To understand Zara's overall supply chain management; To check the strategy fit of Zara's supply chain procedure; To analyze the execution of Zara's supply chain; To analyze Zara supply chain driver; To find out the issue in Zara's supply chain; and to discover out the arrangement in tackling the Zara supply chain issue. Zara's victory may be ascribed in huge portion to its commitment to oversee their supply chain administration and construct a solid competitive advantage with it. In truth, there are a few approaches that they utilize in making the supply chain technique counting, vertical integration, RFID technology, JIT manufacturing, strategy fit, and its capacity to receive the technical advancement. All of this exertion is done to let Zara have superior control over their forms beginning from the starting to the exceptionally conclusion. This circumstance lets each of Zara's offices oversee near relationships and make collaboration.

KEYWORDS: Supply Chain Management, Strategy fit, Vertical integration, JIT manufacturing, RFID technology.

INTRODUCTION:

Zara is one of the biggest international fasts. Fashion companies can succeed with great effort in maintaining supply chain operations. Supply chain refers to parties that are directly or indirectly involved in satisfying customer demand (Meindl and Chopra, 2014). Technically, it covers almost the entire production process from the beginning until the product reaches the customer. Their good supply chain management benefits a lot because customers always find the most fashionable clothes at Zara. This is also supported by US fast fashion industry sales data, Zara was number one from May 2020 to November 2022.

Zara adds new models every 15 days and averages approximately 11,000 products per year (Ferdows et al., 2014). This situation is not possible unless Zara has a highly responsive supply chain supported by good management. For Zara, the supply chain becomes even more important because the prices of clothes are largely driven by market demand, not production costs. Therefore, the biggest challenge for the operator of the fast fashion industry is the short

lead time in the operation of the entire supply chain. Instead of seeking economies of scale, Zara produces its products in small batches. The company manages its own design, warehousing, distribution and logistics functions.

It keeps a strict schedule for placing orders and receiving inventory at its retail stores. Price tags are attached to products before they are shipped, not after they reach stores. It is clear that they are working hard not to miss the opportunity and momentum to sell the product in its "golden moment". If they don't do it in time, those products end up on the shelf because no one is looking for them anymore. In addition, Zara offers a wide selection of women's, men's and children's clothing, as well as cosmetics, perfumes and home goods. This makes supply chain management more complex and difficult for Zara.

SUPPLY CHAIN MANAGEMENT:

Supply chain management (SCM) is the process of controlling the entry and exit of goods and services into and out of a company. It covers all stages, including the transformation of raw materials and components into finished products and delivery to end users. Supply chain management can help increase operational efficiency and effectiveness. This is possible because they closely monitor all internal operations (warehouses, production, distribution and sales). The company can identify and stop unnecessary activities and maximize customer value (Fernando, 2023). SCM is the basis for creating a company's competitive advantage. Shipping activities must be carefully controlled as this can increase the responsibility of the customer service area and avoid any shortage or oversupply. Thus, supply chain management offers companies many opportunities to increase their profit margins and opens up opportunities for global success.

STRATEGIC FIT:

Strategic fit is essential to the success of supply chain management because it depends on whether or not the supply chain is aligned with the company's core strategy. Strategic fit consists of two main elements, which are customer expectations and the performance of the supply chain according to the established competitive strategy (Chaharsooghi, S. and Heydari, J. 2011). The target group that the company wants to attract defines the customer's expectations. A company's fundamental approach to exceeding customer expectations relative to competitors is called "competitive strategy." In fact, a company's competitive strategy takes into account its target market and its specific requirements, including those related to product type, order, information, special services, etc.

SUPPLY CHAIN DRIVERS:

A supply chain consists of several functions. According to Mendl and Chopra (2014), each part has an impact on the performance of the supply chain as a whole and consists of: facilities, storage, transportation, information, sources and prices. The company must create a strategy so that all managers move in the same direction and as expected. In recent years, multifunctional drivers have played a greater role in increasing supply chain surplus. Supply chain management is increasingly focused on three different actors, although logistics still plays an important role. It is important to understand that supply chain carriers are

interconnected and control parts. An effective supply chain management design takes this interaction into account and makes the necessary trade-offs to achieve the required accountability. In addition, thanks to the introduction of information technology, the company can effectively transmit information, which increases the flexibility of production and better responsibility in transportation. If a company maintains the right amount of inventory, it will bring it to the lowest possible cost level, which will benefit the financial performance of the company.

ZARA SUPPLY CHAIN PERFORMANCE:

When we look at the supply chain of Zara focused on speed, it shows that they try to provide the most appropriate strategic supply chain that helps the company achieve its main goals or objectives. As previously stated under strategic alignment, the strategy of a large enterprise must be aligned with the strategy of each unit function to achieve its core objective. Zara's mission is to "give customers what they want and get it to them faster than anyone else." It is so obvious that Zara has achieved a strategic adjustment in the performance of the supply chain, their mission has been followed. Regarding the chosen strategy, Zara focuses on the responsibility of the supply chain.

The advantage that Zara can maintain from a responsive supply chain is that it can handle uncertain demand better than those who adopt an efficient supply chain. According to the specifics of the fast fashion industry, clothing prices are determined by market demand, not production costs. So Zara's biggest enemy here is time. If they slow down, products will likely fall behind and customers will no longer demand them. Other competitors may have sold these similar products in the store before Zara. Here, they need to be able to offer their customers a wider range of designs and options, while still maintaining a sense of urgency to buy due to short delivery times.

Also, if a product or style is out of stock, it may not be back in stock. Until a customer buys your product, you are responsible for its development. Following this mindset, Zara's supply chain has become very fast as they strive to ensure that everything is within reach. In just 15 days, the company can design, manufacture, ship and display a new garment in one of its stores around the world. In the fashion industry, where designers usually spend months planning the next season, such a pace is unheard of. The fast fashion company forces Zara's in-house design and production teams to work with a limited range of pre-selected fabrics and materials. Even if there was less room for creativity, network layers, supplier changes and months of lead time would also disappear.

FACILITIES:

Located in Arteixo, a small town on the Spanish coast, Zara has a large landmark where it is the heart of Zara's operations, or better known as "The Cube". Beneath its cobbled streets, however, is a 124-mile high-speed monorail network that converges beneath a massive and awe-inspiring megastructure. For Zara's nearly 200-strong design team, sourcing and production teams work together in Cuba. Whether you shop in Tokyo, Mumbai, Rio de

Janeiro, London or another city, The Cube is where at least half of the Fast Fashion selection in every Zara store comes from (Procurify, 2023).

Zara is able to fully control the production process, from the design of new styles to the production of final products, thanks to vertical integration. Zara offers a decentralized distribution mechanism as an alternative to large centralized warehouses. The company has several automated distribution centers conveniently located near major markets. A store owned by Zara is essential to creating a unique shopping experience and is a key part of their sales. The company carefully selects the best locations for its operations, which are often in well-known business areas. Zara's stores stand out for their minimalist aesthetics and thoughtfully chosen layout that emphasizes the selected quantity of each product. Customers have a sense of curiosity and urgency due to the constant introduction of new things and the concept of scarcity.

INVENTORY:

When managing the inventory, Zara implements just-in-time manufacturing, or JIT, which defines an approach to managing the supply chain in the most efficient and cost-effective way. Achieving this JIT requires good coordination between purchasing and production departments to produce the right product in the right quantity, at the right time, and in the right place to meet the customer's needs. The main point that distinguishes it from all other strategies is the effort to create only when it is needed. Zara tries to avoid waste and keeps its inventory low.

TRANSPORTATION:

The Cube and the company's headquarters are located in northwestern Spain. The production center is located here. At the same time, Zara decided to move its most central distribution and logistics center to a centralized location. They choose a different location strategy for the logistics center because they have to ensure that it is a strategic location (easily accessible and relatively central). This facility is located in a large logistics center built by the Spanish government in Zaragoza. Suppliers deliver raw materials to Zara's production facility. The finished clothes are then taken from Cuba to the logistics center in Zara Zaragoza. And from there they are sent to retail locations all over the world.

Zara needs to strengthen its bond with its customers. To do this, they decide to install a unified cash register system in each of their stores to track and integrate sales across the stores of their retail chain. With this information, Zara can better read customer requirements, which often change in real time. All of these POS systems are connected to one main point of sale, which is relayed back to headquarters via modem. In this way, Zara can obtain accurate information about the availability of storage units in each store and immediately react to fluctuations in demand. This is to avoid the phenomenon of whiplash, where it usually occurs due to misinformation.

PRICING:

Zara implements a low-price strategy aimed at customers who are in college or just entering the workforce. Their age ranges from 20 to 35 years. This age group is very fashion conscious and has money at its disposal, but often cannot afford luxury or high end products. Zara allows them to satisfy their fashion needs at an affordable price. In other words, Zara products can be defined as high fashion but at low prices. They have adopted a low price strategy to price their product. In fact, trying to become the lowest in the market by reducing unnecessary costs such as advertising and raw materials. It has an overall low-cost supply chain structure compared to its competitors.

DISTRIBUTION NETWORK:

Zara's production facilities also use the monorail system to transport finished products (around 50,000 outfits per week) from each factory to the distribution center for delivery to retail stores. In comparison, Zara's competitor usually takes 2-4 weeks to deliver its products to the specified country. Since Zara supplies goods in bulk, it is beneficial to get a cheaper product price. They also avoid overlapping or duplication of transport routes. Zara ships the finished product directly to local distribution centers, eliminating the need to return the product to central distribution. In fact, it helps them save money on transportation costs, which leads to better cost efficiency. Later, this saved amount of money can be used for some other investment.

Zara has adopted the concept of a vertically integrated supply chain where they are heavily involved in managing the various stages of the supply chain from design to production and distribution. Advantages of this strategy: It allows Zara to keep a significant part of its production in-house, a strategy that differentiates the company from many of its competitors. As a result, Zara has developed impressive operational flexibility and efficiency that allows it to quickly adapt to changing consumer needs and market trends. One of the exclusive advantages of Zara's vertically integrated supply chain is its ability to control an astonishing 85% of the supply chain. This is a significant departure from the industry average, which has generally been above 60%. Zara's higher percentage shows financial benefits of in-house production (Business logistics website. 2017). This level of vertical integration allows the company to optimize production costs, reduce outsourcing fees and increase overall profit margins. In addition, Zara's ability to adapt to rapidly changing fashion trends is facilitated by its choice to keep a significant portion of its production in-house. This means that internal sourcing gives Zara a higher supply chain surplus. This is the goal that every company's supply chain strives for. A company has the ability to quickly transform design ideas into finished products and bring them to market. In addition to keeping up with current fashion trends, Zara's quick response helps them reach the market before others and reduce the risk of excess inventory, a major problem in the retail industry.

CONCLUSION:

Zara's success is largely due to its commitment to supply chain management and thus creating a strong competitive advantage. In fact, they use several approaches to create a supply chain strategy, including vertical integration, JIT production, strategic fit and its ability to embrace

technological advances. All this is to give Zara better control of its processes from start to finish. In this situation, each department of Zara can maintain close relationships and create synergy. This is an important aspect for a company that wants good supply chain coordination.

WALMART'S USAGE OF DATA FOR HIGHLY EFFECTIVE SUPPLY CHAIN

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"People think we got big by putting big stores in small towns," stated Sam Walton. Since information replaced inventory, we have truly grown. Walmart is able to continuously improve efficiency at every stage of the process—from production and replenishment planning to shipping, distribution, delivery, and stocking—because of information, particularly information sharing.

Examining the specifics of how Walmart uses data—information—to do this will assist shippers and other retailers in utilizing digital data sharing to optimize their supply chains.

Given its size—\$555 billion in revenues in the fiscal year 2021—Walmart may appear like a monstrosity with no lessons for the rest of us. However, Walmart's emphasis on automation and efficiency, along with its thoughtful commitment to social responsibility and supply chain sustainability, can teach us a lot about digital data sharing.

However, as we'll see, Walmart's success and expansion are largely attributable to its unwavering focus on supply chain efficiency and openness, even when it comes to stocking shelves and packaging pallets.

They never stop looking for ways to optimize their supply chain in order to manage or lower expenses. Walmart maintains that its unwavering commitment to providing cheap prices will not change, despite increases in inflation, labor, and other operating expenses. The company attributes its success to this unwavering emphasis.

As opposed to solely competing on price during seasonal discounts, Walmart's policy is to offer Everyday Low Prices—lower than everyone else's—all year long. Walmart's ability to successfully integrate visibility and transparency into every piece of data in their supply chain allows them to achieve their margin targets while still accomplishing that.

Transparency in the Supply Chain

In the 1980s, Walmart started doing business directly with the companies that make their assortment after realizing it was lucrative to do away with middlemen wholesalers. With

time, IT developments allowed for the timely sharing of so much data with suppliers that the business was able to eliminate the expense of maintaining its own inventory.

Whether a supplier is manufacturing furniture in China or frozen food in California, the outcome is a digital vendor-managed inventory system called Retail Link® that provides suppliers with access to real-time store-by-store point of sale data.

Supplier analysts forecast demand patterns, which are extremely stable because Walmart avoids seasonal sales with its Everyday Low Prices policy. They also work with Walmart and other suppliers to determine the best time to ship goods to Walmart distribution centers. Supplier analysts don't just respond to declining inventory levels.

Beyond preventing out-of-stocks, the system's transparency and cooperation with suppliers enable benefits. Walmart offers its suppliers access to its books rather than providing them with information piecemeal.

Retail Link offers suppliers access to Market Basket, a tool that shows them which products are frequently bought together with their own. This allows merchants to create their own versions of those frequently used companion products or to request that Walmart display their products in a location that will be visible to customers of those companion products.

Minimum Wastage of Time

After a product is dispatched, Walmart assumes responsibility and the vendor's liability ends. However, Walmart is able to accurately schedule just-in-time handling of goods as they are received thanks to the same data sharing and visibility that are made possible by satellite tracking.

Within a day or so, Walmart arranges for each supplier vehicle to be unloaded and for a Walmart truck to be loaded at the same distribution location. Cross-docking is a technique that shortens the time it takes for the Walmart assortment to go from the factory to the customer while also reducing the expense of carrying inventory.

Only the big box stores keep goods, which cuts down on how long a product has travel to reach a buyer. The stores are purpose-sized in terms of both floor area and ceiling height; the tall higher shelves accommodate an equal or greater amount of merchandise than the shelves from which consumers actually purchase.

Moreover, in-store warehousing facilitates larger and fewer deliveries from distribution centres to retail locations, an efficiency that results in cost savings as well. Walmart lessens their

ecological impact by filling trucks and driving fewer miles. As we'll see later, this helps the business achieve remarkable advances in sustainability.

Precision with the help of Data

Walmart is able to mix together the highly diverse product assortments that are sold across its multiple channels because to its mastery of real-time information. Less than 200,000 things are available to you as soon as you enter a Walmart shop. However, millions of things are available on Walmart's online shops, and the company aims to deliver those items to you as soon as possible.

Because 90% of Americans reside within ten miles of their stores—which double as their warehouses—they are able to do so.

Omnichannel for integration of online stores and brick and mortar stores

Walmart practices omnichannel retail, integrating online and physical retail. Even more dexterity and adaptability are needed to keep everything organized and moving on time.

It is necessary to predict with accuracy which things in its online assortment clients will want and when in order to warehouse the appropriate online-only products nearest to their location. In 2020, internet sales accounted for less than 10% of Walmart's overall sales, but as these sales grow, so does the demand for specialized warehouse space to accommodate the online-only assortments.

Walmart is constructing dozens of market fulfillment centers (MFCs), or in-store or store-adjacent warehouses, to accommodate this expanding demand. The company built its first MFC in New Hampshire in 2019.

Every MFC has the capability to transport goods directly to clients or to neighboring Walmart locations in order to complete online orders for store pickup. Additionally, everything in your store-pickup order—including things available exclusively online—will be waiting for you when you arrive in a tidy stack.

To achieve that, a great deal of timely information sharing is needed, and Walmart is dedicated to this: between 2019 and 2021, it invested \$11 billion in technology, e-commerce, and supply chain management.

Automation using Data

Additionally, Walmart invested \$14 billion on supply chain automation in 2021. The first steps in this process are automated picking, sorting, and placing systems (hardware) and automated warehouse management and control systems (software).

The software manages Walmart's inventory across its incredibly broad range of online and in-store channels. It even predicts labor requirements so that staffing levels precisely correspond to the demand for every shift, adding additional workers when significant shipments and deliveries are anticipated and maintaining a smaller crew during slower hours.

The labor in Walmart warehouses can be supplied by both humans and machines because all pertinent data is transparent and interoperable. Pallets are already being loaded and moved by fast robots, and goods are being sorted automatically using chutes and conveyers. Automated consolidation centers, the first of which debuted in Colton, California, in 2019, are supported by these technologies and data exchange. There are plans to construct additional centers soon.

Only 340,000 square feet in size, it is used to receive, sort, and ship goods for all 42 of Walmart's regional distribution centers (RDCs) in the United States. Throughput is tripled by the usage of automated technology.

As things stand, suppliers oversee 42 orders, one for each RDC, and typically transport them as soon as they are prepared in empty trucks. Consolidation centers operated by Walmart consistently received less-than-truckload shipments and combined them into whole truckloads; nonetheless, all operations were performed manually, and most importantly, shipments were not received and tallied until they reached the RDCs.

Walmart's Sustainable Supply Chain

Walmart made its first environmental sustainability commitment in 2005 and initially concentrated on the sustainability and environmental, social, and governance (ESG) components of its direct activities. Increasing the effectiveness of its fleet of trucks was one of its initial goals. Since then, Walmart has made commitments to power its global operations entirely with renewable energy by 2035 and to achieve zero waste in its operations in the United States and Canada by 2025.

In 2019, Walmart emerged as the leading US supplier of solar and wind energy, and it presently sources 36% of its global electricity needs from renewable sources.

Walmart began focusing on the sustainability of its supply networks and assortment once it started its own sustainability journey. With the help of its suppliers and Walmart's now extensive experience in the area, it paid for professional advisors to assist suppliers in lowering their greenhouse gas emissions.

Additionally, Walmart is providing its suppliers with a way to pool their electricity purchases through Project Gigaton, allowing them to bring massive new renewable energy projects into the electric grid in windy and sunny areas. This will offset the power that Walmart uses locally, as all electrons are interchangeable.

Walmart is making significant efforts to improve the sustainability of its supply chain; nonetheless, the company is concentrating on a few key ESG issues, such as waste, working conditions, and climate change. In a Standards for Suppliers booklet, Walmart outlines its expectations for supplier worker well-being in detail and informs them that they should hold their own suppliers to the same standards. Walmart then keeps a close eye on the regions that present the greatest hazards, particularly with regard to worker dignity.

NAVIGATING MULTIMODAL TRANSPORTATION CHALLENGES: A CASE STUDY OF SHARK LOGISTICS

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Abstract

The SHARK Logistics Company is a systemic organization in a continually changing environment, where the management of effective and efficient transportation is a must for its competitive edge, this case study probes into the problems that SHARK Logistics has to deal with while dealing with a multi-modal transport system which includes a lack of appropriate infrastructure, limitations of bureaucratic control and coordination, as well as other technical gaps. In addition to conducting all-inclusive research, this paper reveals the influence on operational effectiveness and consumer satisfaction of these impediments. Additionally, the paper delves into strategies employed by SHARK Logistics in dealing with these challenges and improving its logistics services. These difficulties must be thoroughly understood and adequately addressed for SHARK Logistics to use multimodal transportation optimally and stay competitive in the worldwide transport industry.

Key Words: Bureaucratic control, Infrastructure limitations, Logistics services optimization, Multi-modal transport, Operational effectiveness

Introduction

In today's globalized economy, the efficient management of logistics and transportation is paramount for businesses to maintain their competitive edge. Within this dynamic landscape, SHARK Logistics Company operates, contending with a myriad of challenges in effectively overseeing multimodal transportation. With an array of transportation modes available and customer demands constantly evolving, SHARK Logistics must adeptly navigate infrastructure limitations, regulatory complexities, coordination challenges, and technological disparities to streamline its logistics operations.

Challenges

At the forefront of SHARK Logistics' concerns are infrastructure limitations, including issues such as inadequate road conditions, congested ports, and outdated rail networks. These bottlenecks hinder the smooth flow of goods and services, leading to delays and increased costs. Moreover, regulatory hurdles pose a significant challenge, with varying customs procedures, documentation requirements, and safety standards across different jurisdictions adding layers of complexity to the transportation process. Navigating these regulatory frameworks demands meticulous attention to detail and substantial administrative resources.

Coordination issues further compound the logistical challenges faced by SHARK Logistics. Coordinating multiple stakeholders involved in multimodal transportation, including carriers, freight forwarders, and customs authorities, requires seamless communication and collaboration. However, the lack of standardization and interoperability among different transportation modes often leads to inefficiencies in information exchange and cargo tracking, resulting in shipment delays and disruptions in the supply chain.

Additionally, technological gaps present a formidable obstacle for SHARK Logistics. Despite advancements in logistics technology, the company grapples with legacy systems and disparate IT platforms that impede real-time monitoring, tracking, and optimization of multimodal shipments. Bridging these technological disparities requires significant investments in IT infrastructure and the adoption of innovative solutions such as IoT-enabled tracking devices and blockchain technology.

In response to these challenges, SHARK Logistics must adopt a strategic approach focused on infrastructure development, regulatory compliance, stakeholder collaboration, and technological innovation. By investing in modernizing infrastructure, staying abreast of regulatory changes, fostering collaboration among stakeholders, and leveraging advanced technologies, SHARK Logistics can enhance its operational efficiency, minimize costs, and ensure customer satisfaction. In doing so, SHARK Logistics will not only navigate the complexities of multimodal transportation but also solidify its position as a leader in the global logistics industry.

SHARK Logistics Company operates within a dynamic environment characterized by a multitude of transportation modes and evolving customer demands. As the company endeavors to optimize its logistics operations, it faces a plethora of challenges in effectively managing multimodal transportation. These challenges manifest in various forms, ranging from infrastructure limitations to regulatory hurdles, coordination issues, and technological gaps.

Infrastructure limitations present a formidable challenge for SHARK Logistics, particularly in regions undergoing development. The inadequacy of infrastructure, exemplified by poor road conditions, congested ports, and outdated rail networks, severely disrupts the seamless flow of goods across various transportation modes. These bottlenecks not only impede the timely movement of shipments but also inflate operational costs, thereby compromising SHARK Logistics' service reliability and competitiveness in the market. For instance, congestion at ports often precipitates delays, leading to missed delivery deadlines and escalated transportation expenses. Such inefficiencies directly impact customer satisfaction and erode SHARK Logistics' reputation as a reliable service provider.

An in-depth internal data analysis conducted by SHARK Logistics reveals the pervasive impact of infrastructure-related delays on its operations. Alarming, these delays accounted for approximately 20% of total shipment delays in the past year alone. This statistic underscores the magnitude of the challenge posed by inadequate infrastructure and highlights

the urgent need for strategic interventions. The financial ramifications of these delays are significant, with revenue losses estimated at a staggering \$5 million. Such substantial losses not only dent the company's profitability but also jeopardize its long-term sustainability in a fiercely competitive industry.

To mitigate the adverse effects of infrastructure limitations, SHARK Logistics must adopt a proactive approach focused on infrastructure development and optimization. Collaborating with local authorities and stakeholders, the company can advocate for targeted investments in infrastructure upgrades, including road repairs, port expansions, and rail network modernization. By bolstering infrastructure resilience and capacity, SHARK Logistics can alleviate congestion, reduce transit times, and enhance operational efficiency across its supply chain.

Furthermore, SHARK Logistics should explore alternative transportation routes and modes to circumvent infrastructure bottlenecks and minimize disruptions. Embracing innovative technologies such as real-time tracking systems and predictive analytics can provide valuable insights into infrastructure conditions, enabling proactive decision-making and risk mitigation strategies. Additionally, fostering strategic partnerships with reliable suppliers and carriers can facilitate smoother cargo movement and mitigate the impact of infrastructure-related delays.

Regulatory hurdles further exacerbate the challenges faced by SHARK Logistics in managing multimodal transportation. Compliance with diverse regulations governing each transportation mode presents a formidable challenge. Varying customs procedures, documentation requirements, and safety standards across different jurisdictions increase complexity and operational costs for the company. For example, navigating regulatory frameworks for international shipments involves a significant administrative burden and can lead to delays and compliance risks. Internal audits revealed that compliance-related issues contributed to a 15% increase in operational costs over the past two years, totaling approximately \$8 million.

Coordination and interoperability issues present formidable challenges for SHARK Logistics, exacerbating the complexities of managing multimodal transportation. Coordinating a multitude of stakeholders involved in various stages of transportation, including carriers, freight forwarders, and customs authorities, poses a multifaceted challenge. The lack of standardization and interoperability among different transportation modes further compounds these challenges, resulting in inefficiencies in information exchange and cargo tracking. The consequences of poor coordination are far-reaching and impact every facet of SHARK Logistics' operations. Shipment delays, errors in documentation, and disruptions in the supply chain are common outcomes, all of which significantly compromise service reliability and customer satisfaction. Internal performance metrics starkly reflect the gravity of coordination-related issues, revealing a concerning 25% increase in customer complaints over the past year alone. These complaints not only erode customer trust but also represent missed business opportunities for SHARK Logistics.

The repercussions of coordination challenges extend beyond customer dissatisfaction to encompass financial losses and operational inefficiencies. Delays in cargo movement not only incur additional costs but also disrupt the delicate balance of supply chain operations. Furthermore, errors in documentation and discrepancies in cargo tracking exacerbate regulatory compliance risks, exposing SHARK Logistics to potential penalties and reputational damage. Addressing coordination and interoperability issues demands a multifaceted approach encompassing organizational, technological, and strategic interventions. Internally, SHARK Logistics must prioritize the streamlining of communication channels and the establishment of clear protocols for stakeholder engagement. This includes investing in training programs to enhance staff competencies in coordination and fostering a culture of collaboration across departments.

Strategically, SHARK Logistics should prioritize forging strategic partnerships with reliable carriers, freight forwarders, and customs authorities. Collaborative relationships built on trust and mutual understanding can facilitate smoother coordination and mitigate the risk of disruptions in the supply chain. Moreover, establishing service level agreements and performance metrics can incentivize stakeholders to adhere to agreed-upon standards of coordination and interoperability.

Technological gaps further compound the challenges faced by SHARK Logistics in managing multimodal transportation. Despite advancements in logistics technology, the company grapples with legacy systems and disparate IT platforms that impede real-time monitoring, tracking, and optimization of multimodal shipments. Investing in robust IT infrastructure and adopting innovative solutions such as IoT-enabled tracking devices and blockchain technology becomes imperative to address these technological challenges. For example, implementing a centralized logistics platform that integrates data from various transportation modes can enhance visibility and control over the supply chain, leading to improved operational efficiency and customer satisfaction. SHARK Logistics estimates that investing \$10 million in upgrading its IT infrastructure and implementing advanced tracking solutions could lead to a 30% reduction in shipment delays and a significant improvement in customer service metrics.

Conclusion

SHARK Logistics faces a multitude of challenges in managing multimodal transportation, including infrastructure limitations, regulatory hurdles, coordination issues, and technological gaps. Addressing these challenges requires a comprehensive approach that involves investment in infrastructure, compliance with regulations, collaboration among stakeholders, and adoption of advanced technologies. By effectively addressing these challenges, SHARK Logistics can enhance its operational efficiency and maintain its competitiveness in the dynamic logistics industry.

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THE EVOLUTION OF NETFLIX - FROM MAILBOXES TO GLOBAL STREAMING DOMINATION

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Introduction:

Netflix's story is one of remarkable transformation. Founded in 1997 as a DVD-by-mail service, it has become a global leader in streaming entertainment, disrupting the traditional film and television industry. This case study explores Netflix's evolution, highlighting its key milestones, strategic decisions, and the factors that contributed to its success.

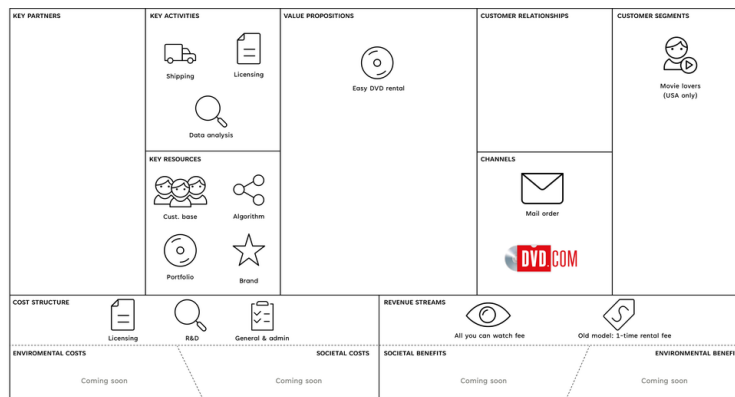
From Disgruntled Customer to Disruptive Innovator:

Netflix is an inspirational example of a company that successfully shifted their business model multiple times and grew exponentially because of that. The origin story goes that Reed Hastings, co-founder of Netflix, was frustrated by a late fee from Blockbuster, the video rental giant. This experience sparked the idea for a subscription-based DVD rental service with no late fees. They started with renting boxed products through a mail service nationally (in the US) and shifted to delivering on-demand entertainment catering to diverse needs globally. Netflix offered a wider selection and unparalleled convenience, allowing customers to browse and order DVDs online.

Changing Business Model:

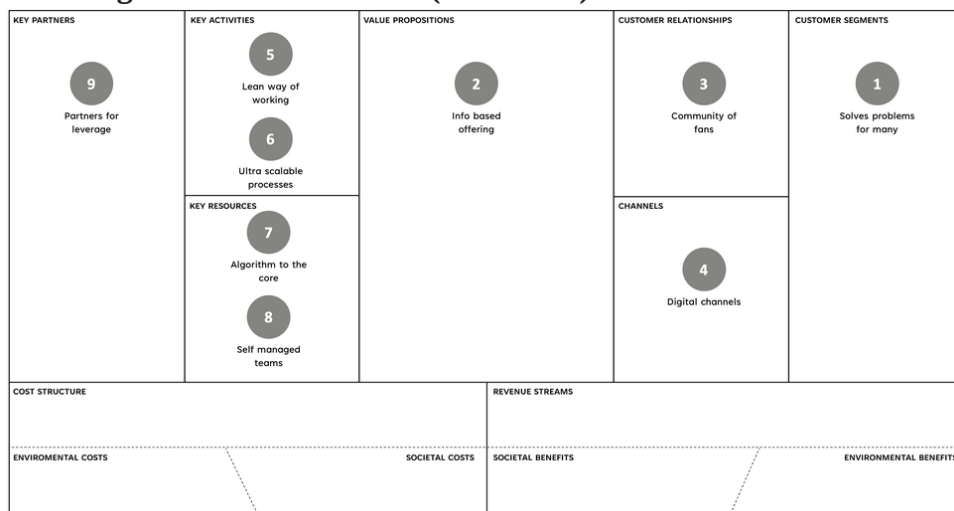
It all began in April 1998, when Netflix started renting out DVD's by mail. Only a year later Netflix changed its pay-for-use model into a subscription model. Nearly a decade later, Netflix changed their proposition to a streaming service, which changed the way millions of people spend their free time. There are new entrants in the market, such as Amazon Prime, Hulu Plus and Facebook Watch, yet Netflix is by far the leader, serving 125 million customers and generating 11.7 billion in revenues in 2017.

Stage 1: DVD-by-Mail Rental (1997-2007)\



- **Value Propositions:** Wide selection of DVDs, convenience (no late fees, delivered to mailbox), personalized recommendations.
- **Customer Segments:** Movie enthusiasts, early adopters of online services.
- **Channels:** Website, partnerships with retail stores for subscriptions.
- **Customer Relationships:** Primarily online customer service, focus on user experience through recommendations.
- **Revenue Streams:** Monthly subscription fees.
- **Key Resources:** DVD inventory, distribution network (US Postal Service), recommendation algorithms.
- **Key Activities:** DVD acquisition, inventory management, website maintenance, recommendation engine development.
- **Key Partnerships:** Studios for DVD licensing.
- **Cost Structure:** DVD acquisition costs, mailing and fulfillment costs, website maintenance, customer service.

Stage 2: Streaming Service Introduction (2007-2010)



Value Propositions: Instant access to a vast library of movies and TV shows, convenience (watch anytime, anywhere). Retained focus on personalized recommendations.

KEY PARTNERS Consumer electronics Cable companies Producers Broadcasters	KEY ACTIVITIES Production Licensing Data analysis KEY RESOURCES Cust. base Algorithm Portfolio Brand	VALUE PROPOSITIONS All you can binge watch Variety of content Streaming on demand without ads All you can watch DVD Access to relevant audience	CUSTOMER RELATIONSHIPS Self service CHANNELS Any device App	CUSTOMER SEGMENTS Global movie lovers (190 countries) Brands
COST STRUCTURE Production R&D Licensing Tech dev. ENVIRONMENTAL COSTS Coming soon	REVENUE STREAMS General & admin SOCIETAL COSTS Coming soon	REVENUE STREAMS Subscription SOCIETAL BENEFITS Coming soon	REVENUE STREAMS Subscription Product placement ENVIRONMENTAL BENEFITS Coming soon	

- **Customer Segments:** Global audience with diverse entertainment preferences.
- **Channels:** Website, mobile app, partnerships with internet service providers (ISPs) for bundled subscriptions.
- **Revenue Streams:** Monthly subscription fees (with tiered pricing based on features).
- **Key Resources:** Streaming platform infrastructure, global content library (licensed and originals), recommendation algorithms.
- **Key Activities:** Content acquisition (licensing and original production), platform development and maintenance, recommendation engine development, international market expansion.
- **Key Partnerships:** Studios and content creators for licensing deals, ISPs for bundled subscriptions, production companies for original content creation.

- **Cost Structure:** Content licensing fees (originals becoming a larger cost), streaming platform maintenance, customer service, international expansion costs.

This is a simplified overview. Netflix's business model continues to evolve, with potential future additions like video game streaming or live events requiring further adjustments to the canvas.

Competitive Forces

Their initial day competitor was also Blockbuster which was in brick and mortar style where customers visit the shop and rent their DVDs. Blockbuster found difficult to offer the DVD's through mail service. By the time, blockbuster settled in the DVD rental through mail delivery market, Netflix already had shifted their customers to streaming subscribers. They subdued Marketing Myopia and created a customer base for their new business model.

The Big Three:

- **Amazon Prime Video:** Backed by the retail giant Amazon, Prime Video boasts a large library of licensed content and award-winning originals like "The Marvelous Mrs. Maisel." Additionally, Prime membership bundles streaming with other perks like free shipping, making it a compelling value proposition.
- **Disney+:** The juggernaut of family entertainment, Disney+, offers a treasure trove of Disney, Pixar, Marvel, Star Wars, and National Geographic content. This unrivaled library of beloved classics and franchises makes them a major threat, especially for families.
- **HBO Max:** Home to iconic HBO shows like "Game of Thrones" and "Succession," HBO Max also offers a diverse library of Warner Bros. movies and TV shows. Their focus on high-quality, often edgy content positions them well to attract a specific viewer segment.
- **Other Notable Players:**
 - **Hulu:** A veteran in the streaming wars, Hulu offers a mix of current season network shows, original series, and a strong library of past seasons. Some plans even include live TV streaming.
 - **Apple TV+:** While their library is smaller, Apple TV+ focuses on high-production-value originals with star power, like "Ted Lasso" and "The Morning Show." Their integration with Apple devices makes them a convenient choice for Apple users.
- Netflix, once the undisputed ruler of streaming entertainment, now finds itself in a fierce battle with a growing number of competitors. These new players, armed with deep pockets and vast content libraries, are challenging Netflix's dominance, making the streaming landscape more fragmented than ever.

The Power of Innovation and Adaptation:

Netflix's success wasn't just about convenience. The company embraced innovation, constantly improving its recommendation algorithms to personalize the user experience. They recognized the potential of streaming technology early on and launched their streaming

service in 2007. This shift was crucial, allowing viewers to instantly watch movies and TV shows online, a move that revolutionized entertainment consumption.

Going Global:

While Netflix initially focused on the US market, it embarked on a global expansion strategy in 2010, reaching new audiences and subscriber bases. This international focus became a cornerstone of their growth.

Clara, a Netflix product manager in California, stared at the world map plastered across the conference room wall. Red pins dotted North America and Europe - their current stomping grounds. But the vast expanse of unpinned territory held the promise of a billion new subscribers. The year was 2010, and Netflix was hungry for more.

Reed Hastings, the company's CEO, boomed, "We're not just a Californian thing anymore. We're delivering entertainment to the world!" A wave of nervous excitement rippled through the room. Conquering the US was one thing, navigating the diverse tastes and regulations of a global audience were another struggle.

The Dubbing Debacle: Their first hurdle was language. Initially, a simple dubbing strategy seemed perfect. But Clara, while watching a French version of "The Office," realized Michael Scott's awkwardness translated poorly into baguette-wielding awkwardness. Cultural nuances were lost, jokes fell flat.

Hola! Bollywood Beckons: Localization became the new mantra. Teams researched popular genres in each region. In India, high-octane action flicks and extravagant dance numbers ruled. A local content acquisition specialist, Priya, secured deals for Bollywood blockbusters. Soon, Netflix India boasted a library that rivaled any traditional studio.

K-Drama Craze: Across the Pacific, South Korea's meticulously crafted "K-dramas" were taking Asia by storm. Recognizing the potential, Netflix partnered with Korean production companies to create high-quality originals like "Kingdom," a zombie thriller set in a Joseon Dynasty court. The gamble paid off, igniting a global K-drama craze.

VPN Tango with Regulators: However, global domination wasn't all smooth sailing. Copyright laws and licensing restrictions varied wildly. In some countries, content creators demanded exorbitant fees. In others, governments blocked access entirely. The tech team, led by the ever-resourceful David, devised a system to detect and prevent VPN usage (a way to access geo-restricted content). It was a constant dance with regulators, a delicate balance between protecting content creators and satisfying viewers.

From Hollywood to Nollywood: Years passed. The red pins multiplied. Netflix became a global phenomenon. Clara, now a VP of Global Content, smiled at a presentation showcasing a new Nollywood crime thriller from Nigeria. From California suburbs to bustling Lagos streets, Netflix had woven a web of stories, uniting people through laughter, tears, and gasps. The journey wasn't over, but one thing was clear: the world was Netflix's stage, and the stories were just beginning.

Content is King:

Netflix understood that high-quality content was the key to subscriber retention. They began producing original content in 2013, with shows like "House of Cards" gaining critical acclaim and a loyal following. This investment in originals not only distinguished Netflix from competitors but also allowed them to control content rights and user data.

The Battleground:

The competition between these streaming services is multifaceted:

- **Content is King:** Securing popular licensed content and producing high-quality originals are crucial for attracting and retaining subscribers. Netflix's advantage of established originals is now being challenged by competitors' deep pockets and established franchises.
- **Price Point:** Subscription fatigue is a real concern. Streaming services need to offer competitive pricing structures, with tiered plans catering to different budgets and viewing habits. Here, bundling with other services like Amazon Prime can give competitors an edge.
- **Regional Focus:** Understanding and catering to local preferences is key to winning over global audiences. Investing in regional content acquisition and production allows competitors to better resonate with viewers in specific markets.
- **The Future of Streaming:**
 - Netflix's future hinges on its ability to adapt and innovate. Here's what they might consider:
 - **Double Down on Originals:** Netflix needs to continue producing high-quality, diverse originals that can compete with established franchises.
 - **Strategic Content Acquisition:** While losing licensed content hurts, Netflix can fill gaps by strategically acquiring content that complements their originals and caters to specific demographics.
 - **Embrace New Technologies:** Exploring interactive storytelling or integrating with emerging technologies like virtual reality can keep Netflix at the forefront of the streaming experience.
 - The streaming wars are far from over. While Netflix faces significant challenges, it remains a major player. By focusing on its strengths, adapting to the evolving landscape, and embracing innovation, Netflix can continue to captivate audiences worldwide.
- **Content Carousel:**
 - **Loss of Licensed Content:** Studios like Disney and Warner Bros. are launching their own streaming services, pulling their content libraries (think Marvel, Star Wars, DC Comics) away from Netflix. This weakens Netflix's overall content offering.
 - **Content Saturation vs. Quality:** The sheer volume of content across all streaming services can be overwhelming. Netflix needs to strike a balance between quantity and quality to ensure viewers stay engaged.
 - **Price Point Pressure:**

- **Subscription Fatigue:** Consumers are increasingly subscribing to multiple services, leading to subscription fatigue. Netflix's pricing strategy, while offering tiered plans, needs to remain competitive to avoid subscriber churn.
- **Bundled Services:** Competitors like Amazon Prime bundle streaming with other perks like free shipping, making their overall value proposition more attractive.
- **Regional Rivalry:**
- **Localization Matters:** Global competitors like Disney+ are investing heavily in creating regional content that resonates with local audiences. Netflix needs to prioritize local content acquisition and production in key markets.
- **Regulatory Hurdles:** Regulations regarding content licensing and data privacy vary greatly across the globe. Netflix needs to navigate these complexities to ensure smooth operations in different regions.
- **The Innovation Game:**
- **Technological Advancements:** Competitors like Apple TV+ are exploring interactive storytelling and other innovative features. Netflix needs to keep pace with technological advancements to maintain its edge.
- **The Ad Gamble:** Some competitors are introducing ad-supported tiers with lower subscription costs. Netflix, currently solely reliant on subscriptions, might need to consider such models to reach budget-conscious viewers.

The Future of Streaming:

Netflix remains a major player, but the competition is fierce. By addressing these challenges, focusing on high-quality originals, strategic content acquisition, and regionalization, Netflix can continue to captivate audiences worldwide. The battle for streaming supremacy is far from over, and Netflix will need to constantly adapt and innovate to stay ahead of the curve.

Conclusion:

Netflix's evolution is a masterclass in innovation, adaptation, and understanding customer needs. From its humble beginnings as a DVD rental service to its current position as a global streaming leader, Netflix has reshaped the entertainment industry. As the landscape continues to evolve, Netflix's ability to adapt and embrace new technologies will be critical to its continued success.

ABC LTD, STRATEGY FOR ORGANIZATIONAL DEVELOPMENT FOR MODERNIZATION

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Abstract

The strategic approach adopted by ABC Ltd., for organizational development towards modernization is encapsulated in this abstract. It delineates the company's proactive response to market dynamics, encompassing evolving customer demands and increased competition with modern technologies. Key elements addressed include addressing employee concerns, investing in training and technology, and fostering a culture of innovation within the organization. The strategic plan integrates clear initiatives with measurable targets such as technology adoption, training and development, succession planning, and employee engagement. The implementation and monitoring strategies, along with a commitment to meeting industry standards, showcase the dedication to sustainable growth and maintaining competitiveness in the automotive industry.

Key Words: Employee concerns, Market dynamics, Modernization, Sustainable growth, Training and Technology

Introduction

ABC Ltd, with a rich legacy spanning six decades in the automobile spare parts industry, has been a cornerstone for timely deliveries and top-notch product quality, catering primarily to three major companies. Over the years, the company has nurtured a dedicated workforce, with a substantial number of employees having served for over three to four decades, embodying a culture of job satisfaction and security. However, recent market shifts, including the influx of new competitors armed with modern technologies, have necessitated strategic organizational changes for ABC Ltd to maintain its competitive edge.

Challenges and Opportunities

ABC Ltd faces a critical juncture spurred by market shifts and evolving customer demands. The emergence of competitors armed with modern technologies and the rising importance of Total Quality Management (TQM) and ISO certifications have compelled ABC Ltd to embark on a journey of operational modernization. With two major customers contributing around 60% of the company's revenue, the demand for products manufactured using modern machinery has become imperative, highlighting the need to meet customer expectations and align with industry standards. ABC Ltd is allocating substantial resources towards acquiring modern machinery, reflecting a commitment to enhance production efficiency and product quality, while also investing in training programs to ensure employees are equipped with the

skills necessary to operate new machinery effectively. By aligning with evolving customer standards such as TQM and ISO certifications, ABC Ltd reaffirms its dedication to delivering high-quality products and services. Key performance indicators (KPIs) such as training completion rates, production time and efficiency improvements, and customer satisfaction metrics will be monitored to gauge the success of this modernization effort. Effective communication channels and engagement initiatives will be implemented to keep employees aligned with organizational goals and foster a culture of innovation and continuous

OD Consultant's Assessment

The assessment conducted by the Organizational Development (OD) consultant shed light on critical challenges that ABC Ltd faces in implementing its modernization plan. One of the significant hurdles identified is the resistance from long-serving employees, who make up approximately 70% of the workforce. These employees, with over three decades of experience within the company, may exhibit reluctance towards adopting new technologies due to their familiarity and comfort with traditional methods. Moreover, the disinterest in training among older employees nearing retirement age, representing 40% of the workforce, poses another challenge. Their impending retirement raises concerns about the return on investment in training, considering their shorter tenure within the organization.

These findings underscore the delicate balance required between honoring the legacy of longstanding employees and embracing modernization for sustainable growth. ABC Ltd must navigate this challenge by implementing targeted training programs that address the specific needs and concerns of both long-serving and older employees. By demonstrating the tangible benefits of adopting modern technologies and offering tailored training initiatives, the company can foster a culture of continuous learning and adaptation while ensuring a smooth transition towards a more technologically advanced and competitive organization.

Employee Concerns and Management's Response

The OD consultant's report revealing employee concerns about job security and organizational commitment prompted a thoughtful response from ABC Ltd's management. Recognizing the loyalty and dedication of its workforce, the management took proactive steps to address these concerns. They assured employees of their job security, emphasizing a long-term vision that includes them as integral parts of the company's future. Moreover, the management unveiled a comprehensive plan for organizational modernization, signaling a commitment to invest in the company's growth while also safeguarding employee interests.

The detailed plan presented to all employees not only reassured them but also provided tangible steps toward modernization. The allocated budget of \$5 million for acquiring modern machinery and a training budget of \$1 million over the next two years demonstrate a strategic approach to ensure a smooth transition. By involving employees in the modernization process and showcasing a clear roadmap for their development and the company's future, ABC Ltd is fostering trust and collaboration, which are crucial for navigating organizational changes effectively.

Strategic Plan for Organizational Development

The strategic plan outlined by ABC Ltd encompasses key initiatives with clear, quantifiable targets aimed at driving organizational modernization and ensuring long-term success. Firstly, the allocation of \$5 million for acquiring modern machinery reflects a strategic investment to enhance operational efficiency. The target of reducing production time by 30% within the first year indicates a measurable outcome that aligns with the company's objective of leveraging technology for improved performance and customer satisfaction.

Secondly, the emphasis on training and development with a \$1 million investment in training programs is crucial for upskilling employees to operate new machinery effectively. The target of achieving a 20% increase in employee proficiency within six months underscores the commitment to ensuring a smooth transition and maximizing the return on investment in modernization efforts. Additionally, the focus on succession planning, aiming for a 90% fill rate in critical roles vacated by retiring employees within the next three years, reflects a proactive approach to continuity and talent management. Finally, the implementation of employee engagement programs with the goal of a 15% improvement in employee satisfaction scores within one year highlights the importance of fostering a positive work environment and aligning employee interests with organizational goals. These initiatives collectively demonstrate ABC Ltd's strategic foresight and commitment to sustainable growth through organizational development.

Implementation and Monitoring

Effective implementation and continuous monitoring are paramount for the success of ABC Ltd's modernization plan. The company will track key performance indicators (KPIs) such as training completion rates to ensure that employees are fully equipped to operate new machinery and processes efficiently. Productivity improvements will be closely monitored to gauge the impact of technology adoption on operational efficiency and output quality. Additionally, customer satisfaction scores will be a critical metric to assess how well the modernization efforts align with meeting customer expectations and delivering high-quality products.

To foster transparency and alignment throughout the transition process, ABC Ltd will conduct regular town hall meetings and feedback sessions. These platforms will not only keep employees informed about progress and changes but also provide them with opportunities to voice their feedback and concerns. By engaging employees in this manner, the company aims to maintain high levels of motivation, collaboration, and buy-in for the modernization initiatives, ultimately contributing to the successful implementation of the strategic plan and achieving the desired organizational outcomes.

Conclusion

ABC Ltd's strategic shift towards modernization reflects a proactive response to market dynamics and evolving customer demands. This transformation underscores the company's adaptability and forward-thinking approach in embracing technological advancements to stay competitive. By addressing employee concerns about job security and investing in training

and technology, ABC Ltd has demonstrated a strong commitment to employee satisfaction and professional development. This focus on nurturing a skilled and engaged workforce contributes to fostering a positive work culture and enhancing productivity. The company's investment in training programs and modern machinery not only boosts operational efficiency but also reinforces its reputation for delivering high-quality products and services. ABC Ltd's adherence to industry standards such as TQM and ISO certifications further solidifies its position as a leader in excellence. Overall, the company's holistic approach to organizational development lays a robust foundation for sustainable growth and continued competitiveness in the automotive industry.

Questions

1. How does ABC Ltd leverage its legacy amidst market shifts and technological advancements?
2. What are the main challenges identified by the OD consultant regarding employee resistance and training concerns?
3. How does ABC Ltd's strategic plan align with its goals for sustainable growth and competitiveness?

CASE STUDY OF HAIER AND EFFECT OF BRANDING STRATEGY

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Haier is the world's 4th largest white goods manufacturer and one of China's Top 100 electronics and IT companies. Haier has 240 subsidiary companies and 30 design centers, plants and trade companies and more than 50,000 employees throughout the world. Haier specializes in technology research, manufacture, trading and financial services. Haier's 2005 global revenue was RMB103.9 billion (USD12.8 billion).

Guided by business philosophy of CEO Zhang Ruimin, Haier has experienced success in the three historic periods—Brand Building, Diversification and Globalization. At the 21st anniversary of founding of the Haier Group December 26, 2005, Haier announced its 4th strategic development stage of Global Brand Building. In 1993, Haier brand was officially recognized as a famous brand and in 2005 valued at RMB70.2 billion. Since 2002, Haier has consecutively been ranked first in the row of China's most valuable brands for manufacture of 15 products, including refrigerators, air-conditioners, washing machines, televisions, water heaters, personal computers, mobile phones and kitchen integrations. Haier was ranked first of China's Top 10 Global Brands by China State Bureau of Quality and Technical Supervision (CSBTS) for refrigerators and washing machines. On August 30, 2005, Haier was ranked 1st of China's Top 10 Global Brands by the Financial Times.

Haier has been widely recognized as a leader of 9 products in terms of domestic market shares and the 3rd player of 3 products in the world market and world-class company in the fields of home integration, network appliances, digital and large-scale integrated circuits and new materials. Haier has long attached significance to innovation in satisfying the demands of worldwide consumers and realizing win-win performance between Haier and clients. Haier has currently obtained 6,189 patented technology certificates (819 for inventions) and 589 software intellectual property rights. Haier has hosted and taken part in modification of about 100 China's technological standards. Haier invented technology, incorporated in the Safe Care water heaters and dual-drive washing machines, has been proposed to the IEC Criteria. Haier's "OEC", "Market-chain" and "Individual-goal combination" management performances have been recognized worldwide. Haier's experiences have also been introduced into case studies of business mergers, and to financial management and corporate cultures of many foreign educational institutes, including Harvard University, University of Southern California, Lausanne Management College, the European Business College and Kobe University. Haier's "Market-chain" management practice has also been recommended to the EU for Case Studies, and its "Individual-goal combination" management concept has

been recognized by worldwide management researchers as a feasible solution of commercial over stocks and accounts overdue. Facing fierce global market competition, Haier has launched the global brand building strategy and updated the spirit, “Create resources, worldwide prestige” and work style “Individual-goal combination, swift action and success”, with an aim to gain global recognition and sustainable development.

Haier is an example of how an Asian company can build a brand and take it beyond its national market. Haier brand which is built on quality and a commitment to offer innovative products at a competitive price, exports to over 150 countries around the world, has 13 factories spreading from Philippines to Iran to the US and recently became the no. 1 refrigerator maker in the world, overtaking Whirlpool.

Haier traces its history back to the Qingdao General Refrigerator factory, which was founded in 1958 as a cooperative to repair and assemble electric appliances. Till Chinese entrepreneur Ruimin Zhang took charge of the factory in 1984, the company struggled with its quality and incurred huge losses. Haier attracted tremendous publicity when Zhang smashed faulty refrigerators with a sledgehammer, to send out a message about his commitment to quality. Today, Haier commands approximately over 30% share of the Chinese market in white goods and had revenues of US \$9.7 billion as of 2003.

True to that event, Haier has built its brand on quality. Haier’s strategy has been to establish a leadership position in the domestic market before venturing into global markets. Unlike most players who concentrate on the low end of the market by offering cheap products, Haier has focused on offering innovative products at a competitive price and the brand is starting to see results. A case in point is that Haier is the leading brand in the US in mini-refrigerator category.

Haier’s commitment to quality and innovation is evident by the 18 international product design centers that it has established in Los Angeles and Tokyo which are in turn supported by production facilities in US, Japan and Italy.

Though it is common to see charismatic CEOs such as Sir Richard Branson, Steve Jobs and Bill Gates leading the brands in the western world, it is hardly the case in Asia. Many Asian executives shy away from publicity. Ruimin Zhang has set an example to many Asian companies about how the CEO can take charge of the brand and be the chief brand ambassador. Zhang’s aggressiveness to build his brand, his commitment to quality and his business acumen has attracted much deserved global accolades.

Ruimin Zhang was placed nineteenth among the twenty-five most powerful people in business outside the US by Fortune magazine in 2003 and Haier was ranked the most admired Chinese brand in 2004 by a Financial Times/PricewaterhouseCoopers survey.

Questions

1. Discuss Haier’s Branding Strategy and compare efficiency level with Competitors



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