# INDIAN CONTEXT MINI CASES ON INNOVATION AND ENTREPRENEURSHIP

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# INDIAN CONTEXT MINI CASES ON INNOVATION AND ENTREPRENEURSHIP

**Editors:**

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ISBN 978-93-91303-44-0

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# TITLE VERSO

**Title of the Book:**

INDIAN CONTEXT MINI CASES ON INNOVATION AND ENTREPRENEURSHIP

**Editor's Name:**

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**Published & Imprint By:**

Jupiter Publications Consortium

22/102, Second Street, Venkatesa Nagar

Virugambakkam

Chennai 600 092.

**Edition Details:** First Edition

**E- ISBN:**9978-93-91303-44-0

# Preface

The Indian entrepreneurial ecosystem has grown significantly over the years and has become a hub for innovative ideas and successful startups. With the rise of innovation and entrepreneurship, it has become increasingly important to understand the unique challenges and opportunities faced by entrepreneurs in India. This book presents a collection of mini-cases that showcase innovation and entrepreneurship in the Indian context. The cases cover a range of industries and highlight the importance of innovation, risk-taking, and persistence in the entrepreneurial journey.

The book is intended for entrepreneurs, students, and anyone interested in the topic of innovation and entrepreneurship. The mini-cases provide insights into the Indian entrepreneurial ecosystem and the challenges faced by entrepreneurs. The cases also highlight the key success factors that have helped entrepreneurs overcome these challenges and achieve success.

The Book is structured into several chapters, each dedicated to a specific mini-case. The cases are diverse and cover a range of industries, from technology to healthcare to consumer goods.

In conclusion, this book provides a comprehensive overview of the Indian entrepreneurial ecosystem and the innovative ideas that are driving the country forward. Whether you are an entrepreneur, student, or someone interested in the topic, this book offers a valuable resource for gaining insights into the world of innovation and entrepreneurship in India.

# Foreword

It is with great pleasure that I write this foreword for the book, "Indian Context Mini Cases on Innovation and Entrepreneurship." As the chairperson of one of India's leading colleges, I have had the privilege of witnessing the growth and development of the Indian entrepreneurial ecosystem. I have seen first-hand the impact that innovation and entrepreneurship can have on individuals, communities, and the economy as a whole.

This book provides an important contribution to the field of entrepreneurship by showcasing the unique challenges and opportunities faced by entrepreneurs in India. The mini-cases presented in this book are an excellent representation of the innovative and enterprising spirit that drives the country forward. The cases cover a range of industries and highlight the key success factors of Successful business models and highlighted the issues in post-pandemic.

I believe that this book will be of great value to entrepreneurs, students, and anyone interested in the topic of innovation and entrepreneurship. The insights and lessons contained in these cases will be beneficial to academicians, students and industry members.

In conclusion, I would like to extend my heartfelt congratulations to the authors for putting together this insightful and thought-provoking book. I am confident that this book will make a lasting contribution to the field of Management & Entrepreneurship.

**Dr M. MALA**
Chairperson
Tagore Engineering College
Chennai 600 127.

# INDIAN CONTEXT MINI CASES ON INNOVATION AND ENTREPRENEURSHIP

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# HOW DOES WORK FROM HOME AFFECT INTERPERSONAL RELATIONSHIPS AMONG TEAM MEMBERS IN THE ORGANISATION?

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## Abstract

Post Covid has up skilled us in many ways, especially working from home has significantly been considered as gifted for many employees. Many jobs have popped up and are comfortably being done by employees. Companies also have shifted to remote in order to save costs, lessen commutes and better work-life balance. Remote working enabled with flexibility, increased productivity and job satisfaction. Studies show that employees are less likely to fall sick when work from home is available. Healthy habits, spending time with loved ones, saving money for attire and relocating anywhere are considered as outstanding pros of remote working.

Though WFH has drawn more benefits, there are downsides ranging from technology fluctuations, family distractions, feeling like working for longer time and loosing interpersonal relationships are substantially consequences for many employees. Many health ailments have been reported post covid due to irregular working hours ,lack of exercise and stress .This case study analyses the impact of remote working on Interpersonal relationship ,communication ,conflict management and team building

## Introduction

Post pandemic there are changes as a result of remote work, including how we see work-life balance, communication, and even how we gauge productivity. The bounds of our working lives have changed significantly as a result of the "Great remote work experiment". Businesses like Twitter have essentially declared a WFH "forever" policy, and according to 53% of respondents in a recent survey in the United States, they intend to continue working from home at least part-time.

The future of work will undoubtedly entail distributed, borderless, co-located, and remote workforces that use digital tools to stay connected and productive. However, what exactly is remote work, and what are the advantages and difficulties of long-term remote working? All

of that and more will be covered in our guide to remote work. Remote working with Wrike.

Though it has many pros, it lacks many things such as interpersonal communication. All of us, especially those who work from home, become increasingly isolated and lonely when there is a lack of social interaction. Loneliness is detrimental to your physical and emotional health and might lower your performance.

**Methodology**

This case study is based on a structured questionnaire given to employees from IT and IT enabled services who are working from Home. Data were collected through sending questionnaires to emails to employees, executives, managers and team leaders from various organizations.

Research Questions & Results

RQ 1.  I find there is considerable loss of trust among team members.

In this question, we want to find out the trust level among team members when they are into any projects or maintaining confidentiality wherever it is required. It was analyzed that remote working leads to fading of trust among employees. Virtual meeting has affected the factor of trust among the team members.

RQ 2.  I find open and transparent communication in my team

Researchers want to find out the transparency in communications which facilitates interpersonal relationships among team members. When team members are accountable for their work, they constantly change their decisions. This case study tries to find openness and transparency in communication in remote working and it states that many new comers joint through virtual  induction are not familiar with organizational policies and procedures which affects the open communication .Lack of trust was found to have relationship on the open communication.

3. Considerably there is much time taken to resolve conflicts among team members

Remote working provides less space for interactions and discussions, if team members have any conflict, it would take considerable time to make them realize that they have conflict with other members. The proportionate of time taken for resolving conflict has increased comparatively in post pandemic.

4.  Taking responsibility for mistakes happen is less among team members

We want to understand how many people are in a team, are taking accountability and

ownership for the mistakes and chaos created. Many respondents stated that this was the major problem incurred in escalations, as individuals are not ready to accept their mistakes and accountability has been considerably less .

5. There is environment to share worries and challenges to the team members

Majority of employees expressed coming to office created pleasure and made them completely detached from family problems, but WFH leaves employees feeling that they are always at home, carrying with and have less time for recreation.

6. Give and take relationship at the workplace

Give and take policy in the workplace leads to a conducive and positive work environment and also increases productivity, job satisfaction and moral support. Lack of face to face communication has led to rigidity among individuals which has affected the helping attitude and individuals are more confined.

7. Work related doubts are easily communicable among team members

Researchers want to know the availability of skilled, potential and resourceful team members for increasing productivity and achieving goals. Subject matter expert is much required for the success of the project. The availability of advice and guidance was more comfortable earlier to pandemic .In the remote working it was difficult to get expertise advice

8. My team members are approachable and reachable

If team members have good rapport without any hidden conflict, they are always reachable to their team members. The lack of open communication has an impact on the approachability.

9. More challenges in decision making

In this question, researchers want to understand the challenges in decision making. Decision making process time has found to be increased and was considered as challenging factor in remote working environment.

10. Better Interpersonal relationship leads to better teamwork

Researchers want to get the opinion of team members about the interpersonal relationship among team members which in turn better team building. Most of the time it is lacking among team members in remote working and considerably it affects the outcome of the task. When Team members hesitate to clarify their doubts with team mates, that would lead to confusion and chaos in the working style. So researchers emphasized that lack of interpersonal relationship will end up with less productivity.

**Conclusion**

Working remotely might be a desirable professional choice. It reduces social interaction and conventional ways of accountability while doing away with the majority of the traditional aspects of coming to work, such as commuting and dressing in business clothing. It might be advantageous or disadvantageous for you, depending on your preferred working style and cultural priorities. Employees who work remotely spend more time using asynchronous communication channels like email and message boards and less time engaging in synchronous interactions like face-to-face meetings, phone calls, and video conferences.

The number of hours spent in meetings decreased by around 5% as a result of remote work, indicating that other pandemic-related issues rather than remote work were to blame for the rise in meetings that many people encountered during the pandemic. So interpersonal relationship, knowledge sharing, personal rapport is getting reduced.

## THE TOYOTA CRISIS IN 2011

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### Introduction

Toyota is one of the world's biggest automobile manufacturers, producing over 8 million vehicles per year for mid-range customers. Quality has been their core value when it comes to the production of cars. Not only is the car industry very much competitive, but all is not well at Toyota. During the year 2011, they faced a quality crisis as they had delivered cars with faulty gas pedals. As a known global firm, Toyota has been slowly losing its loyal customers, which is a major setback in future global relationship.

### History

Toyota is a Japanese automobile manufacturer headquartered in Toyota city, Aichi, Japan. It was founded by Kiichiro Toyoda on August 28, 1937. After the Second World War, Toyota benefited from Japan's collaboration with the USA which gave rise to the TPS (Toyota Production System, a Lean Manufacturing Method) and Toyota Way (Management Theory). This eventually lead to becoming a major subject for many academic universities.

In the year 1960, they released the Toyota Corolla which went on to become the all-time best-selling automobile among middle-class citizens. With the in- troduction of the Toyota Prius in the year 1997, they had become a leader in selling fuel-efficient hybrid electric vehicles. However, all was not well until the year 2011, when the main crisis occurred. With the failure of the gas pedal function in some of Toyota's cars, they lost a huge fraction of customer groups.

### Crisis

Toyota initiated the recall with the help of the US National Highway Traffic Safety Administration (NHTSA) after they got complaints that vehicles are experiencing unintended acceleration. The Defect Information Report was initiated first on October 5, 2009, and it got reformed on January 27, 2010.

As of January 28, 2010, Toyota had recalled approximately 2.3 million vehicles for accelerator pedal issues and approximately 1.8 million from Europe, and 75,000 from China. The accelerator pedals were being manufactured by CTS Corp. They had been a huge supplier of car pedals for other companies as well such as Lexus, Chrysler, etc. The company seems to be strong on the fact that the pedals were designed and built as per Toyota's initial specifications which gave rise to condensation around the pedal which had not been anticipated by the car maker. To reduce the costs of pedal design and manufacturing, they initiated a program called CCC21 (Construction of Cost Competitiveness), where the transition from physical prototyping moved towards digital or virtual proto- typing. This process eventually reduced the product development time and the cost of component design. People say that these initiatives could be the reason for acceleration pedal failure.

Toyota had acknowledged the fact that they have slowed the product development process and had introduced the physical prototyping process again. Takahiro Fujimoto, an economics professor mentioned that the simultaneous pressure of the volume production could have caused a reduction in quality and also a dip in the demand for cars by the US citizens due to the financial crisis. Even though Toyota has faced the crisis, there are chances that they would recover and overtake their competitors.

## Impact

Recalls like this would have been caused due to the impact of two trends. Firstly, car manufacturers are reusing their parts for the assembly of parts which significantly reduces cost and scale factors. Here, if one of the parts goes bad, it will affect more cars than the number in the past. And the second reason could be the increasing complexities of mechanical and electrical systems. Lawyers of the affected families are speaking on the fact that the pedal failure is mainly due to the electronic systems underlying the car. One of the top sales executives from the USA has emphasized the fact that the failure is not due to electronic systems. However, an economics professor has observed the fact that a combination of floor mats, sticky pedals, and electronics could be the underlying reason for the pedal failure. She has also mentioned the fact that it is very complex to isolate and reproduce the failure test conditions as the vehicle systems are being complex day by day.

There are still a few doubts that remain in the dark. The fact that there are two suppliers for the accelerating pedal namely Denso from Japan and CTS from the USA.

The difference in design could be the reason for pedal failure as the former design specification had perfectly been executed and the latter had faced issues. There is a system called "Brake Override" which means that by using a footbrake you can bring the car to a halt when necessary. This was not implemented in Toyota's cars before. When asked for the reason, they mentioned that the acceleration and brake would suffice for the car to halt. Toyota has now come to terms that they would implement the same in future car development.

There has been a bigger impact on Toyota as they had faced a decline of 16 percent in sales and at the same time, for it's competitors GM and Ford, there was a growth of 14 percent and 25 percent respectively in their sales. One of their competitors has planned to give 1000 dollars discount and zero percent loans for Toyota owners in case they require an exchange. Having mentioned this, the congressional group has requested Toyota to provide substantial evidence to prove that the computer system is not the prime reason for the pedal failure.

## Conclusion

Toyota has been among the world's leading automotive producers across the world with manufacturing facilities in different nations. Toyota has been keeping convenience as the top priority by offering a wide range of vehicles to its consumer ever since its inception. The biggest challenge faced by Toyota is brand recall. Although Toyota has been in the industry for 75 years it did have a small downfall due to the poor design of pedal systems. Consumers are now in doubt as they would not prefer Toyota cars due to this issue. Losing consumer trust is easy but building trust is a breathtaking task.

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# THERANOS - UNETHICAL LEADERSHIP OF BAD BLOOD

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## Abstract

Business ethics refers to the set of moral principles that guides a company's conduct. Breaking the code of ethics can result in the company facing serious consequences. One such organization which faced such serious allegations is Theranos. It was founded in 2003 by a 19 year old teenager Elizabeth Holmes, as an privately held corporation. It was touted as a breakthrough healthcare technology company. Theranos raised more than US$700 million from venture capitalists and private investors, resulting in a $10 billion valuation at its peak in 2013 and 2014. The company claimed that it had devised blood tests that required very small amounts of blood and that could be performed rapidly and accurately, all using compact automated devices which the company had developed. These claims were later proven to be false and resulted in a severe downfall. The Dropout, a Hulu series, portrays about Elizabeth Holmes and demise of her health-tech business, Theranos, as a consequence of two whistle- blowers, Erika Cheung and Tyler Shultz. When personal agendas become more important than the team and the overarching mission's success, performance suffers and failure ensues.

*Key words - Theranos, unethical leadership, healthcare, failure.*

## About Theranos

In 2014, Theranos, a blood-testing start up pitching a supposedly revolutionary technology, was flying high. While existing technology required one vial of blood for each diagnostic test conducted, Theranos claimed to be able to perform hundreds of tests (supposedly over 240) ranging from cholesterol levels to complex genetic analysis, with just a single pinprick of blood. Automated, fast and inexpensive it seemed to be offering technology that could revolutionize medicine and save lives the world over.

## Founder of Theranos

Elizabeth Holmes, founder and CEO of Theranos, had famously dropped out of Stanford to start the company using her tuition money, and was just at the age of 30 when Theranos was at its peak. Having raised over $700m in investment from the likes of Larry Ellison and Tim

Draper, the company had become the rising star of Silicon Valley and was valued at over $9 billion, while Holmes, with a share of more than half that, was heralded as the female Steve Jobs.

**Reason for failure**

The Centres for Medicare & Medicaid Services said the company posed an "immediate jeopardy to patient health and safety." In 2018, Holmes was charged by the SEC with massive fraud. Theranos officially shut down in 2019.

Wall Street Journal reporter John Carrey Rou, in his investigations, discovered that Theranos' Edison machine fell short of the capabilities the company had claimed. Elizabeth Holmes had built a brand image that sold Edison as a new way to do blood testing. The principle of honesty and the standard of integrity were breached when Holmes provided false statements to investors and showed them fake demonstrations of the medical testing device to persuade them to invest in her company. The company claimed that it had devised blood tests that required very small amounts of blood and that could be performed rapidly and accurately, all using compact automated devices which the company had developed. These claims were later proven to be false. They revealed lies to board members, a culture of intimidation and secrecy, technology that repeatedly failed quality assurance and crucially, results sent to real patients that were fundamentally incorrect, upon which life-changing medical decisions were being made.

**Drawbacks of unethical business and leadership**

Customers, employees, and other stakeholders may lose trust as a result of unethical business practices and leadership. This can lead to a lack of trust in the company and its products or services, resulting in lower sales and profits. Unethical business practices and leadership can severely harm a company's reputation. Customers may lose faith in the brand, resulting in negative press coverage and public outcry. Business practices and leadership that are unethical can result in significant financial losses. Fines and legal action may be imposed on businesses, while employees may be less productive and more likely to leave. Unethical business practices and leadership can result in legal consequences. Fines, civil or criminal charges, or other legal action may be imposed on businesses. Unethical business practices and leadership can raise the stakes. Companies may be more likely to engage in potentially dangerous or illegal activities, which can result in further harm and financial losses.

**Transformational leadership**

Leaders serve as role models for their followers, inspiring them to emulate their values, behaviours, and decisions. Leaders communicate a compelling vision that inspires and motivates followers to achieve extraordinary results. Leaders promote creative thinking and problem solving, which inspires followers to devise novel solutions to complex problems. Leaders recognize and value individual differences in their followers and strive to meet their specific needs. In the case of Theranos, it appears that the company was led by unethical executives who lacked these qualities. Elizabeth Holmes, the company's CEO, was known for cultivating a culture of fear and intimidation, which is not conducive to transformational leadership. She also failed to communicate a compelling vision or recognize individual differences among followers, instead focusing on power and wealth. These characteristics are not only incompatible with transformational leadership, but with ethical leadership in general.

**Conclusion**

The unethical leadership of Theranos and its founder, Elizabeth Holmes, is a prime example of what can happen when a business puts profits and power ahead of ethics and safety. The company's lack of transparency and disregard for patient safety led to severe consequences, including criminal charges and hefty fines. The situation also serves as a warning to other companies that ethical leadership should always be a priority. By failing to adhere to ethical standards, companies put their reputation and financial stability at risk.

**Case discussion questions**

1.  Can a good leader have immoral or bad private morality?

2.  Is it important that the leader serve as a n ethical role model?

3.  What are the duties of the leader to her followers?

4.  Is profit more important than customer safety?

5.  How can a person start up a company without a working technology?

6.  Did Elizabeth Holmes found guilty?

7.  Did the customers receive a real report?

## THE EARLY BIRD DOES NOT ALWAYS CATCH THE WORM

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### Abstract

Twitter has been in the news since the beginning of 2021 when it forayed into a subscription-based offering with Twitter Blue which allowed users to access ad-free articles and took tweeting up a notch with bookmark folders, undo tweet option, and reader mode. With declining ad revenue amidst the fear of a recession, Twitter has constantly sought ways to monetize its offering. In July 2022, Twitter announced the increase in the subscription price of Twitter Blue without optimizing the offering for the US, Canada, Australian, and New Zealand markets which left the subscribers unimpressed. With Elon Musk taking over Twitter and the repricing of Twitter Blue in November 2022, the case allows for a conceptual discussion on the subscription-driven and ad-driven revenue model and a blended model of the two. Students are tasked with optimizing the offering and revisiting the value proposition.
*Keywords:* *Pricing, Digital Platforms, Value Proposition, Competitive Strategy, Customer Satisfaction.*

### Introduction

In the adage - "If you're not paying for the product, you're the product being sold", Twitter Inc, 2021 rolled out its first-ever subscription offering called Twitter Blue while retaining the free version of Twitter. Twitter Blue was available for purchase in the US for $ 2.99, in Canada – for $ 3.49, in Australia – for $ 4.49, and in New Zealand for $ 4.49 respectively.

Some of the features included bookmarking of tweets, undo tweet option, reader mode that turns long Twitter threads into easy-to-read texts, and access to ad-free articles. Twitter in its blog stated that some of the features like undo tweets and bookmarking were included based on suggestions from the community.

In July 2022, the price of the Twitter Blue subscription was increased in the US to $4.99, in Canada - $6.49, in Australia - $6.49, and in New Zealand - $ 6.99 respectively, without optimizing the offering which left the subscribers unimpressed. The in-app purchase offering did not fetch the desired revenue as Twitter in its second quarter financial results - 2022, reported that subscription and other revenue saw a decrease of 27% year over year and stated revenue from ads increased by only 2% to $1.08 billion.

Twitter also cited the uncertainties related to its $ 44 billion acquisition by Elon Musk and a weakening digital ad market amidst the looming recession fears. According to internal Twitter research seen by Reuters, it was inferred that many celebrities abstained from using the platform and the company is finding it challenging to keep the most active users engaged. The research has also cited a shift in interests over the previous two years among the most active English-speaking users as some of the reasons for the drop in the overall revenue. The study did not mention as to why heavy users were declining and Twitter's overall audience stood at 238 million monetizable daily active users at the end of the second quarter in 2022.

In November 2022, Twitter under Elon Musk announced that it would discontinue access to ad-free articles and the subscription price of Twitter Blue will be increased to USD 8 which will also include the coveted blue tick and the pricing for other markets will be based on the purchase power parity.

As per the update, subscribers will receive priority in replies, mentions, and searches, to minimize spam. They will also have the ability to post long videos and audio, and they will experience half as many ads.

**Case discussion questions with answers**

1. **Is the repricing of Twitter Blue sustainable?**

   It is indeed not sustainable as many users have raised this topic across the internet and the majority have stated that it is not worth the money citing the lack of value derived from the offering. Amidst the looming recession fears, it is overpriced and Twitter has not carved an edge when it comes to the in-app purchase and has not been able to convince users as to why they should subscribe to Twitter Blue.

2. **How can Twitter Blue be optimized to retain the existing user base and attract new subscriptions?**

   Twitter needs to perform a competitor analysis and redefine what would be order qualifying and order winning in the current market as the company appears to believe that people would pay for features such as the ability to post long videos and audio when they can use other platforms such as IGTV, Youtube, etc.

   Twitter needs to leverage the user base and help people connect better through shared interests and provide access to exclusive content for the subscribers and provide a platform for networking rather than just introducing new features.

3. **Revisit and reframe the value proposition of Twitter Blue**.

It needs to re-position itself as more than just a subscription service on a microblogging site and emphasize that it is not an extension of the free version with fewer ads and some additional features.

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## ARE ELECTRIC-SCOOTERS THE FUTURE SAFEST TRANSPORT?
## – A CASE STUDY

### Dr.S.Prithi

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### Abstract

This case is on the Electric-scooters that were launched into the Indian market with greater expectations from the sellers as well as the buyers. This vehicle was launched as an competitor to petrol consuming vehicles. "Electric-scooters" known to be an eco-friendly transport, drew many attentions of the people, making them curious about its design, speed and cost. But, consumers who bought these scooters started to face issues with it, while some ended up in accidents causing serious injuries and fewer lost their lives too. This study discusses on the issues and challenges that electric-scooters face among Indian customers.

### Introduction

People could witness an increase in global warming, pollution and scarcity for the non-renewable resources. To set a clean and healthy environment, organizations tend to make environmentally friendly choices, preventing climate changes. Electric scooters is one such ecological friendly choice. A paradigm shift is currently happening in the global automotive sector as it tries to change to alternative, less energy-intensive options. One of the primary drivers behind India's recent measures to accelerate the transition to e-mobility is the increase in prices for oil imports, rising pollution, and international pledges to battle global climate change. These electric vehicles run purely on electricity eliminating the carbon and nitrogen emissions. The Indian automotive market is slated to be the third largest by 2030 in terms of volume. Catering to a vast domestic market, reliance on the conventional modes of fuel intensive mobility will not be sustainable. In an effort to address this, federal policymakers are developing a mobility option that is "Shared, Connected, and Electric" and have projected an ambitious target of achieving 100 percent electrification by 2030.

E-bikes were originated in Japan in early 1980's but due to under developed technologies and cost constraints reduced the market attractiveness until early 2000's. The first mass produced electric scooter was in the year 1996 by Peugeot scoot elec. This scooter was made by Nickel cadmium battery with range of 40 km in 25 minutes. Later, the enhanced battery-

operated and motor technologies have proved that E-scooters can travel for a longer distance, with faster speeds and are affordable too. The E-scooters market has been growing rapidly since the past few years with a good market penetration [Fishman & Christopher, 2016]. India has the capacity to emerge as a global leader in the electric mobility. The wide usage of electric vehicles in the country will help the industry in significant growth.

Electric vehicles made their proper debut into the commercial vehicle market in the year 2019 with Revolt RV400 which is still the most loved/preferred electric bike in the market and after RV400, Tata launched their Nexon EV which was the next super hit product in the EV market and after that with the entrance of countless EV making startups (like Ola, Ather, Pure EV, Hero electric) the EV market in India never looked back.

According to an independent study by CEEW Centre for Energy Finance (CEEW-CEF), the EV market in India will be a US$206 billion opportunity by 2030 if India maintains steady progress to meet its ambitious 2030 target. This would require a cumulative investment of over US$180 billion in vehicle production and charging infrastructure. In 2021, the Indian EV industry attracted US$6 billion in investment and is becoming steadily more attractive to private equity/venture capital investors. Another report by India Energy Storage Alliance (IESA) projects that the Indian EV market will grow at a CAGR of 36 percent till 2026. The EV battery market is also projected to grow at a CAGR of 30 percent during the same period. Meanwhile, India's EV market is estimated to grow at 49 percent CAGR in the 2022-2030 period in a business as usual scenario as per the IESA report. Overall, by 2030, the EV industry is set to create 10 million direct jobs and 50 million indirect jobs (IVCA-EY-Induslaw report).

**Market Analysis of Electric Scooters**

The India electric vehicle market size was valued at USD 220.1 million in 2020 and is expected to expand at a compound annual growth rate (CAGR) of 94.4% from 2021 to 2030. The attractive incentives being offered by the Indian government on the production and purchase of electric vehicles to encourage the adoption of electric vehicles are anticipated to drive the growth of the market over the forecast period. The stringent Green House gas (GHG) emission norms drafted by the government, such as the Bharat Stage (BS) VI emission standards introduced by India's Ministry of Road Transport and Highways (MoRTH), are also expected to play a decisive role in driving the growth of the market.

Currently, the automobile industry contributes 7.1% of India's Gross Domestic Product

(GDP) and 49% of its manufacturing GDP. This means that this significantly impacts the nation's economy. This suggests that, as they follow the trends, numerous auto ancillaries and associated sectors will grow along with the EV industry in the upcoming years. India's automotive industry is worth around %222 Bn, while the EV market in India is estimated to be valued at $7.09 Bn by 2025. Further, the automotive industry accounts for 8% of all national exports. This sector accounts for 40% of the total $31 Bn of global research and development spend [Research and Development (R&D wing)]. The EV market in India comprised only two electric vehicle models in 2019. However, at the beginning of 2021, the India electric vehicle (EV) market consisted of around eight electric vehicle models and now different brands have introduced varied models with different speed range, thereby offering more options for Indian consumers looking forward to buying electric vehicles. (National investment Promotion and Facilitation agency)

There are a total of 13, 92,265 EVs on Indian roads as on August 2022 (data by Ministry of Road Transport and Highways, India). By 2030, this will likely increase by 45–50 Mn EVs on the road. By 2030, the EV market is anticipated to reach 10 Mn annual sales, growing at a Compound Annual Growth Rate (CAGR) of 49% between 2022 and 2030. Between April 2000 and March 2022, the sector attracted equity inflows from Foreign Direct Investment (FDI) of $ 32.84 Bn, or 6% of all FDI in equities during that time.

The global electric vehicle (EV) market is developing at a rapid pace. According to EV volumes, overall electric vehicle reached a global share of 8.3% (including battery electric vehicles [BEVs] and Plug- in hybrid electric vehicles [PHEVs]) in 2021 from 4.2% in 2020 with 6.75 million vehicles on the road. This is an increase of 108% as of 2020. EVs are gaining attention across the globe as they help reduce emissions and depletion of natural resources. The Indian EV market is also evolving fast as close to 0.32 million vehicles were sold in 2021, up 168% YoY (Indian brand Equity foundation)

**Issues and Challenges**

Some of the challenges that make Indian consumers to rethink on buying Electric Vehicle.

- **Cost of Electric Vehicle and Battery**

Electric vehicles are no cheaper in cost compared to the petrol consuming vehicles. Some of the sellers are giving EMI options to buy Electric scooters. The Li-ion battery in electric vehicles is built to last for 7-8 years, once the battery decays the owner has no other choice except to replace it with newer one which costs nearly three-fourth of the whole vehicle cost.

- **Less awareness on Electric vehicle maintenance**

Most of the audiences have no awareness on maintenance and proper usage of Electric-scooters. This technology and Electric vehicles are both new to the market and are meeting the real time customers for the first-time.

- **Very few local skill awareness**

When a customer is stuck with their broke ICE vehicle, he/she can easily find a help or costumer support near them but when it's about electric vehicles it's surely a tedious task to find someone who can fix their issue or help them.

- **Upgradation of Vehicles**

It is impossible for any industry to give a best product to its customers in the first go. And Electric scooters has also faced many issues. But even after receiving the complaints from its customers, the organizations do not work on upgrading their product.

- **Weak Infrastructure**

Poor infrastructure here refers to lack of proper charging set up at home.

- **Range Anxiety**

The mad range for Electric scooters in ideal conditions are like 200, 180, 150 but in real 150km is like a dream. And if the customer with some luggage is riding in a city then 100 km is range.

- **No proper standardization and development of Electric charger**

Every second electric vehicle-making company has its own different charging port which is becoming a hurdle to setting up a proper charging ecosystem.

Every second electric vehicle-making company has its own different charging port which is becoming a hurdle to setting up a proper charging ecosystem. Lack of standardization is a curse to the Indian electric vehicle industry; it's damaging the present and future of the EV market. Every second electric scooter has its own different charging port, which affects the charging station infrastructure because no specific charging station can be built that can charge all types of electric vehicles. Also, the lack of standardization reduces the EV adoption rate in society-based communities.

- **Environmental concerns**

The EV revolution is necessary for the most populated and polluted parts of India like Delhi,

Mumbai, etc. but in such cities the major chunk of electricity is generated through burning fossil fuels which are equivalent to spreading the pollution through the ICE vehicle smoke, even most of the charging stations are reportedly operating upon diesel-driven electricity generator.

- **Temperature Issues**

Temperature can affect the performance of an EV battery at a large extent which makes EV's inappropriate for too cold (Uttarakhand, Meghalaya) or too hot regions like (Rajasthan, Kerala). The battery can give its ideal performance when it's in use under the temperature range of 15-40 degrees.

- **Increase in demand in Electricity at National level**

It's just a matter of assuming the increment in electricity demand when everyone in the city is using solely electricity to charge their vehicle. It'll be a horrific increment in the demand for electricity and as of now, we are majorly dependent on burning fossils for generating electricity.

**Solutions**

- The manufacturing companies must work on using other alternate type of batteries that lasts for more years and also the cost for replacing the battery must also be affordable for everyone to access. For this the research department must work on.
- The customers must be instructed in proper usage and maintenance of electric scooters as we get for electric appliances at home.
- The skills of handling small issues of related electric- scooters must be given to the people. The government must take initiatives to give orientation o this.
- Proper installations of power stations must be made for easy access to the customers. Statistics says approximately around 14 lakhs of EV are moving on the Indian roads, but the number of power stations are fewer. This has to be increased in India.
- The EV's designs must be developed to make the vehicle control the temperature in it's limit. Through this many fire accidents can be avoided.
- The solar power energy usage must be increased in the country in order to produce electricity. This will help in controlling electricity demand nation wide.
- The power stations of EV must have different portable chargers, as different EV manufacturer give different ports for charging.

- The service centres for electric scooters are very less. The agencies or dealers that sell these electric vehicles must have their own service centres

**Conclusion**

Electric- scooters are great innovations towards the development of economical growth of the country. Though there are issues with EV bike, the manufacturer and government must take initiatives to create power stations. Electric scooters help in zero emission of carbon and nitrogen into the air. Other alternative ways to charge the power stations for example solar power must be used. By 2070, experts predict that EV will be the only means of transport, in that case government should make initiative for proper access of EV.

## CASE STUDY ON OYO ROOMS VS AIRBNB

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The Tourism and Hotel Industry in India is one of the main drivers of growth among the service sector of the country. The Tourism industry in India has significant potential as it has rich & diverse culture, historical heritage, a vast range of ecology and flora and fauna. Indian is known for its geographical diversity, attractive beaches throughout the coastline, 27 world heritage sites, 10 biogeographic Zones, 80 national parks and more than 441 sanctuaries. According to reports, over 39 million jobs were created in the tourism sector which equates to over 8% of the total employment in India. By 2029, the Country tourism sector is expected to grow 6.7% to reach $488 billion, which will account for 9.2 % of the country total economy. The industry has slowed down due to the Covid-19 pandemic in 2020 and 2021, as the country had many lockdown and restrictions on travel.

Oyo works on hotel stays, so an individual can stay there for a good amount of time. Oyo rooms have no particular rule about leaving a room after a set date. The whole system is similar to how one can stay in a hotel. But in Airbnb, there is a 90-day rule. This rule was introduced in 2017. This rule is only for areas in London. The listings in that area cannot be occupied for more than 90 days.

This makes Airbnb not suitable for very long.

Oyo had 5,855 hotels in its network in the year 2016 with an inventory of over 68 thousand rooms. If compared to today it has a portfolio of more than 35 thousand hotels and 125 thousand vacation homes. It has over 1.2 million rooms across 80 countries and 800 cities.

But, the founder and CEO of Oyo - Ritesh Agarwal made an announcement in the year 2017 that the company had evolved its Oyo business model to 100% franchise, managing, or operating. He also mentioned that his company would no longer go for hotel aggregation and

will shift towards becoming a proper full-scale hospitality company. The CEO stated that this change in business model will reduce operational costs. Hence, improve service.

OYO Vs Airbnb - Business Model

Oyo changed its business model to the Franchise model in the year 2017. The company earlier used to take up some rooms on lease and would sell them to customers. This model involves partnering with many hotels and asking them to operate as a franchise. Then selling their rooms to all the customers at competitive prices.

Airbnb, known for not owning any of the properties. Yet known for having a business that does work on providing shelter. All the company does is providing a platform. A platform on which all the people can rent out properties they own or spare rooms to guests. The property prices are set by the owner themselves. But the company intervenes when it comes to the collection of money.

The Business model of Airbnb is a multi-sided marketplace that connects all the travellers with the host and experience providers. The company makes money from the fees that come from bookings from stays and experiences. Airbnb's model is exponential when it comes to growth.

Airbnb has a better business model in terms of customer comfort and reach.

Airbnb's business model is quite simple yet very innovative which often dubs it as the world's fastest-growing travel site.

# VALUATION OF COMPANIES USING RESIDUAL EARNINGS – CASE STUDY APPROACH

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**Abstract:**

Valuation of a company is important as it reveals the real financial value of the company on the particular period. Net Profit of a company considers cost for debt and equity cost and other aspects of equity are not considered in the calculation of net income of a company. Real value of a company lies in the growth of the residual income. This case analyses the residual earnings of two companies and the valuation is analyzed for the period of 2016 to 2020.

***Keywords:*** *Residual Earnings, Valuation, Cost of Equity, Return on Networth*

## Introduction

Finance manager of an IT sector Company A wants to analyse the value of his company through Residual earnings method. He thinks that residual earnings model valuation provides better valuation approach as both the companies are mature companies. Most of the valuation models use Cost of debt and net income of the company alone will not give the real value of the company. This residual earnings model uses Cost of Equity along with Return on Networth, Shareholders funds, EPS and Share price of the company. He has taken data of Company A and their competitor Company B. Both the companies Return on Networth is almost similar from 2016 to 2020. In fact, the RONW of his company is better than the competitor company.

| Company A | | | | | |
|---|---|---|---|---|---|
| **Particulars** | **2016** | **2017** | **2018** | **2019** | **2020** |
| Return on Networth / Equity (%) | 21.95 | 26.46 | 26.7 | 26.88 | 24.04 |
| Total Shareholders' Equity (Rs. In Cr) | 21,214.49 | 25,688.00 | 27,285.00 | 30,168.00 | 36,753.00 |
| Basic EPS (Rs.) | 33.52 | 48.18 | 52.54 | 59.69 | 33.06 |
| MPS (Rs.) | 413.98 | 445.25 | 482.18 | 568.1 | 725.9 |

| Company B | | | | | |
|---|---|---|---|---|---|
| **Particulars** | **2016** | **2017** | **2018** | **2019** | **2020** |
| Return on Networth / Equity (ROE) (%) | 20.78 | 20.31 | 25.44 | 23.44 | 24.97 |
| Total Shareholders' Equity (Rs. In Cr) | 61082.00 | 68017.00 | 63502.00 | 62711.00 | 62234.00 |
| Basic EPS (Rs.) | 55.26 | 60.16 | 71.28 | 33.66 | 36.34 |
| MPS (Rs.) | 505.30 | 521.03 | 658.95 | 731.15 | 939.30 |

**Case discussion questions**

1. Calculate the Value of both the companies using Residual Earnings method.

2. Analyse the performance of both the companies in terms of RONW and Residual Value.

## QUIET QUITTING MEETS SILENT SACKING

## P.C.Saranya[1] and Dr.S.Vasantha[2]

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**Abstract**

The term Quiet quitting even though implies quitting the job but the trend is not quitting the job fully but actually quitting the works which are out of their work preview. This culture is recently prevailing among Gen Z techies, as they are the generation of technology freak. They have abundant knowledge of tech and they see the organizations are far behind their foresee and they are getting burn out easily. Recently many of the tech giants have called the employees and announcing they have to reapply for the jobs in the same organization and the organizations are silently warning the employees to work more productively.

*Key Words:* *Burn Out, Quiet Quitting, gen z, generation, productivity, Techies,*

**Case study:**

"Quiet quitting" is the idea that millions of people are not going above and beyond at work and just meeting their job description and has spawned endless debates in tech circles. In the post-pandemic workplace where employees are back at the office, some of the employees willingly and others reluctantly works because of this workers attitude, corporates find themselves in a state of uncertainty. Putting in extra hours and taking on ambitious projects during the pandemic months has now put employees in a fixed state of working.

To have a more work life balance some of the workers are now following the trend Quiet quitting. where they stay in their job but don't care on the extra work that causes them stress which affects their mental health. Quiet Quitting, on the other hand, places the sole responsibility of creating a healthy working environment on the employer. Quitting officially will result in loss of income for the employee and it can, in fact, make the employee's mental feel worse.

In the other hand if when one chooses 'Quiet Quitting', the employee still have a source of income to sustain in the society and it helps develop work-life balance. The productivity in any organization is high if employees are working motivated and happy. Feeling motivated at work will create an work atmosphere which will keep employees mind against distraction or

not wanting to be present in the work. When employees are happy they will have less job stress and can easily make friends at work. Another impact of the trend of Quiet quitting is that just doing the one's job this in turn removes the negative impact of constantly feeling in competition with peers.

However, an opposing trend that has gained traction in recent months but has received little attention or an alliterative moniker from employers is silent sacking. Big Tech has not been immune to the carnage since the beginning of the year. While smaller companies like Better.com have announced mass layoffs on a regular basis, tech behemoths like Meta and Google have been more subtle or underhanded in their staff-cutting strategies. Instead, Meta and Google have asked hundreds of employees to reapply for jobs within their organisations, using restructuring to quietly let them go without announcing mass layoffs.

Meta Chief Zuckerberg said the organization would freeze recruiting to manage expenses and realign needs. Meta will probably be more modest in 2023 than it was for this present year, which would be the principal significant spending plan cut since Facebook was established in 2004.

In mid-September, Google told in its in-house employees, there will be a decrease in force, that would result the employees divided in size. In many organizations Representatives chipping away at the dropped projects were informed they would have to get another line of work inside the organization toward the finish of January 2023 or they would be sacked. Each individual is unique, and their purposes behind 'Calm Stopping' can be unique.

At the point when we get to the base of the explanation, finding a solution is simple. Quiet quitting is the wakeup call for organizations to take a recourse in job design and analysis. What will be the effects of quiet quitting on organization if it persist in the workers as culture?

# MENTAL WELLBEING AND TELECOMMUTING – A CASE STUDY

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## ABSTRACT

This case study presents a view of mental health during telecommuting. Telecommuting is nothing but working from home with the help of technology. This work from home has emerged due to the outbreak of COVID – 19 which has turned into a pandemic and there was lockdown in order to stop the spread of virus. Due to this lockdown, the companies had no other option but to make employees work from home with the help of technology. Without technology, it wouldn't have been possible for the employees to work from home. There are numerous advantages as well as disadvantages during this work from home. And such one disadvantage is the worsening of mental health. Due to work from home, the work has been pressurizing as in home itself the employees have to manage their family as well as their work. This case shows few of the problems that are related with mental health during work from home.

*Keywords*: *Telecommuting, Mental health, Hybrid model, Moonlighting.*

## CASE STUDY

Working methods and models have changed in recent times. Due to the emergence of Corona virus which turned into Covid–19 pandemic and so, the employees were made to work from home. This work from home is still being followed my most of the organizations. Such one organization that is practicing work from home is the IT industry majorly. The employees of this industry have been working from home from the period of first lockdown and now it has been relaxed and changed into a hybrid work model which is a 2-week work from office and 2-week work from home model. The employees were very active while they come to office. Whereas the employees when they worked at home, complained of low mental health. The employees were too stressed out while working from home as they were not able to juggle between household work and office work. Their concentration is being diverted and the employees became too much stressed out. The other reason for their decrease in mental health is that the employees as they were at home, called anytime for a meeting even at 11 in the night, which disturbed the employees sleep and eventually they

were not able to get proper sleep whereas they also need to get up for work early in the morning.

This worsened their mental health. So, in this work from home, there were many advantages also. But one of the important aspects for proper working is the employees' mental health. Due to this work from home, their mental health has worsened and they have become too stressed out in recent times. Another fear faced by the employees is their job insecurity. Organizations employ candidates with lower compensation then existing employees specifying work from home and are terminating existing employees. So, the employees who work from home have a constant fear of losing their job. These are the few problems on the employee side during work from home.

Not only the employees face this problem of unwell mental health but also the top - level management face stress due to the new methods employed by the employees like working for two organizations at the same time which is known as moonlighting, which is completely illegal according to the Indian Law. Recently we can see Wipro sacking 300 employees for Moonlighting which has caused a stir in the IT Industry. As employees started to work from home, it became easier for them to undertake moonlighting for earning more than their existing pay. On the employee side they need more money in order to run their family during these times of inflation. But this moonlighting is completely illegal on the employer's side. So, they will have no other option but to terminate the employees who do such illegal things.

People feel that working from home is easy but they comprise of mental problems both on the employee and the employer side. How do you feel that these problems can be overcome by the employees and the organization? Provide your views.

# ANJALI

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## Abstract

It is a soap manufacturing company established in 2006 by Mr. M. Balamurugan and registered for IP trading in 2011. Even though the threats like new entries and competitors were Arasan, Power, Challenge, and Ponvandu, their local sales weren't affected due to product differentiation and pricing strategy, which became an important factor in the company's success. They procured the raw material from Pondicherry and Chennai. The manufacturing factory is located in Vellore. The company initially introduced two products: detergent soap and powder, and eventually, as the technology came into play, three more products were added to the inventory. The products are distributed to Kerala, Karnataka, Andhra Pradesh, and Tamil Nadu. The company's goal is the expansion of its market in Chennai and it focuses on both value and profit maximization. The company suffered two losses in the year 2021 which is raw materials were lost due to water reaching the shed of the company unexpectedly and during covid pandemic sales were affected.

## Case Study

Anjali Detergent Soap was founded in Vellore over 16 years ago by a young entrepreneur, Mr. M Balamurugan. In 2004 he worked for the Sakthi manufacturing company as a distributor in Tenkasi, which is MP Traders. He worked so hard and gave a lot of ideas to the company. But Mr. M Balamurugan didn't get any recognition for his idea and work. So, he challenged himself to start his own company. In 2006, he started manufacturing detergent cakes and detergent powder with his capital. He already has his own warehouse, where he changed from a warehouse into a manufacturing company and started his production with a limited amount of machinery.

They have nearly 30 employees, 17 women employees and 13 male employees working in the company. They started to follow the assembly line division of work. Because of the good culture, the employees have a good relationship with the company. MP traders started distributing goods to Vellore, Tiruvannamalai, Chittoor, Ranipettai, Arakonom, Pondicherry, and Villupuram. Initially, the products only reached the rural areas and were later distributed to all small retailers and department stores. The distribution started from cycles to Tempo Van. In 2011 he registered with the IP Trademark. After that, there are a lot of powerful competitors like Arasan, Power, Challenge, and Ponvandu detergent soap that have good

fragrances that are long-lasting and do not have any allergy to sensitive skin. Whereas Anjali detergent cake is long-lasting, quantity wise, and budget-friendly to the customers, with a lot of costs.

In 2015 he invested capital of 25 lakhs and his monthly turnover is 35 lakhs. The company is aiming to expand its market in the capital city of the state. The entry of technology affected all sector's products, so soap manufacturing and customer demands are also varying, so products like detergent liquid, dishwashing liquid, phenol, floor cleaner, detergent cake, detergent powder, and dishwasher powder come into play. Anjali's founder believed that by increasing the value of the product, the customer would again purchase the product. As the company grew, it invested only in people-to-people marketing and local store announcements for its advertising.

During the year 2021, some unfortunate events forced the shutters of Palar dam to open because the water level increased. it had been diverted from its path and reached the shed of the company which consists of primary raw materials. The raw materials are Proteases, lipases, amylases, and celluloses are enzymes utilized in detergent formulation to improve determination. The amylases are specifically supplemented with detergent to digest starchy stains.

The solid and liquid detergents that are manufactured contain alkaline enzymes. The benefits of using alkaline enzymes in detergent formulation are that they aid in removing tough stains and the process is environmentally friendly, since they reduce the use of toxic detergent ingredients and these raw materials were the next batch of production that affects beyond recovery. In the same year during the pandemic, sadly, the founding father of the company got stuck in a high-risk quarantine.

**Case discussion questions**

1. Has MP trader done a right thing by not investing in advertising for its brand? Why or why not?

2. After suffering a huge drop back what will be a strategy you will use to improve sales?

# SUSTAINABLE SOLUTIONS FOR THE AGRO-FOOD PROCESSING BUSINESS USING DIGITIZED TRACEABILITY: A CASE STUDY

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## Abstract

In the global food landscape, organisations must consider provenance for the food they grow, distribute, and sell. Companies should be motivated to achieve sustainable goals and increase consumer trust by having a fully digitalized, traceable supply chain. Government is pressuring us to adopt more environmentally friendly, climate-resilient methods. The consumer-packaged goods, food, and beverage industries are coming under increasing pressure to lessen their impact on the environment, carbon footprint, and waste as well as to offer more sustainably sourced products to a consumer who is becoming more knowledgeable, empowered, and demanding. This case study focusses on how real time supply chain visibility and transparency is engaged with small stakeholders in agro food processed industries.

*Keywords:* *Agro food industries, Sustainable solutions, implementation of Intelligent Supply Chain,*

## Case

The greatest threats to sustainable development in India are: population growth and urbanisation; energy use and global warming; excessive waste generation and the subsequent pollution of soil, air, and water; transportation in cities; and the limited supply of resources. Many of them are interrelated. OPTEL's Intelligent Supply Chain (ISC) platform is emerging in India, which proposes multiple key traceability solutions to digitize, secure, and leverage valuable data, enabling safer, more sustainable, more efficient, and transparent supply chains. They capture and empower real-time data, enabling companies to track and trace all aspects of the product journey from raw materials to the consumer. Among its main benefits, the ISC allows companies to improve operational intelligence, ensure product safety, mitigate fraud, increase consumer trust and engagement, and achieve sustainability goals. Backed by more than 30 years of expertise and global partnerships with leading brands, OPTEL offers turnkey and customizable solutions based on innovation, interoperability, reliability, and efficiency.

OPTEL offers a wide range of traceability solutions that provide visibility into the product life cycle and supply chain operations. With clear visibility, the brand owner can create and monitor an action plan to achieve its sustainability goals. OPTEL helped the primary supplier of food to fast-food chains optimise inventory reporting and meet regulatory compliance requirements through a software solution that integrated seamlessly into the company's existing processes.

**Case discussion questions**

1. What are the challenges in attaining digitalizing in agro food industries?

2. How to overcome the challenges using OPTEL's Intelligent Supply chain solutions?

3.  What are the barriers and possible solution to achieve sustainable development?

## TRAINING READINESS IS A CHALLENGE?

Vijay Mahesh K.V and Niveda Kumar

II PGDM students, Xavier Institute of Management students, Chennai

After a long discussion with the Global HR head Mr. Prem, Sandhya the L and D head is very confused. After the performance of all employees were evaluated, it was noticed that training given to the employees was not sufficient as they were not able to perform. It was noticed that most of the employees were not willing to attend the training sessions provided by the company. XYZ fashions limited has been into existence for the past 65 years with over 4000 employees. The employees have been satisfied with the culture of the organization. Not much of importance was given to the training and development of the candidates. Some employees were called upon for a session just to be shown for audit purposes. Hardly 10% of the employees attended the session.

Employees are so comfortable with their position and the job they do. The employees began to feel training is a total waste of time, energy, and money. According to one of the employees the extra money available in the company should be given to the employees as bonus or as an increment and should not unnecessarily be wasted on Training and Development. They have a misconception that training is required only for the new employees or freshers. Employees don't realize that they can use these sessions as a part of their career development initiatives.

To find the root cause of this problem Sandhya decided to float a google form to all the employees in the organization and analyse the reasons for the employees not attending the training programs. After the 1st level analysis, it was put into notice that the number of programs provided by XYZ limited was not sufficient.

The employees were given a wide variety of options to choose from. The employees were divided into 3 segments Low Level, Middle Level and Senior Level Employees. Each level is again divided into 3 types. Personal Effectiveness, Functional and Leadership. Each category had about 30+ programs for the employees to choose from. A google form was floated to all the employees where the employees could choose from a range of programs given. The employees could also suggest a few more topics for the training. The training program was chosen based on what the majority wants and other employees are requested to join the session chosen by the majority. This again caused a hindrance as the employees who wanted other programs and were not a part of the majority. This atmosphere reduced the attendance

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in training sessions as only 30% of the population.

Sandhya further decided to collect feedback from the employees both who attended the training session as well as those who did not to understand the gaps. Employees were still not motivated to attend the sessions. They still thought training as a waste of time as they already know the process and not much was learnt in the sessions. During the pandemic when training sessions were conducted online there was 100% attendance. All the employees attended the sessions but there was not much response from the employees when the sessions were physical. It has become a big task to get these employees to attend the training sessions.

**Case discussion questions:**

What would you suggest on getting the employees attend the training sessions?

## AFFILIATE SEO

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## Case

The Coasters, is a Trichy-based digital marketing startup. The Company works on Affiliate SEO marketing. The main task of the employees at The Coasters is to tap the potential keywords that US people are searching for, make blogs for those keywords and make them rank in the top 3 positions in the Google Search results. As said, US people are the main target of the Company. There are already 10 people working for the startup. And Shreya, a native of Chennai who has 2+years of experience in SEO is recruited as the SEO analyst for The Coasters.

**Roles and Responsibilities of Shreya as the SEO analyst:** Note that the success of Shreya's performance is based on how much she contributes to making the article rank in the Top 3 positions in the search result. She is responsible for the keyword research. She has to find out what the US people are searching for and tap the keywords based on the following criteria):

- Based on the search volume (Both globally and US in particular)
- Based on the Competitor's site traffic and competition level
- Based on the estimated earnings the company can get if the article gets ranked

She should analyze the list of keywords for which articles can be easily ranked and submit it to the content for publishing the articles. Shreya needs to track the position of the keywords every 3 days. Now that Shreya is recruited for the position of SEO analyst at The Coasters, she is responsible for handling 3 affiliate websites. ***The Shoe World, Photography Stop and The Music Dunia.***

- **The Shoe World** is a dedicated website that sells shoes.
- **Photography Stop** is a one-place online destination for selling all photography and film-making equipment.
- **The Music Dunia** is a place where one can find all products related to music such as instruments, speakers, turntables, in-ear monitors and a lot more.

It's been 1 year since these 3 affiliate websites were built; it was another person named **Ashna** who built these websites from scratch. She was responsible for doing the niche selection, keyword research and everything related to those websites. Now, after Ashna resigned from the job, Shreya who has taken her place is given the responsibility to handle these websites. During her initial stage at the work itself she finds a clear difference in the performance of the 3 websites. Her findings were as follows:

*The Shoe World performed much better than the other 2 websites.* There was no problem with the article indexing and ranking. She just had to do minimal work for The Shoe World but that was not the case with the Photography Stop and The Music Dunia. The site's positions (Photography Stop and The Music Dunia) in the SERPROBOT were not up to the mark. There was a huge problem with the indexing. Almost 45% of the articles faced the issue. This affected the ranking of the keywords very heavily.

She also found out that the Company had already spent too much on backlinks, content updation and a lot more. Despite all this, Photography Stop and The Music Dunia were only worsening rather than improving. After a month's research, Shreya found out the reason for the issue was basically because of the wrong foundation. Every Affiliate SEO expert will suggest this while creating an affiliate SEO website from scratch: "**Pick a niche within a niche".** For example, BABY PRODUCTS are a broad area, but baby shoes, baby diapers, baby toys, and baby powders are smaller niches of the bigger niche. This is niche marketing. So, this is exactly where the previous SEO analyst, Ashna made the mistake. On the shoe website, all long tail keywords like shoes for athletes, for lower back pain, for sprinting etc were covered. This means **all articles on the website were related to Shoes only.**

This made it easier for **Google to understand that this particular site is an expert for shoes** and it started ranking The Shoe World for the shoes-related keywords which in turn drove the sales. Not only that the articles were related to shoes, but strong interlinking was also done from the potential articles to others so this was another reason that improved the crawl rate of the website (The Shoe World).

On the other side, Photography Stop and The Music Dunia underperformed and the reason was as follows. Shreya had the basic understanding that FILM GADGETS itself is a wide niche covering topics related to cameras, lenses, camcorders, lighting equipment and a lot more. She was able to relate that all these topics were combinedly dumped onto the same website i.e. THE PHOTOGRAPHY STOP, just under the idea that all are FILM GADGETS at the end of the day. This made it difficult for Google as it was not sure as to what keywords

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the site should be ranked for either for camcorders/lenses/cameras. That was utter confusion. So, the keyword selection was a big mistake made by Ashna. The result was though strong ON-SITE SEO (Content updation, interlinking, meta description), and OFF-SITE SEO (BACKLINKS) link building was done and the results were not great. The same was the case with the Music equipment selling site (THE MUSIC DUNIA), where numerous contents on guitars, in-ear monitors, microphones and turntables were stuffed on one website and Google was again confused.

After trying and testing out several methods like content updation, correcting the content cannibalization, skyscraper technique, she succeeded in resolving the problem using the following techniques: In the case of THE MUSIC DUNIA website, Shreya analyzed and concluded that TURNTABLES have good search volume and higher potential to earn money with less competition when compared to other keywords like guitars, in-ear monitors and speakers. So, she decided to REDIRECT the turntable articles alone (almost 26 articles) into a completely new domain (a new website) in the name TURNTABLE PRO. She waited for a month to see the progress and yes, positive results slowly showed up. The turntable articles which never ranked before now started to get indexed and get better rankings. Now that the turntables articles started to show up, Shreya sincerely did backlinking based on a recursive keyword research method. All these efforts eventually gave better rankings when checked in Google Search Console and Serprobot (Keyword Rank Tracker Tool).

**Case discussion questions:**

1. What was the major problem identified by Shreya?
2. What is a great bottle neck in this Case?
3. List out few competencies of Shreya inspired you.

## COLD CHAIN TRACEABILITY: MEAT TRACERS [TENDERCUTS]

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## ABSTRACT

The most important requirements for running a successful and trustworthy business in any of the industry is to have traceability and immutability. These features can help in enhancing the operational performance in an efficient supply chains. The process of supply chain management drives the operational costs for every additional block making it difficult to traces the information flow in any stage of the supply chain. The major problem faced by food chain industry is the traceability of the source of supply making it difficult to access the process endured in the supply chain up to consumer. Cold Chain reachability is the biggest asset in meat distribution network globally which can retraces the steps to pinpoint the origin and track the route of the product taken to reach its final destination. For example Walmart makes use of the advanced technology to trace the origin and suitability of its meat products imported from the Republic of China.

## CASE STUDY

The popularity of meat, poultry and fish has constantly rising worldwide. India has the largest vegetarian population in a country around the world but 77% of population consume variety of Non-vegetarian food locally. The food industry supply chain in India has been managed globally since Colonisers import food commodities. In that food industry supply chain meat, poultry and fish consumption rose over 4 million metric tonnes often faces lack of traceability and scalability often affecting the freshness of the product due to inadequate cold storage and improper shipping facilities. The difficulty to trace the provenance leads to too much wastage and scales up the cost. The Cost incurred of storage affect the quality of the product eventually rides the price not optimal for all consumers.

The meat and Fish market industry often adopt nearby vicinity distribution of product because of freshness which may lead to scandalous buyer behaviour and informal shop market. Environmental factors affect this industry due to nature of the product as it needs to in balance between excessing packaging leading to container wastage and lack of it affects

the pleasantness among buyers. Consumers satisfaction plays a vital role in acquiring goods as meat and fish needed to further processed for easier consumption which requires an additional block in supply chain hiking the final price. Importing and exporting meat and fish products across the states of India are not properly regulated inside India as they are always mismatch in Demand and Supply leading to cost of transportation not optimal for the industry. Over 89% of the fresh seafood, meat and poultry industry is unbranded or locally sourced leading to unhygienic shops and marketplace making the consumer have loathsome buying experience. Many Industries mostly start-ups preprocess these products into value added product compromising either the quality or the base price of the original meat or fish. The product value is determined by the freshness of the end product which is lacking in this current meat and fish supply chain due to multiple steps surpassing time window of the freshness and requiring preservatives dampening the authenticity.

**Case discussion questions:**

1. What can Meat and Fish market industry makes change in their supply chain Management?
2. Will any strategy work in largest vegetarian base country?
3. How can freshness of the product maintained to reduce wastage?
4. What strategy to acquire new and loyal Consumer for this industry?

**Solutions**: Zero Outsourcing is the secret sauce. MeatTracers [Tendercuts] capitalized on meat and seafood consumption in the Indian Market despite known to have large base of vegetarians. They have adopted Farm to Fork strategy maintaining tight quality control in its integrated supply chain. The strategy is to install IoT sensors in cold storage, which record the temperature, humidity, pressure, and other environmental metrics helping them to monitor the quality over time. The integrated supply chain will allow the consumer and supplier to meet the supply demand. The Quality of the product is further enhanced for customer's convenience.

**Results:** 300% Rise in Revenue for Meat Tracers. Wastage is reduced by converting into meat-based and seafood value products. In 2021, operation cost down by 66% and revenue grows by 75%.
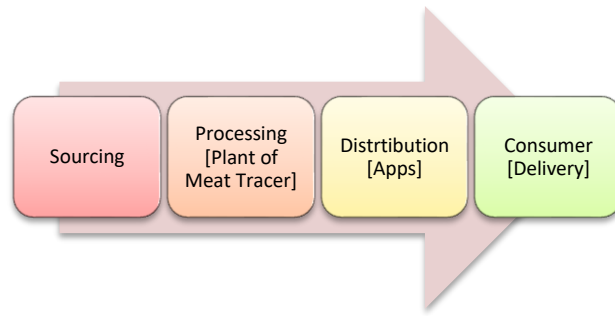
**Figure 1: Farm to Fork Business Model of Meat Tracer**

# A CASE STUDY ON SWIGGY

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**Abstract:**

Swiggy, the largest food delivery platform in India, with headquarters in Bengaluru was launched in 2014. It employed people of all ages but mainly focused on the students which were evident through the advertisement campaign "work while studying". They are called as delivery partners and Swiggy offered multiple time options for both full-time and part-time. They offered flexi timings for the employees and were not stringent regarding login and log out time. They were required to work for 10 hours in case of full-time and 5 hours in case of part-time. Swiggy owing to Covid pandemic had changed its salary structure. Initially, Swiggy had paid its employees based on three components such as travel pay, waiting time pay and customers pay. The travel pay was based on the first mile and last mile. Waiting time was given to the delivery partners for the waiting time it takes to get the food ready at the restaurant. Now the first mile and the waiting time charges of the salary had been removed. The surcharge was also reduced from Rs 35-50 per order to INR 10. The pay for each other delivery had been increased to INR 20-25. Swiggy also cancelled the weekly incentives and petrol allowances for their employees which they had been paid earlier. The employees had refused to adapt the changes and undergone the strike for three days to register their protest against new pay-out methods and removal of incentive schemes.

*Keywords:* *Strike, timings, salary structure, incentives.*

## Introduction

Swiggy, the largest food delivery platform in India was headquartered in Bengaluru, India, It was launched in 2014 by founders Nandan Reddy, Sriharsha Majety, and Rahul Jaimini, Swiggy was first designed to be a courier and shipping service provider called bundl. Then it partnered up with burger king, google local guide, indifi technologies, soxedo, and even icici bank, which created a plethora of services in various categories.

Swiggy had a logistically extensive network which is in constant service with its customers. It acquired a business model of servicing both business to business (b2b) and

business to customer (b2c). It had three main revenue streams which include advertising, delivery fees and the commission received. The company also had styled more into the economic-based factors like delivery of groceries and medicines, which is comparatively a very different style from that of the competing company Zomato.

Swiggy was supported by one of the most reputable investors in the industry which helped it to adopt several fundamental rules to be successful. This includes delivering food to clients on time and having no minimum order requirement. This allowed it to create high return on investment and created a positive shift in the way food was delivered to consumers. Swiggy also charged clients a modest delivery fee for items that are less than 200 rupees in most regions. Swiggy stores saw a tremendous potential in growth and improved its delivery and logistics capabilities to compete with Grofers and Amazon.

**Timing Options**

Initially Swiggy offered both part-time and fulltime, but the best part of it is, there are multiple timing options in them. The delivery partners can select their time and work according to it. Swiggy cared about your other works as well, even they had run an advertisement campaign for the students say (work while studying) who work for fulltime It offered 2 timing options

*Full time*

| Part-Time Timings | Break Time | Total Hours |
|---|---|---|
| 8AM-6PM | 11AM-12PM | 9 out of 10 hours |
| 12PM-11PM | 4PM-6PM | 9 out of 11 hours |

Initially swiggy offered both part-time and fulltime, but the best part about it is, there are multiple timing options in them.so you can select your decide time and work according to it. swiggy cared about your other works as well, even they had run an Add campaign for the student say (work while studying) for part-time delivery job swiggy offered 3 timing options

*Part time*

| Part-Time Timings | Break Time | Total Hours |
|---|---|---|
| 12PM_5PM | No Breaks | 5 Hours |
| 5:30 PM-10:30PM | No Breaks | 5 Hours |

| 7PM-12AM | No Breaks | 5 Hours |
|----------|-----------|---------|

Initially, Swiggy offered the above timing as optional not compulsory. Now it had made it compulsory to login and logout on time

**Swiggy Salary Structure:**

Swiggy doesn't have salary based payment system. It based on number of deliveries made, and for more delivery it pays more payment.

*Amount per each delivery*

Swiggy paid based on 3 things for each delivery

      1.Travel Pay

      2.Waiting Time pay

      3.customer Pay

*Travel pay:*Swiggy divides the travel into 2 parts. First mile and last mile, the firs mile is the travel between made by the delivery partner to the restaurant and the second mile is travel from the restaurant to the customer. Swiggy pays travel pay based on distance or time.

It pays Rs 4 per kilometer for first 4 Kms and Rs 6 per kilometer after the first 4Kms if it pays based on distance. There is another option of payment under which it pays Rs 1 per 1 minute if it pays based on time. It normally pays according to whichever is the higher amount of the both options

For example, If it needs to pay Rs 40 based on distance and Rs 34 based on time, then it pays according to the distance as it is higher. Or it pays according to time if the time taken is more than 40 mins for which the pay is Rs 40.

At present Swiggy had cancelled the 1st mile payment.

*Waiting time pay:*

At delivery time, delivery partner needs to wait at the restaurant for the food to get a cook. Swiggy pays delivery boy for the waiting time at the restaurant

Waiting Time Rates.

| Time | Earnings |
|------|----------|
| 0-5 mins | Rs 5 |
| 5-10 mins | Rs 10 |
| 10-15 mins | Rs 15 |
| 15-20 mins | Rs 20 |
| 20-25 mins | Rs 25 |

Now swiggy had cancelled the waiting time pay for the delivery boy.

*Customer pay:*

Finally, after delivering to the customer the delivery partner is paid an amount of Rs 5 for each order. Delivery partner was paid Rs 20 per order on rainy days and an additional Rs 20 for batched order, means delivering more than 1 order at the same time. Delivery psrtner also paid more for late night delivery. Swiggy had been paying Rs 35-50 per order on rainy days which is now reduced to Rs 10. Leaving all of them aside, it normally paid 20 per each delivery now it increased to 25.

**Weekly and Monthly Incentive:**

Other than the money paid per each delivery, swiggy also pay weekly and monthly incentive. Incentives will be changing from city to city & from time to time. There are no constant incentives. Normally a delivery boy gets Rs 1500 at weekly incentive, now it get cancelled.

The swiggy also cancelled the petrol allowances for their employees.

The employee reduced to adopt the new changes and carry strike for 3 days.

*New Pay Structure*

On September 2022, delivery partners in Chennai were on strike demanding the withdrawal of a new pay structure introduced by the company.

New Pay Structure

- The delivery executives have to complete 30 order deliveries daily. This summarizes the delivery executives entire day and this can only be possible if they put in at least 17 hours of work.

- The employees have to work for 12 hours daily and also received daily and weekly incentives.
- Part-time delivery personnel received about Rs 250 plus Rs 125 as an incentive daily, while the full-time agents earned Rs 475 plus Rs 250 as an incentive, which they were able to easily achieve in half the number of deliveries that the new system demands.
- With the new regulations in place, delivery executives are struggling to meet the cost of fuel and fulfill their domestic needs.

**Case discussion questions:**

1. If you are a manager of Swiggy how will you handle this situation?
2. How will you handle the strike?
3. How will you convince your employees to get back to their job?
4. As an employer how will you handle the loss for the 3 days?
5. Suggest the any alternatives to convince the customers for the inconvenience to delivery the foods?

## ROLE OF EDUCATION IN WOMEN EMPOWERMENT

### Dr. Rekha Rani

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### Abstract

"No struggle can ever succeed without women's participation side by side with men. There are two powers in the world, one is the sword, and one is the pen. There is a third power, stronger than both, that of women". Women in India now have a unique position of equality with males in accordance with the constitution and the law. But the Indian women came to the current position a long way. In India, gender unfairness first comes down to Mahabharata's historical days when Draupadi was placed as a commodity in her husband's dice. Women in reality are the main force in all societies. While everyone knows this, none is willing to accept this truth. The empowerment of women has been the centre of much debate and attention. In the country's overall growth, women education plays a vital role in India. This helps not only to develop half the human resources, but also to improve the quality of life at home and abroad. Educated women are capable of bringing socio-economic changes. Role of education allows women to meet the obstacles and improve their lives.

Today, an Indian woman is a pilot, doctor, engineer, millionaire entrepreneur, and everything she wants to be. That's how the times have changed. Various schemes and policies are implemented for the sake of women but do not reach them. Hence, there are some serious concerns that need to be resolved in time. Education of women is the most powerful tool to change the position in the society. Education of women brings a reduction in inequalities and functions as a mean of improving their status in society. Women education is similar to an effective medicine that may know how to cure a patient and recover their health.

*Keywords:* *Women Empowerment, Equality, Education*

### Introduction

As we all know that India is a male-dominated country where a woman is forced to take care of their family and live in their home, along with many other restrictions. 50% of the population in India consists of women who are not empowered. In such a situation, we cannot say that our country will be developed in the future. If we want to make our country a developed country, it is essential to empower women with the efforts of men, government, and laws.

Women's education is the most effective means of changing society's perspective. Education

reduces inequalities and functions in order to enhance their standing in the family and promotes the notion of involvement. Nowadays, the importance of women's education is growing day by day. It is not only important to educate girls and women, but also it is necessary to provide them with basic facilities. In developing countries, the literacy rate of women is low as compared to men. The Government of India has made it mandatory for all the schools to provide education to girls till middle school. However, this is not being implemented properly. India is considered to be one of the fastest growing economy in the world. This development is also due to women's education and empowerment steps taken by the Government. Aids are distributed, and education is almost made free for children in rural areas so that women can get proper education. Their future is not restricted between the four walls of a house. Our society needs to believe that women are no less than men.

**Problems Faced by Women in India**

1. Violence against women is a preeminent issue faced by women in India. It is happening almost every day in various forms.

2. Women are not considered equal to men. They face discrimination in almost every place, whether at the workplace or home.

3. Women in rural areas are still denied education for being female.

**Advantage of Women Education**

1. Better standard of living for the family is one of the advantages of women education and educated mother will earn as good as the father of the family and will look after the financial needs of a family in a much better way. Two income under same roof will improve the quality of living.

2. Society is judged depending on how its women are treated and how much they are educated. An educated women is able to protect her own dignity and honor.

3. Education makes a woman self-reliant, that is, she does not depend on anyone for her own survival as well as the survival of a family.

4. Educated mother are more aware of their children's need and nutrition and take well care of them resulting in a low child mortality rate.

5. Many of the social evils and crimes against women can be easily eliminated by educating women and educated women will never concede to the female infanticide and is well aware that is a crime as the law.

Let us see the difference in the literacy rate between men and women in India:

**Literacy Rate in India**

| Year | Male | Female |
|------|------|--------|
| 1901 | 9.8 | 0.7 |
| 1911 | 10.6 | 1.1 |
| 1921 | 12.2 | 1.8 |
| 1931 | 15.6 | 2.9 |
| 1941 | 24.9 | 7.3 |
| 1951 | 24.9 | 7.3 |
| 1981 | 46.9 | 24.8 |
| 1991 | 63.9 | 39.2 |
| 2001 | 76.0 | 54.0 |
| 2011 | 82.0 | 65.4 |
| 2021 | 84.4 | 71.5 |

As a result, even after 75 years of independence women occupy a secondary position in our society. When we look at the table above, literacy rate of women cannot equal that of males at any time.

**Objectives of Women's Education**

Women's education can be regarded as a kind of knowledge given to women for enhancing their self-respect and self-dignity. Therefore, the main objectives for women's education are as follows:-

1. To enable women to improve their family's health and diet.
2. To make women able to acquire their own basic needs, likes food, shelter, fuel, clothes, and nurturing.
3. To increase women's productive ability, thus raising their families' standard of living.
4. To enable women's social and cultural status to enhance nation building in terms of economic and human development.
5. To implement women's education for the attainment of equal status of women in all aspects of social, political, and economic development.
6. To educate the public about the rights of women and the means of enforcing such rights for the achievement of equality.

7.  To work for Peace, Women's Right, Women's Education, Economic and the Social Justice.

**Measures for Ensuring women's empowerment.**

Some measures have been taken to empower women. Those are:

➢ Changes in women's mobility and social interaction among different communities.

➢ ☐ Changes in women's labor patterns and work participation rate.

➢ Changes in women's control over Decision making.

➢ Providing women's education.

➢ Self-employment and Self-help groups.

➢ Providing minimum needs like Nutrition, Health, Sanitation, and Housing. At present, the Government of India has over 34 schemes for women operated by different departments and ministries. Some of these are as follows:

➢ Rajiv Gandhi Scheme for Empowerment of Adolescence Girls (RGSEAG) (2010).

➢ The Rajiv Gandhi National Creche Scheme for Children of Working Mothers.

➢ Integrated Child Protection Scheme (ICPS) (2009-2010).

➢ Dhanalakshmi (2008).

➢ Short Stay Homes.

➢ Ujjawala (2007).

➢ Scheme for Gender Budgeting (XI Plan).

➢ Integrated Rural Development Programme (IRDP).

➢ Training of Rural Youth for Self-Employment (TRYSEM).

➢ Prime Minister's Rojgar Yojana (PMRY).

➢ Women's Development Corporation Scheme (WDCS).

**Conclusion**

The Empowerment of Women has become one of the most essential concerns of the 21st century, not only at the national level, but also at the international level. Government initiatives alone would not be sufficient to achieve this goal. Society must take the initiative to create a climate in which there is no gender discrimination and women have full opportunities for self-decision making and participations in the social, political, and economic life of the country with a sense of equality. Women's empowerment helps in boosting the status of women. Educated women can prove be highly successful in the fields of life. She can plan to become successful doctors, engineers, and air hostess etc.  Education

will empower women to come forward and contribute towards the development. Economic empowerment and independent will only come through proper education and employment of women. Education helps a woman to live a good life. Educated mothers can take better care of both herself and her baby. A well-educated women will also be more productive and well paid at work. The return on investment in education is often higher for women that for males. Education makes women more confident and ambitious.

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## DOWNFALL IN ONLINE FOOD APP – A CASE STUDY

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### Abstract

This case study deals about the issue faced by a very predominant and popular online food application, Swiggy. It was one of the most frequently used food delivery application by the customers in India. Swiggy plays a supreme role in delivering food on time no matter the external conditions they face. Swiggy delivered food during the times of COVID-19. In recent times the company faced a sudden downfall due to optimal usage of riders and minimum of income. This becomes quite harder for the company and the employees to work on with. This case study deals about the problems that the company faced in working further with employees.

*Keywords*: Swiggy, Employees, Downfall, Application.

### Case

Swiggy is one of the most popular food delivery application in India. It was launched in India on 2014. It has various customers and employees all over India. In the beginning the price was quite affordable and it was easy to buy too, but as days pass by the price started to increase and this resulted in the downfall of customers. They supply food at a good quality within the limited delivery time. They tie up with so many restaurants and small other food shops too. During the time of Pandemic when everything was under curfew, Swiggy played a vital role in delivering the food to the respected people on time. By this they earned a huge income too. People from various places joined in Swiggy to deliver food as they had no Job during Pandemic. But there was a chaos which happened recently among the employees of Swiggy. Karthick an employee was working there for more than 4 years. Initially he and other workers were paid high and reasonable but as days passes by, he and other employees were paid low, they are not being treated properly. This is due to the fuel costs. Swiggy is facing loss because the company is recording delivery income after netting off these delivery costs. The biggest headache swiggy considers that it has optimal usage of Riders. Food delivery is always a two – peaked business, lunch, and dinner. Low utilization of riders in the mornings and evenings tear a massive outbreak in downfall of the company. Though they had

so many sources, they failed to satisfy their employees. So, these workers involved themselves in strike recently. At some places the delivery men face a lot of major places as we have seen in and have come across the media. Karthik has also have faced such issue in Chennai as he was late by 7 minutes to the customer's place. The organization failed to support his own employee, rather they were much concerned about their customer. This is also one of the issues for the strike caused as well as the downfall of the company due to insufficient workers.

Employees feel that they need to be paid reasonably as they have lot of other commitments to do on. But we need to think from company's point of view of too, problems both on the employee and the employer side. How do you feel that these problems can be overcome by the employees and the organization? Substantiate your thoughts and suggest your views.

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## WORK PLACE TRAINING: NOW AND THEN

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## Abstract

This case study talks about absenteeism of employees in offline training conducted post pandemic in a highly technological world with more convenient options.

## Case

We all know that internet has shrunk the world, which had shifted most of the teaching and learning to be conducted over the internet. The same happened to employees who needed to attend certain training sessions as part of their jobs. Due to covid-19 pandemic, A fictitious company's, Oragadam plant was completely shut down for months. Trainings in this fictitious plant are usually of several types and are compulsory to all employees and is non-negotiable. An employee has to undergo the training and development programs assigned to him/her to be able to perform better and to sharpen their skills.

Trainings are also conducted to stand in line to be promoted and have a good career growth path. To keep the employees engaged and up to date with new technologies and other requirements during the pandemic, many online trainings were conducted. Once employees started coming back to office, Parvathi, Human Resource manager of the company did a training needs analysis and developed new plans for offline training sessions. She introduced an "Advance Excel program" by bringing in certified Trainers to the company. Balaji, a Finance Associate shared his concern as to how offline trainings are time consuming and require you to compromise on your work during the training days. He also mentioned that he's not able to work which is clashing with his incentives as he's not able to meet his deadlines.

Moreover, over the last 2 years, he was attending online training and he got accustomed to it. Like Balaji, many other employees too addressed their concerns on the same and requested Parvathi to go back to keeping online training. She then listened to their concerns and after looking into it found that it was not viable since online training was done at a time when the companies did not have any other option. Now, no such barriers exist and things need to go

back to how they used to be. When Parvathi didn't change the mode of training, Balaji and others started leaving the training sessions and showed lack of motivation to learn or improve themselves, Resulting in absenteeism during the training sessions

**Case discussion questions**

1. How to convince Balaji and his coworkers for offline training?
2. What do you think is the future of the mode of delivery of training

## ZOHO: India's self-funded Unicorn

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### Abstract

Zoho has earned the distinction of being the first software product unicorn, and Forbes in 2019 valued Vembu's 88 percent stake at $1.83 billion. Zoho today provides cloud-based customer relationship management (CRM) solutions and over 40 apps for, among other activities, online accounting, human resources, and inventory management. The company claims to have 50 million users globally for its apps, the latest of which was launched in the wake of the pandemic and is suitably called Zoho Remotely. Out of 9,300 employees, 875 are students from Zoho Schools. CEO Sridhar Vembu shared a glimpse of his office space built on a farm. The 54-year-old business magnate said that the new conference room and small office rooms were built using mud/straw, and limestone; covered by thatched palm lead.

*Keywords:* *Silicon valley, AdventNet, ZOHO corp, CRM, ZOHO school, Self-actualization, Sridhar Vembu*

### Introduction

 Zoho has earned the distinction of being the first software product unicorn, and Forbes in 2019 valued Vembu's 88 percent stake at $1.83 billion. In 2019, Zoho reported profits of ₹516 crores on total revenue of ₹3,410 crores. The company claims to have 50 million users globally for its apps, the latest of which was launched in the wake of the pandemic and is suitably called Zoho Remotely. A degree is not important to us but skills are. We started with six students and two professors and today more than 800 students have graduated from our school and most of them are employed with Zoho Corp," explains Rajendran Dandapani, director of technology, Zoho Corp, who is also Zoho Schools of Learning's president.

### Snapshot of Vembu's life

Sridhar Vembu founder of ZOHO was born in Tamil Nadu's Thanjavur district into a family of farmers and completed Electrical engineering at IIT Madras. who later went on to study at

Princeton University, New Jersey, and work at Qualcomm in San Diego, had a vision: To take Silicon Valley to the village.

**About ZOHO**

Sridhar Vembu, in his late 20s, founded AdventNet in 1996 to make software products at a time when IT services were the rage. In 2009 he renamed the company Zoho Corp to reflect the transition from a software company serving network equipment vendors to an innovative online applications provider. Zoho today provides cloud-based customer relationship management (CRM) solutions and over 40 apps for, among other activities, online accounting, human resources, and inventory management.

**ZOHO University**

In 2004, the founders started Zoho University, now known as Zoho Schools, to onboard and train students with skill sets and abilities. Students are not charged a fee but are paid a stipend of ₹10,000 throughout the tenure of the two-year course. Out of 9,300 employees, 875 are students from Zoho Schools. This also includes Abdul Alim who was employed as a security guard at Zoho and is now a programmer. "A Zoho employee spotted him working on his computer at the reception desk and found that he had a passion for programming. Alim then joined Zoho Schools, graduating from it after the 18-month program. He now works as a programmer in the Zoho Charts team," Saran Babu Paramasivam, a Zoho Schools product, shares his experience of how he couldn't even operate a computer back in 2005 but now works as a senior product manager at Zoho. "15 to 20 percent of our engineers do not have an engineering degree. They are all trained in-house. Zoho Schools allows you to bypass colleges, and we're trying to go all-digital now," says Vembu.

**Vision towards society**

Building capabilities is Vembu's idea of wealth creation, not financial valuation. "I am a capitalist and I don't care about net worth." He gives the example of Japan to explain (in pre-Covid-19 times, of course). "When you go to rural Japan, you can see a wealthy society. Roads are good, infrastructure is great and you don't see any homeless people, you don't see any poverty. At the train station, the trains run on time. The trains are clean, high-speed trains, all of that. That is wealth. Japan is wealthy. And to me, wealth also connotes resilience. Capital is something that protects you from adversity."

**Corporate Social Responsibilities (CSR)**

The billionaire is known for his modesty and penchant for all things eco-friendly. CEO of Zoho Sridhar Vembu shared a glimpse of his office space built on a farm. Although the CEO

did not disclose the location, he went on to say that the new conference room and small office rooms were built using mud/straw, and limestone; covered by thatched palm lead. The 54-year-old business magnate said that the structure was comfortable even during hot days. The CEO said that he loved the place so much that he made it his office. Vembu said that his company has sponsored an adopt-a-village program by the Vethathiri Maharishi organization. The initiative combined yoga, meditation, and holistic living leading to a positive change in the village. Besides, the billionaire also kickstarted a cultural program to identify and sponsor 50 local artists to perform weekly across 50 villages thereby generating income and enriching the rural experience

**Case discussion questions**

1. Which management principle will be apt for this case study? Did the decisions taken by Sridhar Vembu bring impact the attainment of his gratification toward society?

2. Has Sridhar Vembu achieved his long-term goal of "Bringing Sillicon Valley to the village"? What are the various implementations done by him in the upbringing of his company and the environment around him?

From this case, we can understand that Sridhar Vembu has undergone various struggles and built his company on the foundations of creating viable software for businesses to work on any company's primary motive: to satisfy customer needs. And he did exactly that, by creating Customer Relationship Management (CRM) Software through SaaS.

His Exemplary lifecycle is depicted as a perfect example of Abraham Harold Maslow, famously proposed theory of motivation, "Hierarchy of Needs", where he discusses the 5 most widespread needs for a human being, which are;
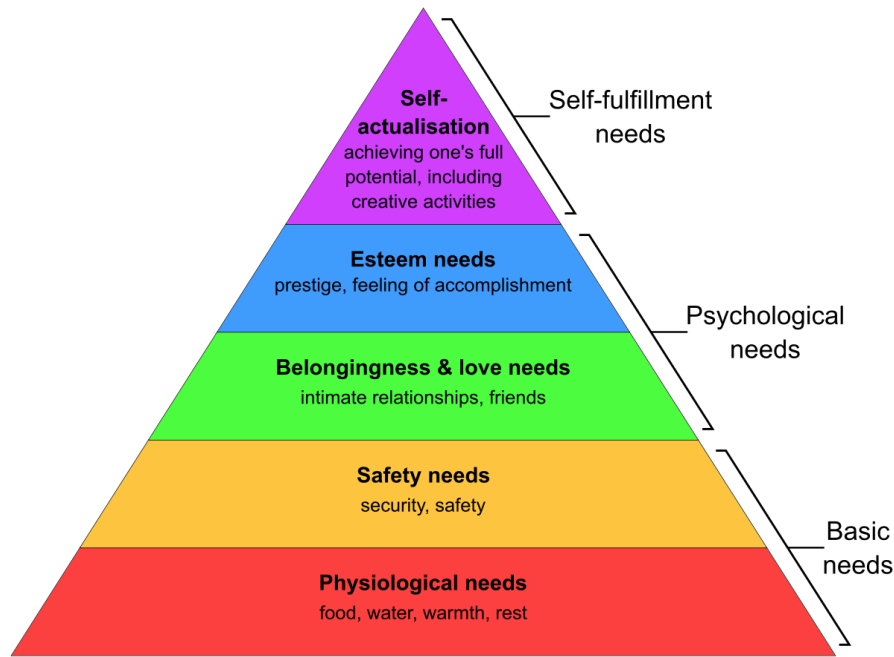
### Physiological Needs

Sridhar Vembu, has a solid foundation on this need, as it was fulfilled most traditionally by his parents, by providing him with basic needs such as food, shether, etc. He is brought up well and well and in a mindset of serving good for society.

### Safety-Security Needs

He has been bestowed with a good upbringing, which led him to complete Electrical Engineering from IIT-M, also did his P.hd from Princeton University, New Jersey, and secured his first job at Qualcomm in San Diego. This has fulfilled his second set of needs, wherein, he has gained stable income and security from physical and Environmental Harm.

### Social-belongingness Needs:

Sridhar has always had a flair in society and has gelled along with various people, along the way, to gain abundant knowledge in his domain. He had finally settled upon his brothers to start up his company, AdventNet, which was later renamed Zoho Corp, which fulfilled his social need of establishing his company to serve society.

### Self-Esteem Needs

He has been given recognition as the fastest growing unicorn in 1996, as a CRM software through SaaS, and also being given importance as the absolute player in the CRM software market, catering to big corporations such as Netflix, OnePlus, Samsung, etc. He also has made Zoho in compact mode, through access to smartphones, which made a breakthrough in history.

**Self-Actualization**

Sridhar Vembu has done great deeds for society, by opening up Zoho University, where underprivileged students with talents and specific skill sets, are properly trained, with a stipend of Rs. 10,000, as a moderate source of income for the two-year course. This act shows the charitable and imparting nature of Sridhar, toward the upliftment of society. Sridhar Vembu's famous lines have brought a global impact to his company, as he tries to digitalize the rural areas, as he has stated this in his visit to Japan, where he observed and gives his viewpoint on adversity and capital being correlated to each other. This brings up his point on CSR contributing to the economic development of a country as a whole. Sridhar shared a glimpse of his office space that is built on a farm. Although the location was not disclosed, Vembu himself went on to say that the new conference room and small office rooms were built using mud/straw, and limestone; covered by thatched palm lead. the structure was comfortable even during hot days.

This was an initiative to go all in eco-ecofriendly.  This shows that he is ready to take the initiative on the welbeing of the environment and maximizes the opportunities of being eco-friendly, as per PESTLE ( Political, Economical, Social, Technological, Legal, and Ecological)Apart from this ZOHO, has sponsored to the adopt-a-village program by the Vethathiri Maharishi organization. The initiative combined yoga, meditation, and holistic living leading to a positive change in the village. Besides, the billionaire also kick started a cultural program to identify and sponsor 50 local artists to perform weekly across 50 villages thereby generating income and enriching the rural experience.

# MOONLIGHTING – AN ILLICIT DEED: A CASE STUDY

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## Abstract

Moonlighting has come into light in the recent days. Moonlighting means when an employee works for two organisations at a time. This has become easy in the time where employees were made to work from home due to the corona virus pandemic. This work from home was initiated in order to stop the spread of the virus. Moonlighting is said to be unethical and considered as cheating. Moonlighting is typically when an employee works for one organisation at the daytime and for another one in the night time. It seems to be hidden during the night and hence the name moonlighting came. An employee who does moonlighting is clearly violating the law of the land and can be terminated by the primary employer. This case study deals about an employer's experience in his employee undertaking moonlighting.

***KEY WORDS:*** *Moonlighting, Illegal, Termination.*

## Case Study

Ross was a senior sales engineer at IBM Canada Limited for more then 11 years and he has a good reputation in the company because of his seniority. And he is a very much active person in the company. He takes initiative for the work provided by the company heads and leads the people in the company based on the needs of the company.

Due to the Covid pandemic situation all the costs have gone up and so, the cost of living of all the people have been increased and Ross had some debts to pay off. As everyone were in a stuck situation, the person who has lent money to him has been pressurizing him recently. And due to this pressurizing situation, he thought that going for an additional job at night may be good instead of asking for a salary hike in the same company. So, he searched for a job matching his qualifications and then took up a night shift job in another company. This was not known to the primary company where he is working in. he made this decision due to his insufficiency in his funds for making a living and due to the debt he has to pay off.

He was not aware of the law that at a time, he should not work in two companies and if he worked so, it was considered as illegal and he may lose both his jobs. This was considered illegal as he may tend to leak the business secrets and confidential information to the other company, he is working in. Ross without knowing this, continued to work for both the organisations for a period of two months.

After two months, he frequently failed to login to work in the morning and some days he was late to login, he often got tensed while working and his work was not completed on time. With these clues, the primary company i.e., IBM Canada, started to notice his workings, late joining and then found out through various sources that he has been working for another company during the night and which served as a cause for his late joining and incompletion of his work on time. After finding this out, IBM Canada has enquired him with the top officials and then they found out money as the reason for him to join another work. They stated that if he had explained to them only, they would have given a salary hike for him in the company itself. There would have been no need to join in another company for a job and that too it being illegal. Hence, IBM has terminated Ross for him doing this illicit action and then also filed a case against him.

Now Ross due to this illegal act and his unawareness of it being illegal, he has lost his job that was a source of his living. Identify the term which is been shown by the case study and also provide your views on how this can be avoided by the company.

## WILL NEW ORGANIZATIONAL DEVELOPMENT INTERVENTIONS HELP TWITTER TO REGAIN ITS POSITION?- A CASE STUDY ANALYSIS

### Dr. SUDHA S[1] and Dr. D.ANITHA KUMARI[2]

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**Abstract**

Nowadays social media platforms have started to play a dominant role. Platforms like twitter, Facebook, Instagram have seen steady growth. This case have made an attempt to highlight the use of organizational development intervention concepts in Twitter. Secondary sources of data through web was gathered and analysed. For the new Twitter changes need to be wait and watched.

*Key words: twitter, organizational development and interventions*

**Introduction**

Social media platforms have started to play a dominant role in personal lives of people. In the past decade, the growth and role Social media platforms is said to be tremendous. Platforms like twitter, Facebook, Instagram have seen steady growth.

Twitter, the name has been very popular in social media for long years. It has been existing in the ever-changing environment. A lot has happened in the company, but the recent event is the company has been purchased by Mr.Elon Musk, The Tesla owner. After the deal, the first ever move made by Mr.Musk is firing the top management people which includes CEO and the legal chief.

The company was founded by Jack Dorsey et.al in 2006. The company has blue bird as its logo. In organizational development, we have come across concepts like lot of interventions that helps the organization to develop. An organizational development intervention can be highlighted as a set of planned events that the organization wishes to implement and result changes in organization and increase its effectiveness.

Bringing structural changes in twitter, will lead to workflow changes in organizations. The top management has been working in different fashion before the deal. As the decision is taken, as per the sources the new owner has to pay more than $100 billion dollars and face

legal notice too. When analysing the situation, the financial position needs to be considered and facing legally notice will affect the good will of the company too.

It is important that employees in the organizations needs to be motivated to attain the strategic goals of the organization. For this purpose, individual and team intervention plays a vital role. The organization has to identify individuals' talents and need to promote or they need to be given opportunity to prove their talents. Individual interventions help the organization to implement change. To attain this the organization can use strategies like counselling, career development programs, career development workshops can be implanted and handled by organizations.

## Career anchors for Individuals

Career anchors is also another programs which can be implemented by organizations which brings self-awareness and self-realization to the individuals. These programs can be evolved into self-concept that helps to shape the personal identity and self-image of the individuals.

Twitter can provide a good working environment for its employees based on the attitudes and values that the organization provides. It needs to provide a very comfortable working environment which matches with the beliefs of the individual.

## Structural interventions

Structural interventions help to bring situation and people under control but only for short period of time. The new CEOs and top management people need to be appointed as it takes extra time. The company takes its own time to adapt to the situations. This situation is not new as this been already faced by the company, in its long-term success. The company has not been facing a profitable situation at present, any decision taken will affect the financial position, organization structure and its employees. Hence facing new scenarios is common in organizations.

## Marketing interventions

The other functional interventions twitter looks into is the marketing or targeting its customers. It has utilised variety of options in the previous years. They are as follows: Country, city, state wise targeting, age wise targeting, language wise targeting can be done. Hence the more the options attainment of organizational objectives becomes easier. As per official announcement by Mr.Elon Musk the user of twitter accounts needs to be pay $8 per month. This intervention will burden the account users where there are chances of account users to leave twitter.

**The major SWOT analysis of Twitter is as follows:**

| Strengths | Opportunities |
|---|---|
| • Strong top management <br> • Strong market presence <br> • Brand presence is strong <br> • Introduction of strong interventions. <br> • Practical information. <br> • Quick communication. | • Can strategize and enter into more global markets. <br> • Ability to analyse positive markets. <br> • Strong and efficient top management. <br> • Analysis through various tools through on hand real time data. <br> • Good work environment |
| **Weakness** | **Threats** |
| • As per 2022 November, Twitter account users need to pay $8 towards subscription. <br> • Falsified accounts | • Chances of losing existing customer <br> • Fake accounts can be created in other names |

## Conclusion

The yield and results of new structural interventions, its adaptability needs to be awaited.

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# A GAME CHANGER : ZEPTO APP IN GROCERY DELIVERY WITH 10 MINUTES - A CASE STUDY

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**Abstract**

ZEPTO APP ( a grocery app) plays a significant role in every customers life in their busy life style.The strategy followed by the ZEPTO made a drastically improvement in their business and sustain their existing customers well. The slogan of ZEPTO " DELIVERS ESSENTIALS IN 10 MINUTES " has been act as auspicious factor in their business.The Purpose of the case is to know the development of business model of ZEPTO, To understand the strategy developed by the ZEPTO , To compare ZEPTO with the competitor's performance. ZEPTO has the following key matrics 1. Aim to cross 1 million weekly orders in 3-4 months, 2. Runs 100 dark stores, Operates in 7 cities ( with a plan to expand to others).

## Zepto's Profile

Zepto has started journey during the COVID Lock-down and reached Rs.4200 Crores turnover within 5 months with 60% regular customer and 200% growth rate. Among the competitors like BIG BASKET, SWIGGE INSTAMART,AMAZON PANTRY, DONZO. ZEPTO App is founded by Stanford dropouts 19 years old Aadit Pallicha (CEO) and Kaivalya Vohra (CTO) are Indian origin entrepreneurs who did their schooling in Dubai. Before ZEPTO, they have started their first venture , GoPool, a ride pooling app which shut down due to scalability issues.

On September 2020 ZEPTO founded as Kiranakart, an instant grocery delivery startup that partners with Kiran Stores. On April 2021 its launches a ZEPTO 10 minutes grocery deleviery through dark house. On October 2020 its raises $ 60mn from nexus Venture Partners, glade Brook capital, others valued at $ 225 million. On December 2021 ZEPTO raises $ 100 million from Y combinators fund others valed at $ 570 million. Its currently in 7 cities namely Mumbai, Bengaluru, Delhi, Gurugram, Chennai, Hydrabed and Pune. They have lunched 100 dark warehouses, each with a capacity to do over 2,500 orders. Dark warehouse is the place to receive the items from distributors and delivers directly to the

customers. Its not a supermarket but it's a dark warehouse which collects the goods from the manufacturers and distributors.

Zepto aimes to increase the number of warehouse to fulfill the new customer orders.

**Backround of The Case**

At the time of Lock down 19 years old Aadit Pallicha and Kaivalya Vohra were paralyze in the apartment at mumbai. They were not able to buy any groccessory items and eatable items to consume and save their lives. This was the initial spark emerged in their mind to start Kirana Marat (KM) which follows the simple business model.Its was used to deliver the goods directly to customers home. By experiencing the direct deliver to the customers , they found a new a pattern . The customers who could able to receive the products within 45 mins delivery, became a regular customer. Which increases the 20% of overall customer rate. Similarly the customers who could able to receive the products within 20-30 minutes delivery impacts on the 50% increase of overall customer rate. Subsequently, a month of elaborated analyses was carried down and this was a stepping stone of the Aadit Pallicha and Kaivalya Vohra to close Kirana Marat (KM) and start ZEPTO app.

**Strategies Followed By Zepto**

To competete with the exsisting players, the ZEPTO have used 3 main strategies **the first strategy is Study the Consumer Behaviour** - To measure the consumer behaviour its an important to know the answer for the following 1. What do customer want? 2. What will customer pay for? 3. What is available in the market? The customers always prefer quick delivery, special discount and coveneince during the purchase order.

Big basket, Amazon pantry, Swiggy instamart tooks 2 to 3 days to deliver the products. Grofers tooks 2 to 3 hours to deliver the products. The younger minds fullfill this gap by " QUICK DELIVERY WITHIN 10 MINUTES". In present days we could able to see the various advertisement of ZEPTO. The **second strategy is Dark Store Model.** Always Zepto uses to monitor the basic three following concepts at the time of choosing their location (i-e) Buying pattern, Customer frequency and Buying capacity. To set up the dark store model initially location engineering has framed to study the traffic dynamics, topography, population,weather, real estate and constructions value.

The Centralised dark house has opened to deliver the goods within 3 kilo meters radius. Zepto employs a one of a kind product called Locus. This solution tracks the customers geostatistical data and how long it will take for the mile delivery to make a decision to build a new dark store in that are. The successful formula of dark store model is PPB that is

Picking, Packing and Bagging. Once the order has been received by Zepto , the concern product has picked by the nearby centralised dark housed followed by packing and bagging. Before the customers completes the order process in mobile, the products will be on the delivery state.**The third strategy is  hyperfocus.** The exsisting competitors were focused on giving discounts and reduce the price of the products to the customers. But ZEPTO focused on " Delivery Speed" . While ordering the products, Zepto promises  the followings 7 minutes  to 10 minutes time delivery, 20% to 50% discounts and  free  delivery.The competitors were concerned on cash cat burn .

**Conclusion**

Zepto was work in the fast trading segment in India. With the help of ZEPTO case study we could understand that the Customers see values not the brand so its recommended to concentrate on customer service in any kind of business. To become a successful business man or entrepreneur, we could follows the  Tapping the untapped  a thump rule followed by Zepto. Customers  impatient has the prima issues faced by the companies  which was solved out by the Zepto. Zepto faces the challenges like acquiring fresh talented employees and  customers , retaining customers, earning are lesser than the competitors , quick delivery is a expensive one.

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## A CASE STUDY ON HOMESTAY TOURISM AND LOCAL COMMUNITY DEVELOPMENT AT COORG.

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### Introduction

Alternative lodging options in tourist destinations include homestays. Homestay is a well-known concept worldwide. Homestay.com estimates that the homestay industry is worth $15 billion on a global scale. In India, where people like to visit new places, staying in a homestay is becoming more and more popular. The Ministry of Tourism made the decision to enhance the supply of such lodging choices in order to give visitors access to sanitary and reasonably priced homestays in popular tourist areas all around the nation. The goal of homestay is to enable visitors to better understand the local culture while they are visiting tourist attractions with the assistance of homestay operators.

The operator's home includes a portion of home stays, where 3 to 5 rooms are available for rent to tourists. The tour operators plan the travellers' meals, lodging, and travel for local excursions. It offers the chance to reside with family, closely observe their culture and traditions, dine and unwind with them to make tourism ideal. From fewer than 100 in 2004 to 10,000 in 2016, the number of homestays has increased, with Kodagu, Chikkamagaluru, Shivammoga, and Hassan having the highest concentration. In the Malnad region of Karnataka, there are more than 3000 homestays accessible.

Homestays are also available in Belagavi, Dharwad, Ballari, and rural Bengaluru, in addition to Malnad. Tourists frequently select homestay accommodations in order to experience the local cuisine, take in the scenery and fresh air, learn about the local culture, and save money on their lodging and meals. The primary benefit of the homestay programme in Coorg is the social and economic empowerment of the operators in the neighborhood. This study focuses on the advantages that the homestay program will provide to the local population. The study highlights the characteristics of the homestay operators, the amenities offered, the social impact, and recommendations for homestay operation improvement.

**Objectives:** The study was aimed at addressing the following objectives

1. To examine the home stay operators' profiles.
2. To evaluate the amenities offered by the host family.

3. To learn how home stays are perceived in terms of their social effects.

4. To make better recommendations for enhancing the home stay business in Coorg.

The study's purview: The scope of the current investigation is limited to Coorg's home-stay providers. It concentrates on companies that provide accommodation for travelers that are visiting for fun, entertainment, and leisure. The study examines the amenities for home stays, their cost, and the social influence on home stays and operator satisfaction. It aims to provide beneficial tools and techniques to support home stay operations in Coorg.

**Methodology**

Based on information gathered from a variety of primary and secondary sources, the study is descriptive in nature. The study entails interviewing a randomly chosen sample of 100 Coorg homestay operators. In the research investigation, an open-ended, non-probability convenience sampling technique was used. Operators of home stays in various locations within the Coorg area have been chosen for the study's purposes. These particular questionnaires have been created with the goal of gathering information from operators. Secondary data has primarily been gathered from relevant websites, articles that have already been published, newspapers, and magazines.

**Profile of Home Stay Operators:** When creating better tourist accommodations and conducting optimum tourism planning, the profile of home stay operators is a crucial demographic factor. This will aid in more effective decision-making as well. These addresses demographic details including sex, age, education, income, and the size of the homestay. It also considers tourist arrivals, capacity utilization, room rates, and other factors. It assists the tourism planner in implementing effective tactics to get more visitors to Coorg.

**Sex:** Of the 100 operators surveyed 76 per cent are male and remaining are female.

TABLE: 1

SEX

| Sex | Number Of HS operator | Percentage |
|---|---|---|
| Male | 76 | 76 |
| Female | 24 | 24 |
| Total | 100 | 100 |

Source: Primary Data

According to the report, men make up the majority of the operators. Males appear to be more interested than females in home stay operations. But for better operation, women support men.

**Marital status:** Out of 100 operators, 87 per cent are married and the remaining is unmarried.

TABLE: 2
MARITAL STATUS

| Marital status | Number Of HS operator | Percentage |
|---|---|---|
| Married | 87 | 87 |
| Unmarried | 13 | 13 |
| Total | 100 | 100 |

Source: Primary Data

The bulk of the operators, it may be deduced from the preceding data, are married persons.

 **Age of the Operator:**

Age is a significant consideration when determining the best kind of tourism product to be created. Because home stay operators of different ages frequently have varied needs, age is a highly helpful variable. Of the 100 operators questioned, 47% are between the ages of 30 and 40, 51% are between the ages of 41 and 50, and the remaining 2% are between the ages of 51 and 60.

TABLE: 3
AGE

| Age | Number of Operator | Percentage |
|---|---|---|
| 30-40 | 47 | 47 |
| 41-50 | 51 | 51 |
| 51-60 | 2 | 2 |
| Total | 100 | 100 |

Source: Primary Data

According to the table, the majority of home stay hosts are between the ages of 41 and 50.

 **Education:**   Of the 100 operators, 73 operators are graduates and the remaining are high school' education.

TABLE: 4
EDUCATIONAL STATUS OF THE OPERATOR

| Particulars | Number of Operator | Percentage |
|---|---|---|
| High School | 27 | 27 |
| Graduation | 73 | 73 |
| Total | 100 | 100 |

Source: Primary data.

The study indicates that the majority (73 per cent) of the operators are Graduates. It appears that the home stay operators are well educated and may handle tourists in a good manner.

Monthly Operator Income: One of the compelling elements that encourages people to get involved in the home-stay industry is the operator's earning potential. Four percent of the 100 operators surveyed have monthly incomes of less than 10,000 rupees, and 38% have monthly incomes between Rs. 1000 and Rs. 20,000. One-fifth of operators earn between Rs 20001 and Rs 30000 per month, one-fifth earn between Rs 30001 and Rs 40000 per month, ten percent earn between Rs 40001 and Rs 50000 per month, and the remaining one-fifth earn more than Rs 50000 per month.

TABLE:  5
MONTHLY INCOME OF THE OPERATORS

| Income in Rs | Number of Operator | Percentage |
|---|---|---|
| <10000 | 4 | 4 |
| 10001-20000 | 38 | 38 |
| 20001-30000 | 24 | 24 |
| 30001-40000 | 19 | 19 |
| 40001-50000 | 10 | 10 |
| >50000 | 5 | 5 |
| Total | 100 | 100 |

Source: Primary Data

The study reveals that the majority of the operators earn more than 20000 per month. It is observed that the operators are earning a reasonable amount from homestay operation.

Experience running a homestay: Experience will aid in making better decisions. Of the 100 operators, 34 have experience of less than five years, 54% have experience of between five and ten years, 10% have experience of between eleven and fifteen years, and the remaining operators have experience of two years or less.

TABLE: 6
EXPERIENCE IN HOME STAY OPERATION

| Experience in years | Number of Operator | Percentage |
|---|---|---|
| < 5 | 34 | 34 |
| 5 -10 | 54 | 54 |
| 11- 15 | 10 | 10 |
| >15 | 2 | 2 |
| Total | 100 | 100 |

Source: Primary data.

According to the report, the majority (54%) of operators have 5–10 years of experience managing the home-stay industry.

**Number of Single Bedrooms in Home stay**: Out of 100 operators, 51 percent are having 1-2 single bedrooms, 19 percent are having 3-4 single bed rooms, 2 percent are having more than four single bed rooms and remaining are not having single rooms.

TABLE: 7
SINGLE BEDROOM

| Number of single bedrooms | Number Of HS operator | Percentage |
|---|---|---|
| 1-2 | 51 | 51 |
| 3-4 | 19 | 19 |
| >4 | 2 | 2 |
| None | 28 | 28 |
| Total | 100 | 100 |

Source: Primary Data

According to the aforementioned table, the majority of operators have 1-2 single rooms.

**Number of Double Bedrooms:** Out of 100 respondents, 40 percent have 1-2 double rooms, 17 percent are 3-4 double bed rooms, 10 percent are having 4-5 double bed rooms and remaining are having more than five double bed rooms.

TABLE: 8
DOUBLE BEDROOM

| Number of double bedrooms | Number Of HS operator | Percentage |
|---|---|---|
| 1-2 | 40 | 40 |
| 3-4 | 17 | 17 |
| 4-5 | 10 | 10 |
| >5 | 33 | 33 |
| Total | 100 | 100 |

Source: Primary Data

It can be seen from the chart that the majority of operators have 4-5 rooms in their homestays.

**Dormitory:** Dormitory means a large sleeping room containing several beds. Of the 100 respondents, 30 percent of the homestay operators have only one dormitory, 12 percent have two dormitories, 6 percent of the operators are having more than two dormitories and remaining are not having any dormitory facilities.

TABLE: 9
DORMITARY

| Number of dormitories | Number Of HS operator | Percentage |
|---|---|---|
| 1 | 30 | 30 |
| 2 | 12 | 12 |
| >2 | 6 | 6 |
| None | 52 | 52 |
| Total | 100 | 100 |

Source: Primary Data

The data shows that the majority of homestay providers do not have dorm rooms. Tourists reportedly chose to stay in rooms.

**Number of Domestic Tourists stayed in 2017**: Out of 100 operators surveyed, 46 percent of the operators accommodated less than 200 tourists per year, 43 percent are occupied 200 to 400 visitors and remaining operators accommodated more than 400 tourists in their home stay facility.

TABLE: 10
TOTAL NUMBER OF DOMESTIC TOURISTS STAYED IN 2017

| Number of occupants / year | Number Of HS operator | Percentage |
|---|---|---|
| <200 | 46 | 46 |
| 200-400 | 43 | 43 |
| >400 | 11 | 11 |
| Total | 100 | 100 |

Source: Primary Data

The above table indicates that the majority of the operators accommodated 200 – 400 tourists per year.

Number of business days in a year: Of the 100 respondents, 51 percent reported having between 50 and 100 business days each year, 32 percent, between 101 and 150, 11 percent, between 150 and 200, and the balance, more than 200.

TABLE: 11
CAPACITY UTILIZATION

| Number of business days in a year | Number Of HS operator | Percentage |
|---|---|---|
| 50-100 | 51 | 51 |
| 101-150 | 32 | 32 |
| 150-200 | 11 | 11 |
| >200 | 6 | 6 |
| Total | 100 | 100 |

Source: Primary Data

The table shows that between 50 and 100 days make up the majority of the operator's business days annually.

**Room rent per person per day:** The room rent per person per day includes accommodation charge and food for breakfast and dinner. Out of 100 operators surveyed, 51 percent are charging Rs.750, 34 percent are charging Rs.1000, 12 percent are charging Rs.1500 and the remaining are charging more than Rs.1500.

TABLE: 12
ROOM RENT PER PERSON PER DAY

| Room rent per day per person | Number Of HS operator | Percentage |
|---|---|---|
| Rs.750 | 51 | 51 |
| Rs.1000 | 34 | 34 |
| Rs.1500 | 12 | 12 |
| >Rs.1500 | 03 | 03 |
| Total | 100 | 100 |

Source: Primary Data

It can be seen from the above chart that the majority of operators charge Rs. 750 per day, per passenger, for food and lodging.

**Food Variety Available:** Out of 100 operators, 100% provide guests with traditional and regional dishes, 40% provide North Indian cuisine, and 20% offer foods based on client preference.

TABLE: 13

FOOD VARIETY AVAILABLE

| Food type | Yes | No |
|---|---|---|
| Traditional | 100 | 00 |
| North Indian | 40 | 60 |
| Customer choice | 20 | 80 |

Source: Primary Data

It can be seen from the table that all the vendors are providing tourists with traditional fare.

Homestay is helpful to focus traditional culture, "Homestay influence employment opportunities for local residents," "Homestay improves social equity of local people," "Homestay increases quality of life," "Homestay is helpful for conservation," "Public-private consultation are necessary for Homestay development," and "Homestay increases the stability of the local people's lifestyle." are some of the perceptions about the social impact of homestay.

TABLE: 14

PERCEPTION ON THE SOCIAL IMPACT OF HOMESTAY

| Statements | Completely Agree | | Agree | | Moderately Agree | | Dis-Agree | | Completely Dis-Agree | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | No. | Score | No. | Score | No. | Score | No | Score | No | Score | Total | Rank |
| Home stay is helpful to focus traditional culture | 33 | 165 | 53 | 212 | 14 | 42 | 00 | 00 | 00 | 00 | 419 | 1 |
| Home stay influence employment opportunities for local residents | 27 | 135 | 30 | 120 | 40 | 120 | 3 | 6 | 0 | 0 | 384 | 4 |
| Home stay is improving social equity of local people | 20 | 100 | 50 | 200 | 30 | 90 | 0 | 0 | 0 | 0 | 390 | 3 |
| Home stay increases quality of life | 23 | 115 | 37 | 148 | 40 | 120 | 0 | 0 | 0 | 0 | 383 | 5 |
| Home stay is helpful for conservation | 23 | 115 | 37 | 148 | 37 | 111 | 3 | 6 | 0 | 0 | 380 | 7 |
| Public-private consultation are necessary for home stay development | 27 | 135 | 43 | 172 | 27 | 81 | 3 | 6 | 0 | 0 | 406 | 2 |
| Home stay | 27 | 135 | 53 | 212 | 20 | 60 | 0 | 0 | 0 | 0 | 326 | 8 |

| increases the stability of local people life style | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Home stay is helpful for eco-system | 20 | 100 | 43 | 172 | 37 | 111 | 0 | 0 | 0 | 0 | 383 | 5 |

Source: Primary Data

Homestay is helpful to focus traditional culture scored highest points ( 419) and stood first rank, followed by " Public-private consultation are necessary for Homestay development" (406 points), " Homestay is improving social equity of local people" ( 390 points), "Homestay influence employment opportunities for local residents" (384 points), " Home increases quality of life" and Homestay is helpful for eco-system scored 383 points, " Homestay helpful for conservation" scored 380 points and Homestay increases the stability of the local people lifestyle scored 326 points.

**Facilities provided in the Room:** It includes Cot with bed, Bathroom with Western toilet, Water Heater, Wash basin, Shower health faucet, mirror, Led TV with dish connection, Cud board, Newspaper, Wi-Fi with internet facilities. All the Homestay operators are having Cot with bed, Cub board, Water heater, Washbasin, Mirror. 80 percent of the operators have western toilet for the guests, 75 percent of the operators providing head shower, 55 percent have health faucet, 60 percent have LED TV and 20 percent offering Newspaper to guests.

TABLE: 15
FACILITIES PROVIDED IN THE ROOM

| Facilities | Yes | No |
|---|---|---|
| Cot with bed | 100 | 00 |
| Bathroom with western toilet | 80 | 20 |
| Water Heater | 100 | 00 |
| Wash basin | 100 | 00 |
| Shower | 75 | 25 |
| Health faucet | 55 | 45 |
| Mirror | 100 | 00 |
| LED TV with dish connection | 60 | 40 |
| Cub board | 100 | 00 |
| Newspaper | 20 | 80 |
| Wi-Fi / Internet | 55 | 45 |

Source: Primary Data

The aforementioned table shows that homestay providers offer tourists all of the fundamental amenities.

**Other facilities for Tourists:** The other facilities include Local transport, Breakfast, Lunch, Dinner, accompanying tourists during the visit, explaining the significance of the destination and the local culture, following customers while they shop, setting up meetings with local residents, and a campfire.

<div align="center">

TABLE:16
OTHER FACILITIES FOR TOURISTS

</div>

| Facilities | Yes | No |
|:---|:---:|:---:|
| Local transport | 15 | 85 |
| Break fast | 100 | 00 |
| Lunch | 100 | 00 |
| Dinner | 100 | 00 |
| Accompanying tourists during the visit | 10 | 90 |
| Explaining about importance of destination & culture of local people | 15 | 85 |
| Accompanying during shopping | 5 | 95 |
| Arranging meeting with local people | 2 | 98 |
| Camp fire | 45 | 55 |

<div align="center">Source: Primary Data</div>

Out of the 100 operators surveyed, all of them serve food to the customers. Campfires are set up by 45% of the operators at night. Only 15% of homestay providers offer travellers local transportation services. 10% of the operators accompany visitors while they are at the attractions. 15% of the tour guides explain the significance of the tourist attractions and the culture of the locals. Five percent of the workers guide customers while they shop. Only two percent of the operators schedule meetings with residents.

Aspects of quality of life: Quality of life (QOL) is the overall wellbeing of people and society, highlighting both the good and the bad aspects of life. It evaluates factors that affect life happiness, such as freedom, religious convictions, and the environment, in addition to factors like physical health, family, education, employment, money, safety, and security. The following are characteristics of a high quality of life: income, spending, savings, place of living, utilities, land, transportation, education, health, and safety. The following is how the homestay operators ranked the quality-of-life attribute. The "Income" category came in first

with a score of 382, followed by "Saving" (362), "Expenditure" (357), "Safety," "Health," "Transport," "Land," and "Education." The bottom five categories were "House dwelling," "Land," and "Utilities" (299 points).

TABLE: 17
QUALITY OF LIFE ATTRIBUTES

| Factors | Highly Satisfied | | Satisfied | | Moderately Satisfied | | Dis-Satisfied | | Highly Dis-Satisfied | | Total | Rank |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | No | Score | No | Score | No | Score | No | Score | No | Score | | |
| Income | 7 | 35 | 68 | 272 | 025 | 75 | 0 | 0 | 0 | 0 | 382 | 1 |
| Expenditure | 0 | 0 | 62 | 248 | 33 | 99 | 5 | 10 | 0 | 0 | 357 | 3 |
| Saving | 7 | 35 | 54 | 216 | 34 | 102 | 5 | 10 | 0 | 0 | 363 | 2 |
| House residence | 0 | 0 | 33 | 132 | 53 | 159 | 4 | 8 | 0 | 0 | 299 | 10 |
| Utilities | 0 | 0 | 40 | 160 | 60 | 180 | 0 | 0 | 0 | 0 | 340 | 8 |
| Land | 7 | 35 | 35 | 140 | 52 | 156 | 6 | 12 | 0 | 0 | 343 | 7 |
| Transport | 0 | 0 | 52 | 208 | 42 | 126 | 6 | 12 | 0 | 0 | 346 | 6 |
| Health | 0 | 0 | 48 | 192 | 52 | 156 | 0 | 0 | 0 | 0 | 348 | 5 |
| Education | 7 | 35 | 14 | 56 | 70 | 210 | 9 | 18 | 0 | 0 | 319 | 9 |
| Safety | 4 | 20 | 45 | 180 | 51 | 153 | 0 | 0 | 0 | 0 | 353 | 4 |

Source: Primary Data

**Role and responsibility of government:** Role and responsibility of government includes Infrastructure, Course and Training, Counseling, Marketing, Enforcement, Research and Development for Homestay operators and Policies. The operators ranked the government Role and Responsibility as follows: Courses and Training for the Homestay operators scored 328 points and stood as first rank, followed by "Counseling" (322 points), "Infrastructure" (319 points), Enforcement" (318 points), "Marketing" (299 points), "R&D for Homestay operators" and "Policies" (291 points).

TABLE: 18
ROLE AND RESPONSIBILITY OF THE GOVERNMENT

| Factors | Highly Satisfied | | Satisfied | | Moderately Satisfied | | Dis-Satisfied | | Highly Dis-Sstisfied | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | No | Score | No | Score | No | Score | No | Score | No | Score | Total | Rank |
| | | | | | | | | | | | | |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Infrastructure | 0 | 0 | 39 | 156 | 41 | 123 | 20 | 40 | 0 | 0 | 319 | 3 |
| Course and training | 6 | 30 | 42 | 168 | 26 | 78 | 26 | 52 | 0 | 0 | 328 | 1 |
| Counseling | 0 | 0 | 40 | 120 | 42 | 126 | 18 | 36 | 0 | 0 | 322 | 2 |
| Marketing | 0 | 0 | 24 | 96 | 51 | 153 | 25 | 50 | 0 | 0 | 299 | 5 |
| Enforcement | 0 | 0 | 42 | 168 | 34 | 112 | 24 | 48 | 0 | 0 | 318 | 4 |
| R&D for home stay operators | 0 | 0 | 21 | 84 | 51 | 153 | 28 | 56 | 0 | 0 | 293 | 6 |
| Policies | 0 | 0 | 20 | 80 | 51 | 153 | 29 | 58 | 0 | 0 | 291 | 7 |

Source: Primary Data

**Findings:**

- The majority of homestay hosts are men (76%).

- The majority of homestay hosts (86%) are married.

- The ages of the operators range from 41 to 50 percent of the time.

- The majority of the operators (74%) have degrees..

- Sixty two percent of homestay providers earn between Rs. 10,000 and 30,000 per month.

- 54 percent of homestay owners have between 5 and 10 years of experience running their respective businesses.

1. Fifty one percent of the Homestay operators are having 1-2 number of Single bedrooms.

2. Forty percent of the operators are having 1-2 number of Double bedrooms.

3. Thirty percent of the operators have only one dormitory and the majority (52 percent) are not having dormitory facilities.

4. Fifty one percent of the operators have 50 to 100 business days in a year.

5. The majority (51 percent) of the operators are charging Rs.750 per person per day which includes accommodation and food for breakfast and dinner.

6. Operators are offering Traditional food, North Indian food and customized food. All the Homestay operators are offering Traditional food to the visitors.

7. The social impact of Homestay operations is Homestay will be helpful in understanding the local culture of the people, create job opportunities for local residents, improve social equity and quality of life, and helpful for conservation.

8. Most of the Homestay operators have facilities in their guest rooms like Cot with bed, Bathroom with Geysers, Wash basin, Head shower, health faucet, mirror, TV with dish connection, Cub board, Wi-Fi connectivity. Eighty percent of the operators have a western toilet for the guests. Fifty five percent have health faucets, 60 percent have LED TV with dish connection and percent provide Newspapers to their guests.

9. Most of the operators arrange local transport facilities for their guests. Some of the operators provide picking up and dropping facilities for their guests. Breakfast and dinner are provided by the operators. The operators provide traditional food, North Indian food and Customized food for their guests. Operators arrange campfires at night for the guests. The interaction between guests and operators is limited. Only 10 to 15 percent of the operators are explaining about the local culture and accompanying the tourists during their visit to different attractions. Only 5 percent of the operators give guidance to the visitors in shopping.

10. Because of this Homestay business the quality of life of Operators are improved in terms of income, expenditure, saving, education, physical health, education, wealth, and safety.

11. The government tourism department is supporting in terms of Training for operators in Homestay management, counseling, marketing, policies and R&D for Homestay operators.

**Suggestions for Improvement:**

- The government should organize Training programme for Homestay operators in Housekeeping, Customer Relationship Management and Online business in a regular basis.

- The Homestay operators should provide a video show for the tourists to understand the importance of the Coorg Tourist attractions and local culture.

- Arrange a meeting with a local community organization for interaction, which enables the customer to have better understanding about the culture.

- Community based Homestay operation can be introduced to involve community organization to participate in running a successful Homestay operation like Malaysia.

- Motivate Women organization to involve in Homestay business and Government can provide subsidy for starting the business.

- The Homestay rooms should have western type toilets in their bathroom. The bathroom should be neat and clean and provide with exhaust fan.

- Home stay should have been decorated with good interiors to attract customers. Each room should have Television facilities instead of common TV at the Hall.

- Homestay operators should frequently interact with guests to make them feel at ease and comfortable with the environment.

- Local community organizations can run the shops to sell the locally available products like Coorg Honey, Pepper, Cardamom, and other spices. It will build the reliability of products among tourists.

- Maintain the Lawn with lawn Mowers, clean the carpet, and repair the leaking pipes on a regular basis. This makes the customers have comeback visit.

- Improve the Homestay livings to the level of star hotels, by providing basic amenities like Bath towel, shampoo, soap etc. for the visitors.

- The top amenity every traveler is looking for at this booming age of digital media is Wi-Fi connection. So, provide better internet connectivity at the premises of Homestay.

- Have good photos of your Homestay and put it online advertisements. Good photos help in making a great first impression to the travelers while booking their rooms.

- Promote Homestay business online in an easiest and cheapest way and starts accepting the booking through online and also through online travel agencies.

- To attract and retain customers to the Homestay, a special discount may be provided to the guests who repeat the visit to the same destination.

- Give a feedback form to the guests while vacating the room and make a note of their points for better improvement.

**Conclusion**

Homestay is the best alternative for the tourists at international level. The Homestay business is booming in India and especially in Coorg district of Karnataka. Homestay helps the local community people to generate their income and also provide employment opportunities to the other local people. Home stay provides interaction with operators and tourists can be able to understand the local culture and the safety and security is also good. This paper identifies some major findings and proposed suggestions for better improvement. By implementing the above suggestions effectively, the Homestay operators in the community and the employees

of the Homestay will benefit. Homestay is one the best tool for improving social and economic conditions of the local community in the Coorg tourism destination.

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**ELON MUSK'S TWITTER – A CASE STUDY**

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**Abstract**

Elon Reeve Musk also known as Elon musk a very famous and well-known person from America is one of the top billionaire in the world. He is the founder and CEO SpaceX and CEO and product architect of Tesla. Twitter is a social media platform used by more celebrities and politician to share their own perceptive, thoughts and wishes. It was found on 2006 March by Jack Dorsey, Noah Glass, Biz Stone, Evan Williams. This case study deals about the ownership of Twitter by Elon musk in recent times.

*KEY WORDS –Twitter, Clash, Ownership, Case, Share, Money.*

**Case Study**

Elon Musk is an active person in twitter. He has 113Million followers in Twitter and it is considered as the 1/4th of users in Twitter. On 21st December 2017, he posted a tweet stating that "I LOVE TWITTER". A person named Davesmith a News Anchor retweeted stating that he should buy the Twitter. At that moment he had a thought of buying Twitter and he tweeted sarcastically how much it is? Later he bought 9 percentage of twitter's share. After this the Board of Directors asked him to join the meeting and he accepted it happily. The new CEO of twitter Barack Agarwal welcomed him happily.

On 14th April 2022 Elon Musk announced that he is going to own the entire twitter with the deal of 4000 Crores, American Dollars. Twitter accepted it happily and they were ready to sell the Twitter to Elon Musk. At that time Elon Musk ran out of money so he bought money from one his friend from Saudi Arabia, Prince Mohammed Bin Salman Al Saud and Virgin Records founder Richard Borson and other friends. Later when he got money, he agreed to buy Twitter. The problem arises now, many people criticized that it is more for Twitter to buy and it is not worth it. Elon Musk started to think that he was paying high for it. If Elon Musk would not have bought the Twitter it would be a great Prestige issue for him, so he planned to find the flaws of the Twitter. He found that Twitter has 20 percentage fake and spam users.

He asked Twitter to provide the list of fake users. Twitter refused to show because it would break the privacy of the user. Elon Musk said that Twitter is cheating on him and he created a big issue on it and he refused to buy it. Twitter cased a file on Elon Musk for the false commitment and they had a loss on share. Twitter has more valid points to win the case, Elon Musk had no options left rather than to buy the Twitter. Elon Musk demanded Twitter to withdraw the case so that he would buy the Twitter for the promised amount. In this case, Barack Agarwal played a major role to sell the Twitter to Elon Musk. After buying the Twitter Elon Musk fired Brack Agarwal, Bret Taylor, Parag Agrawal, Omid Kordestani, David Rosenblatt, Martha Lane Fox, Patrick Pichette, Egon Durban, from the Twitter. Though they were fired they hold good positions whereas Elon Musk was pushed behind.

Though Elon Musk has a great plan on twitter, how will be the future of Twitter? Share your thoughts.

## A CASE STUDY OF E-GOVERNANCE INITIATIVES ACROSS INDIA

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## Case

Information communication technology (ICT) makes it possible to efficiently, quickly, and transparently transmit information to the public and other agencies in order to carry out administrative tasks for the government. Government organizations, academic and research institutes, and other organizations employ ICT. ICT's contribution to governance is now widely recognized. The good governance principles highlighted by e-governance include accountability, involvement, social integration, public financial management reform, and progress. The findings of this study highlight how crucial the World Wide Web (WWW) is in facilitating citizen transactions by enabling them to locate and access official information. In the digital era, information management organizations like libraries and knowledge centers are essential to the support of transparent and responsible governance. E-government is necessary.

The governance structure that the developing countries inherited was typified by a lot of file management and paperwork. Governments are in charge of dealing with problems relating to the wellbeing of their citizens. Developing countries are aware that encouraging electronic governance is one way to join the international network. Even if the benefits are not totally clear, it appears that if the emerging countries decide not to join this new global network, they would lag behind more. ICT is a term that is often used to describe these information delivery techniques. The use of ICTs in government makes it possible to deliver services, handle administrative chores, and inform the public and other agencies in an efficient, rapid, and transparent manner.

## E-GOVERNANCE INITIATIVES IN INDIA

The role of ICTs in governance is now well acknowledged. At the past, interactions between citizens and government organizations happened in government offices. Citizens now have more faith in governments thanks to the adoption of a new kind of governance that encourages citizen participation. These new forms of governance, according to Bekkers and Korteland (2005), mark a shift from conventional bureaucratic systems to public-centric ones. It offers a wide variety of services to practically all societal groups.

Internationally, governments in nations like Australia, Canada, Hong Kong, Singapore, the United Kingdom, and the United States, among others, take proactive steps to make ICTs accessible to the general public. Efforts have been made to advance e-governance in India as well. By participating, citizens can transcend the passive role that was prevalent in the 1990s and increase their faith in the government. But at the moment, the majority of e-government programs still see individuals as passive subjects (Pratchett, 1999).The numerous advantages of e-governance include:

- Increasing internal departmental efficiency.

- Reports are now prepared more quickly.

- Application tracking and status monitoring have improved.

- There is less official corruption and citizen harassment.

- Online form submission and search improve financial responsibility, and payment becomes nearly instantaneous.

- The citizen benefits from transparent, efficient, and honest contacts with the government. Information is also readily available. The government gains from the removal of duplication and redundancy. Procedures for collecting data, analyzing it, and performing audits have been greatly simplified. The decision-making process is sped up. Significant progress has also been made in specialized industries including transportation, criminal justice, etc.

- Online tax payment would be available under a web-based government, which would reduce corruption and legal loopholes.

The ICT-enabled government is now providing better services to the public. Putting innovative concepts and technology into use has a lot of potential, but there are also many challenges. This is due to IT's influence on all sectors. A traditional academic library may only have one or two copies of a book available, whereas a digital library may provide instant access to an infinite number of copies. Public policy would guarantee that networking tools were accessible and usable by every library and information center at a reasonable cost. Universal service regulations for libraries must be created in order to provide telecom services at affordable pricing.

Digital information cannot be created or used without a computer; humans are not inherently able to interpret it. It consists of patterns of binary signals recorded on various media, and to interpret the logical structure of these physical patterns that capture the data and offer the

conceptual object in a fashion that the user can understand, software and occasionally specialized hardware are needed (Dack, 2004). New infrastructure, procedures, guidelines, and technical skills are required for the creation and collection of online information. ICT advancements have sparked a rising movement known as electronic governance that seeks to transform how governments function. Dealing with knowledge-based societies, the digital economy, and virtual space transactions would be at the core of this new governance model.

According to Vijayaditya (2004), ensuring community well-being and safety, fostering economic vitality, developing a skilled labor force, enhancing public health and education, constructing transportation and communication infrastructure, and protecting and promoting natural resources are among the priorities for governance-based technology. More people need to be aware of the value of sound governance and the positive impacts it may have on societal and economic development. By creating channels for the exchange of knowledge and information, changing norms and standards as necessary, and creating a platform for specialists, academics, business representatives, and legislators, this can be enhanced. If the government assists regional networks in increasing access, enhancing connection, and fully utilizing their resources, it will be a positive step forward. The ultimate aim is to assess any potential impacts and the actions the government has taken in the digital age.

# CASE STUDY: INTEGRATED CUSTOMER RELATIONSHIP MANAGEMENT FOR INSURANCE PROVIDERS AND APPLICANTS MARKETPLACE

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The nature of the transaction and business, the marketplace has to handle more delicate challenges to allow insurance providers to sell policies and provide support for them across the country. Project complexity increased as a result of the project's size and strict deadlines. Every insurance provider had his own insurance platform. For a sound integrated marketplace, understanding the intricacies of each of these platforms was important. Precisely, Knowledge of insurance industry is to enable customized insurance plans for the prospects through the marketplace integration needed the team to study the health insurance industry in various countries and various business models used by different insurance companies. As the marketplace was dealing with sensitive financial information, extra care was required to be taken for the security and footprint of the insurance application. Thorough testing, the test coverage was set to be the 80% as solution has to deal with information of financial nature. It was challenging to cover these in strict delivery timelines. Hence the broad approach was decided to, divide this project into various phases with specific objectives. Learning standards and formats used by various insurance platforms by the providers, integration of the platforms, building marketplace, testing, and user behaviour analysis of the prospects were the important phases of the project.

The architecting Dynamics of Customer relationship management as the base for building the solution. It was the place from where all actions would happen. The applications first would reach here first, the insurance providers details would be here first, the various insurance products offered, or the customizations done would be part of Dynamics CRM product listing first. This system was the backbone of the application and around that everything else was built. Integrations for insurance providers' CRM applications to reach to CRMs of the applied insurance provider, integration bridges were built to each providers' platform. The secured tunnels were provisioned as the sensitive data would be flowing through this from the marketplace to insurance providers. UI face-lifting had the system relaying the

applications to each insurance provider separately, on the front-end prospects see a single application. And this UI needed to be clean and simple to understand without overwhelming the user with all the possible permutation and combinations of the features offered by the insurance providers. Special attention was given to the field selection and display on the UI. The result was successfully integrated the various insurance providers application form into the marketplace while understanding the complex systems of the client environment and various insurance companies.

Direct import of applications was done in a way that the inputs provided by the prospects could be imported directly in the insurance company's Customer relationship management. All-in-one insurance sales tool for agents was the dynamic CRM integration, electronic application manager tool and quoting tool offered an all-in-one tool to insurance agents. This has helped the agents to build their sales using it and skip the tedious day to day tasks. Today the insurance providers have thousands of agents who use the marketplace for their customers and lead management.

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## CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL ENTREPRENEURSHIP - A CASE STUDY ON PATHOLERAJA

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## INTRODUCTION

Social entrepreneurs are individuals who identify a social problem and use business as a solution. They often start businesses that are focused on helping those in need. This can be done in many different ways including giving to those in need, creating a community, or creating products that help solve the problem. Social entrepreneurs can also work to create companies that have a positive impact on society and the environment. Some of these include companies like Patagonia, Zappos, and Starbucks. However, there is a lack of knowledge and resources available to social entrepreneurs regarding their business models and process. The role of corporations and businesses should be to provide support, resources, and opportunities to social entrepreneurs to help them achieve their goals.

The study adopted an Organizational case study of Patholeraja, Pothole Raja a social enterprise that was founded to save lives and raise social awareness about road safety among all residents for a better India. The goal is to have accident-free roads, to save lives through road building, to mend potholes, to prevent millions of road users from hurting their backs, to save cores of rupees in fuel, and to use waste materials for a sustainable future.

### Figure-1 Business Model of Patholeraja

**METHODOLOGY**

Patholeraja collaborates with public-private partners to form partnerships and engage citizens, employees, and the transgender community in their endeavour to eliminate potholes on roads. This instils a sense of nation-building in them.

Pothole Raja Grid Mats made from recycled polypropylene are placed above the bedding layer of the ground and filled with different filling options.

Create a temporary or permanent, flat, high-quality road/surface/flooring in less than half the time, 20%-25% cheaper with great sustainability, this model creates Environmental Impact & SDG Connect

**CSR AND PATHOLERAJA COLLABORATION**

Private pothole fixation

(i)Electronic City Industrial Areas Total of 600+ Sqmt. 300+ potholes Across Ph.1 &2 in support of ELCITA (ii) Bidadi Industrial Area Spread over 1500 Acres with 30+ km of roads. Total of 500 Sqmt - 250+ potholes in support with Bidadi Industries (iii) Toyota Kirloskar entire plant Pothole Management. Over 300 sqm of potholes ect

Public Pathole fixation

Target Employee Engagement, Hennur Road, Diageo Bangalore, Arundhati Foundation, Cambridge Road, Nissan, Bangalore, Nissan, Delhi

**CONCLUSION**

The case aims to analyse the importance of doing impactful business to solve environmental, economic and people issues, if we see the case of Patholeraja, a social entrepreneur who does an impactful business by closing the potholes, constructing the road with recycled plastic, Causes of Pothole Heavy Traffic Vehicle, movement, BESCOM and BWSSB digging, Water seepage issues Construction quality, the country need more such social entrepreneur There are many benefits because of Social entrepreneurs:

- Social entrepreneurs can be more effective than non-profit organizations in achieving results
- They can have a positive impact on society
- They can have a positive impact on the economy
- They can create jobs,

When social entrepreneurs combine with Corporate social responsibility the support system, resources, and opportunities towards social entrepreneurs will increase and help them to achieve their goals. pathoholeraja's business model is a beautiful example of a CSR and Social entrepreneur model for creating an impactful society.

Figure-2 Patholeraja Busniess Models



## Fixing a pothole

| Prepare to clean up | Cleaning loose debris | Pour Cold Asphalt | Spread out with crown finish(5-6 mm above the existing surface) | Hand Tamping and levelling | Pothole fixed & ready for traffic |

Average **10 mins** per pothole fix

**30,000+** potholes fixed in 30+ cities.

Click here to see the tutorial of pothole fixing – **POTHOLE FIX TUTORIAL**

Safety, material, method and process are of highest order in our execution



**POTHOLERAJA®**
**GRIDMATS®**

Patent No. 398992

Sustainable, Sturdy Roads & Surfaces

KARNATAKA

## In Bengaluru, road built with 100% recycled plastic waste between Ecoworld and ORR

**SPECIAL CORRESPONDENT**

BENGALURU JULY 14, 2022 21:16 IST
UPDATED: JULY 15, 2022 18:38 IST

**The road has been constructed using what is touted as a first-of-its-kind solution by PotHoleRaja called GridMats**





CSR Partners

# REMOTE WORK CASE STUDY

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## Abstract

Remote work has become the norm of the organizations with Covid-19 making many organizations to operate work from home. The experiences of remote work have been explored through a case study of IT (information technology) employees who work remotely. The study indicates that different methods of remote work are available. From the study, the key problems in remote work includes i) Choosing a flexible day and ii) Unplugging from work. Some of the key benefits of remote work includes: i) improvement in the personal and family well-being, ii) save time and money, iii) avoid heavy traffic, iv) happy with their flexible work schedule and v) manage family and work easily.

Key words: Remote work, IT industry, Methods, work from home, hybrid work.

## Introduction

Remote working is defined as 'a situation in which an employee works mainly from home and communicate with the company by email, internet and telephone' (according to Cambridge English Dictionary online, 2016), It is defined as 'a flexible work arrangement whereby workers work in different locations, remote from their central offices or production facilities. The worker has no personal contact with co-workers, but is able to communicate with them using technology' (DiMartino and Writhe,1990). Remote e-working refers to work conducted at any place and any timely using information and communication technologies (ICTs) to stay connected with colleagues and supervisors (Charalampous et al., 2021).

The information technology plays a key role in remote work. Remote workers could provide educational support for children and spend increased hours in house work (Lua and Santana, 2021). The optimistic outcome of remote work is to have good family relationships (Dockery and Bawa, 2020). According to Beňo (2021), e-working is a win-win situation. Employees enjoy autonomy and it is reflected through, "work from home saves employees from the obnoxious office banter" (Mehta, 2021). At times when total working hours are increased, the daily working hours have increased after normal business hours (Gibbs et al., 2021). The well-being of remote work employees has to be addressed through better working conditions

(Madero Gómez et al., 2020). Remote work employees who are under less stress were able to achieve work-life balance (Mohd Daud et al., 2021). It is found that remote work is positive as indicated using sentiment analysis and social media analytics (Wrycza and Maślankowski, 2020). Beyond various other factors, communication is the most influential factor in creating job satisfaction among remote employees in the IT industry (Gigi and Sangeetha, 2021).

On the other side, remote work leads to i) mental health problems among remote workers due to home environment (Sambrani, 2020), ii) compulsory need to be technical sound and learn from co-workers (Donati et al., 2021), iii) techno-insecurity which is related to potential users' feelings of being threatened about losing their jobs due to automation or others with better ICT knowledge (Molino et al., 2020) and iv) non-availability or poor availability of network at home and usage of mobile network. (Raišiene et al., 2020)

**Methodology**

In the present study, twelve employees of IT sector are interviewed about the experiences of remote work. The interview is conducted via phone calls and through zoom meeting links. The following questions are asked among the IT employees .

1. What is your preference for work arrangement? Hybrid/ totally remote (locally)/ totally remote (distributed)/fully occupied at work

2. How many days a week, on average, would you anticipate working in the office if granted flexibility based on what you know today and your job, function, and responsibility?

3. Think about complete flexibility, if any, on what days would you prefer to work at our office?

4. Have you accessed training and professional development opportunities?

5. Are you aware of the pros and cons of remote work?

6. Please explain your ideal work environment (hybrid, remote, at the office) and why?

The responses are documented and used for further analysis. The profile of the respondents is given in the Table 1.

Table 1: Profile of the respondents

| S.no | Age | Gender | Type of work | Total Experience (in years) | No of years in working from home (in years) |
|------|-----|--------|--------------|------------------------------|----------------------------------------------|
| 1 | 35 | Male | ADA(Senior) | 15 | 2.5 |
| 2 | 24 | Female | ADA(Junior) | 02 | 02 |
| 3 | 26 | Female | ADA(Junior) | 2.5 | 2.5 |
| 4 | 47 | Male | Project Manager | 20 | 2.5 |
| 5 | 29 | Male | ADA(middle level) | 8 | 2.5 |
| 6 | 24 | Male | Programmer(Junior) | 4 | 2.5 |
| 7 | 27 | Female | Programmer(senior) | 6.5 | 2.5 |
| 8 | 39 | Female | ADA(middle level) | 11 | 2.5 |
| 9 | 25 | Male | System administrator | 5 | 2.5 |
| 10 | 30 | Female | ADA(Middle level) | 3 | 2 |
| 11 | 29 | Male | CP&D(Junior) | 1.5 | 1.5 |
| 12 | 25 | Female | CP&D(Junior) | 1 | 1 |

(ADA=Application and development Analyst, CP&D=Computer programmer and developer)

**Findings**

From the interview, the respondents indicated key problems in remote work such as i) Choosing a flexible day and ii) Unplugging from work. Some of the key benefits of remote work includes: i) improvement in the personal and family well-being, ii) save time and money, iii) avoid heavy traffic, iv) happy with their flexible work schedule and v) manage family and work easily

***Problems in remote work***

*1.Choosing a flexible day is the main issue*

The employees who are all above 30 years old said that choosing a flexible day is the main issue because some family issues arise immediately because they are not going on that fixed day, and another part of the employees who are less than 5 years of the working experience felt they were going to the office with their friends, but the particular day they are meeting is a difficulty due to the different location, and a female employee who is below 30 years old said that they should only take care of themselves so they can't fix the particular flexible day. One male employee had eight years of experience but felt that because of his health issues, he couldn't fix the flexible work schedule.

*2. Unplugging from their work*

Unplugging from their work means they can't stop their work while working from home. A female employee said that they started their office work once they finished their housework and children's care. So, they started their work at different schedules and finished

it at an unknown time somewhat; it's going up to midnight too. Male employees said that they started the work at different times with their own schedules, but they don't know whether their co-workers completed the work or not.

### Benefits of remote work

#### 1. Improvement in the personal and family well-being

Working from home improves employees' personal and family well-being. Six female employees said working from home helps to improve their family's well-being because they take care of old people if they feel sick and take care of their children's studies too. six male employees said that working from home improves their personal and family well-being because they know their children's education, and take care of their health by exercising and doing yoga

#### 2. Save time and money

Working from home saves them money and time. In general, employees feel that they don't want to get up early, cook, and then get ready to pick up their children, either by school bus or their own vehicle. Female employees say that if they are working from home, they prepare breakfast and go to school with their kids. Two female employees said they give breakfast and lunch too. Four female employees said they would prepare lunch at the appointed time and give it to their parents, then they would continue their work. so they feel the time is saved. Six male employees said that they don't want to travel at peak hours and don't use their own vehicles because gasoline costs are saved.

#### 3. Avoid heavy traffic

Overall, 12 employees feel that in the present situation, people are traveling in their own vehicles, and the bus, auto, and private vehicle traffic is too heavy. The timing of both government and private jobs is the same. They can't skip the traffic problem, but the people who are working there can avoid this situation, which helps to increase their peace of mind.

#### 4. Happy with their flexible work schedule

In their remote work experience of 2 and 2.5 years, employees said that they worked on an office schedule, but now that they have a flexible work schedule, they are happy because they don't have tension and fear about their superiors. They are easy to adopt, and those who are younger than 1 year are happier about their work because they are only working from home, so they don't know about regular office hours.

#### 5. Manage family and work easily

At work, they have a work environment that is within the home only, so they can manage their family and work very easily. Female employees said that they manage family work, with family members celebrating family functions and caring for each family member at the same time as doing their work. If they are going to the office, it is difficult to care about each person individually. At the same time, male employees said that they knew their parents' health issues and medicines and their needs too. With the help of technology, they can work easily and send the work report through the mail or weekly once the

**Conclusion**

Compelled to work from home during the crisis. But the Remote work is more flexible and enjoyable. Working from home concepts are going successfully with the help of technology. The social capital theory of working from home didn't affect the association between demographic variables and digital knowledge sharing. (Tnnessen et al., 2021). But those who are working from home in the IT industry said that there are both problems and benefits to their work. Due to their flexible schedules and need for less travel, they are ready to do their work remotely. But somewhat, the meeting was conducted online, and a few of them faced network issues, so their opinion of their work is hybrid, which means three days a week they are ready to be in their office at either the head office or the hub office, and the remaining four days they are ready to do their work at home.

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## ORANGE CURSE-PROBLEM IN DOWNSHIFTING

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No wasted space or weight – just everything you need for the ultimate ride-ROYAL KTM. KTM is a bicycle and sports car manufacturing company. It is owned by pierer mobility AG. In the year of 2007 KTM came into Indian market by collaborating with the largest two-wheeler manufacture BAJAJ. This partnership allowed KTM to find success in India in a very short period of time. KTM bikes offer robust engines that make sure thrilling speed and motivates customers for great incredible performance. There are 9 bike models offered by KTM in India.

The super most popular bike models are KTM 125 duke, RC 125, 250 duke, KTM RC 200, KTM RC 390 etc. Their famous tagline **"READY TO RACE"** don't just act as a statement or mantra, but a way of life which will give their customers an excitement over every ride. It ensures that the customers are ready for the battle. KTM motorcycles are very expensive because they possess high engine RPM that translate into excess heat, which in turn means a lot more wear and tear.

The KTM motorcycle parts need faster replacement than any other motorcycle which makes servicing the KTM bikes more expensive. KTM is noted for its off-road motorcycle which includes motocross, enduro, Supermoto. These bikes are highly segmented and it considered as highly potential commuter bikes in India. It has set a benchmark for all the riders with high expectation which is noted as their success point. It has set the marketing strategy very carefully knowing the type of bikes it makes. KTM target audience are youth and especially guys who love to have thrill and adventure. It also organize several events to promote safe riding which increased its social presence.

As we know it is successful in all its launch in India, in 2022 KTM faces a new problem. Brand new 2022 KTM bikes developed an intermittent problem. KTM bike owners are much worried about engine turnoff while driving. It started throttling issues at low speed particularly during downshifting. Many were hinting this maybe because of ECU failure. This complaint is being raised in social platforms like google, Instagram, twitter. It is said there that when a customer is facing problem in his new KTM, the showroom is changing

throttle position censor and then the bike is being functioned properly. what disappointing is that the KTM hasn't yet addressed the problem officially.

**Case discussion questions:**

1.  Why do you think KTM hasn't officially released any statement about the customer complaints on social network? Are they ignoring customer's complaint.

2.  Even if it is a false spread in social network, why there is no clarification from KTM officially?

3.  How do you think this incident will affect the Reputation of the company? If so how are they going to handle it

# INFLUENCE OF KNOWLEDGE MANAGEMENT ON OCCUPATIONAL STRESS OF EMPLOYEES IN MANUFACTURING COMPANIES

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## Abstract

**Background of the study:** In today's competitive environment, every individual needs to be a multifaceted person. Especially when it comes to professional life, employees are expected to be familiar with every part of his job. Sometimes they forced to perform more than one task simultaneously, which made them to feel stressful. For managing this situation employees needs to be given separate training, one of such concepts which facilitates employee is Knowledge Management. Knowledge Management is a concept which abridges multitasking of employees and made them to feel less stressed.

**Objectives:** This paper investigates, the role of Knowledge Management in managing stress of employees of manufacturing companies.

**Methodology:** The researcher used descriptive research design, to elaborate the relationship between Knowledge Management and Occupational Stress. Primary and secondary were used to substantiate the objective. 120 primary data were collected from the employees of Siva Foods Impex Private Limited through systematic random sampling method and required secondary data were collected from published sources.

**Findings:** The researcher found significant relationship between Knowledge Management and Occupational Stress. On the other hand, the correction between the independent and dependent factor was found to be negative.

**Social Implication of the study:** Occupational stress is the factor which affects employee's health as well as productivity, while the application of Knowledge Management practice in Manufacturing companies is proved to enhances the personal health, performance and productivity of the employee. Hence this can be followed by other manufacturing industries to enjoy the benefits.

**Conclusion:** Implementation of the Knowledge Management practice in manufacturing organisations was found to be effective and it has strong impact on productivity and as well as managing occupational stress.

*Key Words: Knowledge Management, Occupational Stress, Employees, Manufacturing Companies.*

## 1. Introduction

Multitasking of individual, is expected everywhere today. From employee to executive, from service sector to manufacturing sector multitasking is required today. Society expect people should be *sadhavadhani,* but during multitasking the proportion of attention needed to perform the task has to be increased, that is the individual need to be more concentrated and distraction free. This would be one cause which prominently lead to psychological and physical illness to the employee. The physical illness can be diagnosed at earlier stage so that can be curable at the earliest. When it comes to psychological illness, diagnosis itself take too much of time and the span required for treatment is also comparatively long. One such kind of psychological illness is occupational stress which is better to prevent then curation.

When we discuss the impact of occupational stress, it has the power to reduce service quality [1], leads to reduction in performance [2], affects the employee engagement and satisfaction. Hence the consequences are significant, researches are being done for finding the solution, by which people can do effective multitasking without getting stress. In this research paper the researcher attempts to find whether Knowledge Management, has the power to moderate the occupational stress of the employees at manufacturing industries.

### 1.1 Knowledge Management

Knowledge Management (KM) is essential for an organisation to enhance the performance, to resolve the organisational issues and to achieve the organisational objective in a better way [3] and it is considered as the one of the best assets of the organisation. Easy accessibility of information is the base for the organisational success. KM enables identification, sorting and dissemination of information in the required place.

According to John Girard & JoAnn Girard "Knowledge management is the creation, transfer, and exchange of organizational knowledge to achieve a [competitive] advantage" [4]. The primary motive of KM is connecting the people who is having the information and who needs that information.

### 1.2 The Knowledge Management process has following phases

**Discovering Knowledge**

Every organization has several knowledge sources such as employee's skillset, their experience, their expertise and so on. In some organisations the data or information they have

would be their knowledge source. In this phase the organisation has to discover their exact source of knowledge.

**Collection**

After identifying the knowledge sources, that has to be pooled. Unsorted and incorrect knowledge may lead to incorrect decisions, so the collection has to be done carefully.

**Assessment**

This step involves analysis of knowledge gathered in previous steps. Data funded and collected should be assessed and organized into a structured, searchable, and easily accessible form. Then the KM team should decide, how valuable the data is and how best we can use it for improving the company performance.

**Sharing**

The whole point of knowledge management is sharing the information those who are required to do their best. Once the organisation has detailed and compiled data base and then it would be easy for them to share.

## 2. Review of literature

Hamed Kord, Fereydon Damani & Ali Parvaresh (2015) have studied the relationship between knowledge management and stress among the faculty members of Zahedan University of Medical Sciences. The researchers have considered KM as independent variable and the factors of occupational stress such as demands, control, managerial support, relationship and changes as dependent variable. Based on the research results the researcher found significant and positive relationship between KM and all the five factors of stress. Increase in KM practice facilitates better demands, control, managerial support, relationship and changes among the faculty members.

Craig, Sommerville & McCarney (2004) have made a study titles knowledge management as a stress mediator. The researchers have studied about how the KM practices are moderating the stress of construction employees and they concluded that, the extensive Stress in the construction environment has the potential to cause damage to the individual, to the enterprise, and ultimately to the image of the industry. Properly collected, organised and timely disseminated knowledge has the capability to reduced the stress in construction industry.

### 2.1 Objectives

To study the relationship between KM and occupational stress.

To analyse the magnitude of impact of KM on occupational stress

### 2.2 Hypothesis

$H_0$ 1: There is no significant relationship between age, educational qualification of the respondent with KM and occupational stress

$H_0$ 2: There is no significant relationship between KM and occupational stress

$H_0$ 3: Knowledge Management practice has no impact on occupational stress

## 3. Methodology

The study aimed to examine the relationship between KM and occupational stress of the employees working in manufacturing industry. For this purpose, the researcher has collected 120 primary data on systematic random sampling technique. Every fifth employee of employee pay roll of Siva Foods Impex Private Limited has been considered as the sample of the study. The researcher has used both primary and secondary data, the required primary data was collected through questionnaire. The self-administered questionnaire has been divided in to three parts, the first part related to questions related to demographic information, the second part related to questions related to KM and the third part related to questions related to occupational stress. The collected data were analyses with the help of chi square, correlation and regression analysis.

## 4. Results

### 1. DEMOGRAPHIC DISTRIBUTION OF PARTICIPANTS

- With respect to gender of the respondent 81 (67%) were male and 39 (33%) were female.
- Considering the respondent's age, the highest frequency 65 (54%) was 31-40 category and the lowest frequency was 51-60 group which is found to be 18 (15%).
- Regarding educational qualification, 78 (65%) were diploma qualified, 30 (25%) were school qualified and 12 (10%0 were degree holders.
- 78 (65%) of the employees were residing at rural and remaining 42(35%) are from urban areas.

### 4.2. ASSOCIATION BETWEEN AGE AND EDUCATIONAL QUALIFICATION OF THE RESPONDENT WITH KM AND OCCUPATIONAL STRESS

**Association of Age with KM and occupational stress**

| Table 4.1.1 ANOVA showing Significant difference among age of the respondents with respect to KM and occupational stress | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Factor** | **Age Group** | | | | | **F value** | **P value** |
| | **Below 20 Years** | **21-30 Years** | **31-40 Years** | **41-50 Years** | **50 Years & Above** | | |
| Knowledge Management | 3.21 (0.412)[a] | 2.34 (0.635)[a] | 3.45 (0.241)[b] | 2.55 (0.543)[b] | 4.12 (0.312)[c] | 2.545 | <0.001** |
| Occupation Stress | 3.22 (0.822)[a] | 3.32 (0.712)[a] | 4.12 (0.644)[a] | 3.64 (0.413)[b] | 3.76 (0.533)[c] | 6.43 | <0.001** |

Table 4.2.1depicts relationship between age of the respondent with KM and occupational stress, Since the P value is less than 0.01 the null hypothesis is rejected at 1% level of significance with regard KM and occupational stress.  Hence there is a significant difference among age of the respondent and KM, occupational stress.

Based on DMRT, there is no significant difference between below 20 and 21 – 30 age cluster and also between 31 – 40 and 41 – 50 age segments whereas these groups are significantly deferring with above 50 age group with respect to Knowledge Management.  Similarly, there is no significant difference between below 21,21 – 30 and 31 – 40 age baskets whereas these group is differing with 41 – 50 and above 50 age group in case of occupational stress.

### 4.2.2.   Association of Educational Qualification with KM and occupational stress

| Table 4.2.2  ANOVA showing Significant difference among educational qualification of the respondents with respect to KM and occupational stress | | | | | |
|---|---|---|---|---|---|
| **Factor** | **Educational Qualification** | | | **F value** | **P value** |
| | **Schooling** | **Diploma** | **UG** | | |
| Knowledge Management | 3.66 | 4.23 | 3.11 | 2.265 | <0.001** |
| Occupational stress | 3.24 | 3.11 | 2.31 | 3.612 | <0.001** |

Table 4.1.2 explains the relationship between educational qualification of the respondent with KM and occupational stress. Since the p value lower than 0.01 the null

hypothesis assuming no relationship between educational qualification with KM and occupational stress holds no good and it is rejected at 1 per cent level of significance. Therefore, there is a significant difference between educational qualification with KM and stress. =

## 4.3 RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT AND OCCUPATIONAL STRESS

| Table 4.3.1 Person correlation between knowledge management factors and occupational stress. | | | | | | |
|---|---|---|---|---|---|---|
| **Factors** | **Knowledge creation** | **Knowledge application** | **Knowledge internalisation** | **Knowledge acquisition** | **Knowledge sharing** | **Occupational Stress** |
| **Knowledge creation** | 1 | 0.432 | 0.567 | 0.982 | 0.678 | -0.223 |
| | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| | | | | | | |
| **Knowledge application** | | 1 | 0.834 | 0.416 | 0.674 | -0.315 |
| | | | 0.000 | 0.000 | 0.000 | 0.000 |
| | | | | | | |
| **Knowledge internalisation** | | | 1 | 0.723 | 0.821 | -0.428 |
| | | | | 0.000 | 0.000 | 0.000 |
| | | | | | | |
| **Knowledge acquisition** | | | | 1 | 0.923 | -0.754 |
| | | | | | 0.000 | 0.000 |
| | | | | | | |
| **Knowledge sharing** | | | | | 1 | -0.546 |
| | | | | | | 0.000 |
| | | | | | | |
| **Occupational Stress** | | | | | | 1 |
| | | | | | | |
| | | | | | | |

Table 4.3.1 states the relationship between KM and occupational stress. Since the p value of Knowledge management factors with occupational stress factors are less than 0.01, the null hypothesis holds no good and it is rejected at 1 per cent level of significance. Though there is significant and negative relationship between knowledge management factors and

occupational stress. The increase application of in knowledge management factors reduces the occupational stress. Among the five factors knowledge acquisition is the main factor influencing occupational stress. 1 per cent increase in knowledge acquisition cause 7.54 per cent reduction in occupational stress. Similarly, knowledge sharing is the second influencing factor which causes 5.46 per cent reduction and knowledge internalisation causes 4.28 per cent reduction in occupational stress respectively.

**Impact of Knowledge Management on Occupational stress**

**Table 4.3.2 showing regression between knowledge management factors and occupational stress**

| | | |
|---|---|---|
| Dependent variable | : | Occupational stress (Y) |
| Independent Variable | : | • Knowledge creation ($X_1$) |
| | | • Knowledge application ($X_2$) |
| | | • Knowledge internalisation ($X_3$) |
| | | • Knowledge acquisition ($X_4$) |
| | | • Knowledge sharing ($X_5$) |

| | | |
|---|---|---|
| Multiple R value | : | -0.594 |
| R Square value | : | 0.678 |
| F value | : | 56.561 |
| P value | : | <0.001 |

Table 4.3.2 indicates the impact of knowledge management on occupational stress. Since the p value is less than 0.01, the null hypothesis assuming there is no impact of knowledge management on occupational stress was rejected at 1 per cent level of significance. Therefore, the knowledge management practice in organisations is found to have impact on occupational stress of employees. The multiple R value -0.594 indicates, knowledge management practice in organisation has the power to reduce the occupational stress by 5.9 per centage.

**5. Findings**

- Age of the employee is significantly associated with KM and occupational stress
- Educational qualification of the respondent is notably related with KM and occupational stress

- The correlation between KM and occupational stress is significant and the negative correlation indicates the inverse relationship between knowledge management practices and occupational stress

- The regression between KM and occupational stress is significant and negative, the negativity states, occupational stress is expected to decrease by 5.9 per cent for 1 percentage increase in knowledge management practices.

## 6.    Conclusion

Managing the stress of employees is a big task toady. Even though the employee's personal reasons may also be the cause, the prominent are from working place. That too in manufacturing industries, the complicated work process, noise and hectic work schedule are the notable causes. Since the consequences are very serious and it affects employee's health as well as productivity, organisations are taking vigorous steps to moderate the level of stress. The findings of this paper suggest implementation of KM practices would be the better way to reduce the stress of the employee and it will also facilitate availability of knowledge in required place and time.

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# MATCHBOX MAKERS INDIA

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Matchsticks are an extremely useful tool for starting a fire. In the kitchen, they are used to light ovens, kerosene stoves, and cookers. Other uses include starting a fireplace, industrial burners, a campfire, or lighting candles. Matchsticks are made from strips of plastic, wood, or cardboard. Under controlled conditions, matchsticks are used to start fires. They are widely used in many households to start fires for cooking. They are also used in industry to start fires when heat energy is required, as well as to burn waste materials. Matches are sold in bulk. There are the wooden ones that come in boxes. There are also paper matches, which are stapled into matchbooks in rows. Matches are always in high demand because they are used in almost every home and almost every industrial establishment. This means that the matchstick manufacturing industry has enormous profit potential.

## INDIAN MATCHBOX INDUSTRY

India is a 1500 Cr market for Matchbox industry. India produces four crore matchboxes per day, the cheapest in the world. Every third matchbox in the world is made in India. The industry produces 90 million bundles per year, with each bundle containing 600 matchboxes and each box containing 40 to 50 sticks. In India, wooden match production is divided into three sectors: the mechanized large-scale sector, the handmade small-scale sector, and the cottage sector. The handmade small-scale (67%) and cottage (15%) sectors account for 82% of total match production, where technology has remained relatively simple. These two non-mechanized match industry sectors are distinguished primarily by output size. The cottage industry in matchmaking is officially defined as any manual production unit producing fewer than 75,000 cases of match boxes per year.

## INDIAN FMCG INDUSTRY

The fast-moving consumer goods (FMCG) sector is the fourth largest in the Indian economy, with Household and Personal Care accounting for half of FMCG sales. The key growth drivers for the sector have been increased awareness, easier access, and changing

lifestyles. The urban segment (which accounts for approximately 55% of total FMCG revenue in India) is the largest contributor to total FMCG revenue. However, in recent years, the FMCG market in rural India has grown faster than in urban India. Semi-urban and rural segments are rapidly expanding, with FMCG products accounting for 50% of total rural spending. The FMCG sector has grown from US$ 31.6 billion in 2011 to US$ 52.75 billion in 2017-18. The sector is further expected to grow at a Compound Annual Growth Rate (CAGR) of 27.86 per cent to reach US$ 103.7 billion by 2020. Growing awareness, easier access, and changing lifestyles have been the key growth drivers for the sector.

**Major Matchbox Manufacturers in India:**

1. Gerwin Matches
2. Rajashree Match Works
3. Quenker Matches
4. Asia Match Company Pvt Limited
5. Sri Kaliswari Color Matches Works

**Major Matchbox Companies in India:**

1. AIM
2. Homelite
3. Ship
4. Tiger
5. MANGALDEEP
6. Cycle

**RECENT NEWS:**

The price of a matchbox will rise from Rs 1 to Rs 2 on December 1 due to a rise in production costs caused by an increase in raw material prices, the industry body said on Sunday. When purchased for Rs 2, consumers will receive more matchsticks in a box, increasing from 36 to 50 per box. The proposed price increase comes after a 14-year hiatus.

**Key Segments Covered:**

| Segments | Sub-segments |
|---|---|
| Type | • Ordinary Matches<br>• High-grade Matches<br>• Others |

| Packaging | • Small Match Boxes<br>• Large Match Books |
|---|---|
| Distribution Channel | • Supermarkets & Hypermarkets<br>• Independent Retailers<br>• Convenience Stores<br>• Specialist Retailers<br>• Online Retailers |

## INDUSTRY PAIN POINTS:

The industry produces 90 million bundles per year, with each bundle containing 600 matchboxes and each box containing 40 to 50 sticks. According to the All-India Chamber of Match Industries (AICMI), an association of around 200 match producers, the Rs3,000 crore industry, which employs around 300,000 people, is expected to end 2007-08 with losses of Rs90 crore, up from Rs55 crore the previous year.

Tamil Nadu produces nearly 75% of all matches, and the industry appears to be at a crossroads, with many firms diversifying into other industries such as textiles, fireworks, and printing. The diversification is primarily due to a labor shortage, an increase in raw material prices, and the fact that the price of a matchbox has remained constant at around 50paise over the last ten years.

## WORKERS PAIN POINTS:

Physical, chemical, and ergonomic hazards threaten the workers. Physical hazards include excessive heat compounded by inadequate ventilation. They are also subjected to high-volume music played by the employer, preventing them from communicating with one another and forcing them to be fully engaged in the work. They are at risk from a variety of chemical hazards, including potassium chlorate, commercial sulphur, glue, black and red manganese, red phosphorus, antimony glass powder, and others. People working in match factories are exposed to major occupational health problems due to the synergistic effect of chemicals in the presence of excessive heat and lack of ventilation, as well as poor ergonomic conditions.

Acute occupational illnesses that are commonly observed include allergic skin diseases, allergic lung disorders, and eye irritation with lacrimation, photophobia, and conjunctivitis. Long working hours, exposure to excessive heat, poor lighting, poor posture, overcrowding in the workplace, and continuous sitting in one posture all contribute to health problems such as joint pain, body ache, fatigue, and other muscle-skeletal issues, resulting in stunted

physical growth and development, among other things. Accidents pose a threat to the community from all perspectives, national, industrial, and individual. When industrial accidents occur, they cause physical distress, financial loss to the worker and his family, loss of production and productivity, a financial burden on the employer and the state, and a significant loss to the economy.

**BUSINESS PAIN POINTS:**

Most of the brands which are selling matchboxes are differentiating their product line into two major verticals Small Match Box and Large Match Box. Even though there is no vast difference between the small and large size match boxes but sale of small is way more higher than the large one in spite of having less advantage than the large one. Manufacturing both will involve same amount of effort and cost (slightly variable), While the manufactures margin is comparatively higher for a large match sticks. Usage of one large matchstick will reduce the usage of 2 small match sticks. So the amount of waste created because of Match sticks will be reduced to 50% and wastage of matchboxes to 25% which will have a very great socio-environmental preservation measures.

A study proved that an average of 32% of match stick of a large match box is wasted without use because of less quality of the matchbox and the main reason is that the box is becoming very soft and losing its ability to light up as it used to be. So the customers are more inclined towards small match boxes. To change this the manufactures has to pump in some more money to improve the quality which will eventually increase the price of the match box which is a very new phenomenon to our customers.

Govt of India is trying to take lot of control measure to reduce waste and environmental conservation method. Being a responsible corporate these Match box manufactures/brand wants to shift from small to large match box but couldn't because of people perception on large match boxes.

Being a responsible citizen what will be your view on this and your suggestion.

**Case discussion questions:**

1. What is a bottle neck in this Case?
2. What is the analysis about the Match box industry in India?
3. What is the most important pain point according to you in matchbox industry?
4. Give a solution/ plan to overcome these pain points and change the market drastically.

**Social Education Economical Development Society (SEEDS)**

**Intervention to mitigate the impact of COVID-19 during Lockdown.**

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## Background of the Case

Social Education Economic Development Society (SEEDS) is a non-profit organization promoted by Mr. S.D. Pandian, a Sarvodaya Worker. He has associated himself with the Sarvodaya Movement of Acharya Vinoba Bhava for more than two decades. His father and grandfather also played an active role in the Sarvodaya Movement.

Mr. S.D.Pandian, with his rich experience in promoting ideals of the Gandhian thoughts, voluntarily initiated rural development activities with the help of like-minded individuals around Aruppukottai, Tiruchuli, and Kariyapatti Blocks. To strengthen the services better, a society was registered namely, "Social Education Economic Development Society" (SEEDS) in the year 1995 under the Tamil Nadu Societies Registration Act 27 of 1975.

## SEEDS NGO

SEEDS is a Non-Governmental Organization working for the upliftment of rural farming community through number of available avenues like promoting voluntarism, Networking with existing grass root level farmer and women forums, reaching out various department of State and Central Government, Banking and Non-banking Institutions, linking with local and national level marketing systems, Establishing resource outlets etc.,

SEEDS envisages, a society, where poor and marginalized women are socially, economically developed with environmental consciousness and gender equity; and the children enjoy their childhood. Enabling the poor and marginalized families by organizing themselves, and facilitating their empowerment process to achieve their socio-economic development through a process of organisations, institution building and effective participation.

## GENESIS

The major working area of SEEDS NGO is under rain fed through which the farmers able to cultivate only one or two crops in a year. During the summer the land will become fallow. This situation influences a lot in the socio-economic status of the people of this region. Hence SEEDS has given priority to work on the Land Development activities. Though watershed project intends for the farmer development, the study area was mostly cultivated

by Dalit Community people using leased land. So, there is an urgency to work for the upliftment of the area.

In the early stages the funding agencies didn't have a trust on the newly established organization. There was lack of staff to work. The founder himself used to walk along to the remote villages and create awareness to the community and organize them in to groups and bridge the Govt. schemes for the community.

During the year 2009, SEEDS approached the National Bank for Agriculture and Rural Development (NABARD) for initiating a Capacity Building Phase (CBP) which covers 101 hectares of land. The project has helped us to promote 5 Farmer Interest Groups (FIG) consisting of 20 members each and Village Watershed Committee (VWC) consisting of 15 members in five villages. Rising of bunds, formation of farm ponds and tree plantation activities are undertaken seriously.

Reviewing the progress of the project, NABARD has supported for Full Implementation Phase (FIP) in the year 2011 covering 1123 hectares of land. The project envisages for developing water harvesting systems like check dams, farm ponds, deepening of ooranis, channel renovation, field bunds, bush clearance, levelling and tree plantation in five village Panchayats in the Kariapatti Block of Virudhunagar District with the support of Tamil Nadu Watershed Development Agency (TAWDEVA).

The establishments of water harvesting systems have helped to recharge the open well and drinking water borewells which ultimately improve the water capacity of the cultivable lands leading increase in the cropping system and cropping pattern.

In the year 2012, a Participatory Rural Appraisal (PRA) through which we identified as it is drought prone low rainfed area, most of the farmers are cultivating in leased land, depend on money lenders for financial needs, forced to sale the agriculture produces for middle man and consequently loss or inadequate profit from the business. To challenge all these problems initially millet cultivation was recommended as rainfed farming.

The SEEDS Former Producer Company was emerged in the year 2015 with 125 shareholders from this project area as the need of the hour. Around ten active farmers were selected for an exposure visit to FPC where they gained knowledge on Companies Act and importance of registration. Several meetings were organized subsequently to enable deep understanding on the subject. During April 2015 SEEDS FPCL was registered under the Companies Act. The selected 10 members constituted as Board of Directors (BoD) who contributed Rs.10,000/- each and thus the FPO raised 1 lakh as its initial investment.

The first successful Trade done with "Kuthiravali" -minor millet, procured from 60 farmers belongs to Paramakudi region and marketed to the tune of 21 MT to Kalyani Mills. The SEEDS FPO has made a turnover of Rs 5 Lakhs through this new venture which has given confident over the FPO. The second business was through herbal marketing as Virudhunagar District is well known for its wide range of traders during the summer. During the off seasons people are engaged in gathering the wild herbals which grown up naturally. The supply of 150 MT dried herbal plants to one NGO Covenant Centre for Development (CCD) which costs to the turnover of Rs 5 Lakhs benefitting 200 gatherers.

Various agricultural commodities around 10 MT are marketed to a bulk buyer Safe Harvest, Bangalore through which the FPC have achieved a turnover of Rs 14.71 Lakhs.

The salient feature of the SEEDS-FPO is not to compromise on Quality of the products during the procurement and Timely supply of the committed orders. These characters have made the Safe Harvest Company to make potential orders in subsequent years.

After realizing the positive factors of the FPO, 350 shareholders joined voluntarily. In the year 2016 a dynamic Chief Executive Officer (CEO) and five Community Development Organizers (CDO) were appointed which increased the number of shareholders; create linkages with the banking sectors, planning for new agricultural business activity – made all possible.

**Benefits for the farmers:**

The major advantages enjoyed by FPO shareholders are

- Timely credit facility for crop production.
- Payments to the farmers are made promptly in the farmgate itself.
- Ensure NO weight loss of produce.
- Reduced farmers time and money on transport
- No bargaining, No commission since No middlemen.

The FPO fix comparatively good rate to the farmers produces by an increase of Rs.5 to Rs.10 per kg than the local traders. Thus, there was a new revolution in price fixing was made. Through the external support from the financial institutions like ANANAYA and SAMUNNATI have helped the FPO to disburse Crop and Livestock loan needs of the farmers for Livelihood support to the tune of Rs192 lakhs covering 593 farmers in FY 2016-17

## Achievement

- The business turnover obtained in FY 2016-17 is Rs 1.39 crore which is 6-fold increase when compared to 18.69 lakhs during FY 2014-15.

- In July 2017 fertilizer shop was opened by the FPO to reduce the cost on fertilizers, provide quality pesticides and agricultural inputs for the benefit of the farmers.

- For the first time awareness on Kothari brand mixed fertilizers was made successfully instead of SPIC in this area

- Around 25000 MT of inputs procured and supplied to farmers' use which shows a positive growth rate of Crop and the Yield.

- SEEDS aimed at business 1180 MT of commodities to FPOs achieve a turnover value of Rs 408 crore in FY 2017-18 to the corporate supply of commodities.

- This year a new concept "Home Product Marketing" was started to supply farmer produced home products to 500 local families which consist of 27 products for a cost of Rs 1000 which is equivalent to Rs.1400 in the open market.

## Grounds of Success

The reason for the successful achievement of the FPO is analyzed, the foremost rationale is that the real field work done by the Founder and Secretary Mr. SD. Pandian and his Father in those times contributed more for the establishment, their simplicity, easily approachable leadership and mingling with the community as they have working experience in Boodhan Movement of Vinoba Bhavaeo.

The well-built people's institutions like SHGs, farmer clubs, village water shed committee laid a strong foundation for the growth of FPO. Capacity building of the stake holders through series of training on sustainable agriculture, summer ploughing, soil testing, bio farming practices, social awareness, promotion of crop insurance and goat rearing etc., organized through Resource Institution and proper monitoring of the activities are the key plus factors identified for the Ground Success.

## Key outputs

- Formation and strengthening of community institutions of agriculture-dependent rural families to manage and self-govern – generic women SHGs, producer groups, farmer groups and their apex bodies

- Improved productivity, reduced cost of cultivation, better returns and thereby increased income from agriculture through adoption of sustainable agricultural practices

- Diversified livelihood opportunities and promotion of agriculture and allied enterprises (dairy, goat, small ruminants, agriculture inputs production units, value addition units etc.)
- Improved availability and access to financial institutions with low rate of interest with diversified financial products including insurance
- Improved awareness, access and capacities to realize all eligible entitlements, facilitated through localized community resource persons

## Main Outcomes

- Increased skills and performance of rural women engaged in agriculture and allied livelihoods
- A positive shift in the bargaining power in favor of communities as they interact with other players on a stronger footing
- Drudgery reduction for women in agriculture through use of appropriate women friendly tools / technologies for pre- production, production and post-production operations
- Improved opportunities for employment and business environment for community to take up entrepreneurial activities in project areas
- Enhanced capacities and availability of localized community management service providers, and established linkages with key players in the agriculture value chain
- Substantial employment generation and asset creation; and assets in the name of women
- Significant improvement in poverty reduction and human development indicators of health, food and nutritional security

**Intervention to mitigate the impact of COVID-19 during Lockdown.**

The novel Corona Virus Disease (COVID-19) started in China during December 2019 causes respiratory infections, easily transmitted and life threatens to become a global epidemic. The societal and economical impact on poor has already been dramatic and could be more so as it takes hold in poorer nations like India.

Tamil Nadu State Government has taken a number of initiatives to prevent the spread of the Corona Virus rapidly; the State wide lock down is an important decision but has changed life a painful one to all. People have been asked to stay home and maintain social distance and thus they avoided tours, theatre, parties, constructions and purchasing ornaments but the Government could not stop people to come out of home for FOOD.

The region SEEDS is in operational is remote villages, rendering services to small and marginal farmers and landless agri. labourers. 40% of the people in our service area belong to SC community. There are maximum number of young widows and destitute women in the region. During the lockdown period they were jobless and couldn't afford to earn even for a single meal for themselves and their dependents. So, in order to prop up the suffering communities SEEDS took up this initiative to mitigate the impact of COVID-19 during Lockdown.

SEEDS had been serving the rural poor since 1995, could understand the real need for the poor rural community during the pandemic and got self - motivated to take up this initiative. As SEEDS having been working with the rural poor for the past 25 years, had developed a good identity with the rural community.

**Home Pack of Groceries for Public**

Social Education Economical Development Society - SEEDS has come up with an innovative idea that "Home Pack of Groceries at Doorsteps"- the District administration of Virudhunagar has appreciated the effort that supports the Government who wanted to prevent the spread of Corona Virus. The District Collector officially announced in the Printed and Social media authorized SEEDS and SEEDS Farmer Producer Company Limited (SFPCL) for home delivery throughout the District.

SEEDS has arranged the quality Grocery of Home Packings from the SFPCL, who directly procures Non- Pesticides Management Produces from the local farmers.

Moreover, SEEDS had been empaneled by different Govt. agencies as a FPOs promoting organization and had promoted an FPO in the region which runs a processing unit for cereals, millets, pulses and spices. So, there was stock of food grains and we could easily organize and supply the needy during the lockdown. SEEDS have a good rapport with the Govt. line departments in the district and so was able to avail permissions to move around to supply the groceries to the needy at their door steps.

The Home Pack worth Rs.1000 fulfills the basic Grocery needs of a family for a period of one month. On seeing the announcement, people from different parts of the District registered their demands over the phone and the trained social workers start deliver the Home Pack within 5 hours. By this new innovative initiative all stakeholders - the farmers, SFPCL and the borrowers were benefited. The borrower able to save at least Rs.200, the SFPCL apart from their own profit enable to procure from the farmers for additional price of Rs.5 – 10 per kg when compared to open market.

## SOCIAL EDUCATION ECONOMICAL DEVELOPMENT SOCIETY (SEEDS)

In order to save the life of most vulnerable, we have identified 2200 people through Farmer Producer Company Limited like SEEDS, Ramanar, Ramnad and Vizhuthugal and distributed the quality Groceries of Home Pack worth Rs.1000 at free of cost to lead their daily life free from worries and hungry.

### Milk Support to 25 Nomadic Tribal Children:

There are 70 Nomadic Tribal families living in the Panickanenthal village near Kariyapatti under Virudhunagar District. During the lock down, their small income from selling the age-old traditional ornaments in nearby town has stopped and they become handicapped. Usually, these nomadic tribes give birth more children and they are very pity to see that nearly 25 children below the age of 5 are being given the Cooked Rice water as Milk.

They have provided 200 ml of milk to each 25 poor children every day. A local milk vendor from Kariyapatti has given Rs.4000 as an advance to supply of milk to the identified families till the end of lock down period.

### Implementation Team:

Under the Guidance of Mr.S.D. Pandian, Secretary of SEEDS and with the Supervision of Mr.P.Sivakumar, CEO of SFPCL there are 30 staff including 12 women involved in purchasing, packing and distribution work with necessary precautionary health care measures. The team has been worked for more than 8 hours and reached to a radius of 10-40 KM per day. The team also educated the beneficiaries on the prevention methods like hand wash, face mask, social distance and clean environment.

### Initiatives through Social Media:

The activities of SEEDS has widely covered by the News Media like Daily Thanthi, Dina Malar and Malai Murasu during this lock down period which enable to reach their services to the unreached remote rural areas.

SEEDS NGO has also updated its Lock down related work report in the Social Media for time to time.

1. Donate Now page : <https://www.facebook.com/Donate-Now-107334074250937>

2. Face Book: - <https://www.facebook.com/seedsorgngo>

3. Blogger: <https://seedsngo.blogspot.com>

4. Website:<www.seedsvo.org>

### Overcoming the Problems and Challenges

Due to the State wide lock down to prevent the spread of COVID 19 – almost all human life

has become panic. Continuous unemployment has created starvation among daily wage labour especially vulnerable like widows, destitute elderly, sanitary workers, migrant labours, nomadic tribes, physically challenged and orphan children.

Under the leadership of SEEDS Secretary Mr.S.D.Pandian, A three-member team consisting of Mr.S. Pandiaraj and Mr.S.DharmaNeethi from SEEDS Resource Institution seriously discussed over the issues, developed fundraising proposal and forwarded requests and proposals to many corporates in the region for fund assistance. But it was in vain. The team approached existing partners and the District Administration for possible financial support. They were able to mobilize funds from our financial partners who were in connectivity with the organization and assisting their FPOs. As SEEDS had a good rapport with the District Collector, he helped SEEDS through various sources to render our service to the frontline workers in the District.

The main source for their funds was their financial partners and received Rs. 10.0 Lakhs from the Govt. Transportation was a major issue during implementation. Hiring vehicles was an issue. During the lockdown purchase of certain commodities was difficult due to augmented prices. Police check posts and enquiries with their staff was an issue. Staff who were volunteering during implementation felt isolated from their families during the pandemic. They were able to overcome the issues and move forward only with the good rapport and identity with the society and good support from the Govt.

SEEDS was in the forefront in implementation and this had created a good impact among other NGOs working in the District. SEEDS has reached out to the rural farming communities despite numerous challenges posed by the pandemic and the climate change. As the world and India deal with the anguish caused by the COVID 19 pandemic, SEEDS stood strong with the communities across all its operational areas.

Most of the farming communities and the vulnerable live in rural areas and they are particularly vulnerable to severe impact from the pandemic and the resultant economic contraction. The Pandemic has proved to be more than just a health crisis but has permeated and disrupted the life, having long lasting or even permanent impact on life and livelihoods of the rural communities. The challenges are all the more severe in isolated rural communities with a host of varying development disadvantages. The impending economic crisis has further reduced employment opportunities.

SEEDS has swiftly responded to the pandemic, ensuring that benevolent aid and recovery assistance reaches those most in need through several initiatives supported by various

agencies. The organization stands in solidarity with the scores of frontline workers and charitable workers to fight this pandemic. SEEDS has been able to prioritize and support rural livelihoods during the pandemic, by restoring livelihoods, providing market opportunities for farmers through formation of Farmer Producer Organization, financial support for women to begin new micro enterprises within the villages, providing critical backward and forward linkages for the farming community to sell their produce thereby providing hope to hundreds of families who are in terrible need of income. Strengthening farmer producer organizations and facilitating various bank loans and government subsidies have given a gleam of hope to nearly 1 lakh farmers who are members of these FPOs supported and nurtured by SEEDS.

The beneficiaries are very much contented with the service provided by SEEDS. They have a trust on SEEDS and due to the interventions by SEEDS the livelihood, social and economic status had been enhanced.

As the region is rainfed, agriculture is seasonal and during the lean periods male farmers migrate to other towns sourcing for alternate employment opportunities. After SEEDS intervention with support for agri. allied activities the migration is curtailed and there is an enhancement in the livelihood status of the farming communities.

 Mr. S. D. Pandian, the Chairman of SEEDS FPCL honoured with the best COVID – 19 service Award by the District Collector, Virudhunagar. SEEDS was honoured with a grant of Rs. 10.0 Lakhs through TNRTP for its best service during the pandemic. The grant was utilized for purchase of a load carrier vehicle for Rs. 7.0 Lakhs and the balance as working capital. The untired effort of the team leader has fetched good results.

**Impacts of the Project:**

☐ Vulnerable lead their daily life free from worries and hungry.

☐ No. of people stay home has been increased.

☐ Health consciousness among rural people has been increased by using hand wash, face mask, keep social distance and keep environment clean.

☐ People follow and support the Government rules and regulations related to COVID-19.

☐ Volunteerism emerged among the community to support the poor and needy.

☐ People start respects and follow the Doctors, Police and Service Sector people.

**SEEDS – A futuristic perspective**

SEEDS is intended to conceive, develop and implement a block chain project for farming community in India and inter-alia develop certain block chain technology and thereafter

study the trends in farmer lending and overall farmers well-being and those who are associated with the Farmers Producers Organizations (FPOs).

*Essential baseline and background of the Project:*

Collectivization of producers, especially small and marginal farmers, into producer organisations has emerged as one of the most effective pathways to address sundry challenges of agriculture but most importantly, an improved access to investments, technology and inputs and markets. Department of Agriculture and Cooperation, Ministry of Agriculture, GoI has framed a National Policy for the promotion of Farmers Producers Organizations.

The main objective of FPOs (Farmer Producer Organisations) is to organize farmers into a collective and improve their bargaining power in the market. In particular, reduction of cost of borrowing, providing market linkages and overall wellbeing of the farmers. However, mere aggregation will not yield desired results unless the demand side and supply side problems are addressed. On the demand side, farmers would like to have access to timely finance with lower rates of borrowing. On the supply side, lenders require more information to assess the default risk of the farmers and thereby reduce their information asymmetry problem.

This proposed project aims to reduce the frictions on both demand and supply side by introducing two specific technology-based interventions, namely, robot-advising service (on the demand side) that aims to improve financial discipline of farmers and block chain design for farmers transactions with FPO and lenders (on the supply side), that aims to reduce the information asymmetry and better monitoring of assets for the FPO and lenders. These two technological interventions may help reduce borrowing costs and improve farmers' economic well-being. Thus, more and improved margins through FPO aggregation would increase farmers' contribution to India's GDP, hence this is first block chain implementation for farmers in India. Research on technology interventions to reduce information asymmetry is limited for farmer empowerment.

❖ Develop two specific technology-based interventions, namely, robot-advising service (on the demand side) that aims to improve financial discipline of farmers and block chain design for farmers transactions with FPO and lenders (on the supply side). In broad parlance, to build a blockchain interface of lender and the FPO-Farmer Producer Organisation referred to as ("Technology Development")

❖ Develop chatbot to improve facility of repayment mechanism from farmers

❖ Appropriate naming reference shall be identified for these 2 technological interventions. UoH shall be the IP owner of these technologies.

❖ The technology will be an easy interface between lenders and FPO & farmers

❖ Increase transparency between lenders and farmers over financial transactions. 3 (three) rounds of borrowings shall be observed from pilot start date and will review impact of block chain in the overall Project

❖ Project working scope will be extended to Telangana and Andhra Pradesh

The Project aims to partner with Samunnati Financial Intermediation & Services Pvt Ltd ("Samunnati") and Social Education Economical Development Society -SEEDS, Roles and responsibility as the lender and FPO respectively and works towards building a block chain between the two entities. Both the external parties, Samunnati and Seeds FPO shall be the consenting parties for this MOA.

**State level Consortium**:

Majority of FPOs struggle to establish viable and sustainable business models and achieve significant revenues and returns to their members. To overcome this hassle a state level consortium is to be formed aggregating the producers and create a state level umbrella support for the member FPOs in reducing the risk in agriculture and refining the access of small and marginal producers to investments, technology and markets. This strategy will prop up in achieving better coordination among FPOs, will enable them to enter into policy negotiation with the state and central agencies, pave them a path to access services and inputs from Government and private agencies, upsurge their capacity in cost effective manner, seek credit from financial institutions and leverage their opportunities in agribusiness.

**Conclusion:**

It is really appreciated over SEEDS participation in supporting the poor during the emergency. This is only a startup and a strategy to overcome the crisis of covid pandemic. We all need to go a long way to restore sustainable socio-economic development among poor. Sincere thanks to the District Administration, NABARD, Donors and friends who have supported SEEDS to make all things possible in a short period to bring smile among vulnerable.

**Exhibit 1**
**SEEDS PROMOTED FPO'S**

| S.No | Farmers Producer Organization | No.of. Farmers | Supported by | Share Capital Mobilization |
|------|-------------------------------|----------------|--------------|----------------------------|
| 1 | SEEDS FPO | 3099 | NABARD | 30.99 Lakhs |
| 2 | RAMANAR MILLETS FPO | 1967 | NABARD | 19.67 Lakhs |
| 3 | RAMANATHAPURAM CHILLIES FPO | 2184 | NABARD | 21.84 Lakhs |
| 4 | VIZHTHUGAL FPO | 1285 | NABARD | 21.85 Lakhs |
| 5 | VIRUTHAI MILLETS FPO | 1560 | SFAC | 15.60 Lakhs |
| 6 | MAIZE FPO | 1004 | SFAC | 10.04 Lakhs |
| 7 | COCONUT FPCL | 1000 | SFAC | 10.04 Lakhs |
| 8 | PULIYUR & PUGALUR MILLETS FPO | 1000 | SFAC | 10.00 Lakhs |
| 9 | THENI COCONUT FPO | 1000 | SFAC | 10.00 Lakhs |
| 10 | NANJIL NADU FPO | 1000 | SFAC | 10.00 Lakhs |
| 11 | NALLARU COCONUT FPO | 1000 | SFAC | 10.00 Lakhs |

Source: SEEDS FPO Annual Reports
**Exhibit 2:**

**Home Pack of Groceries for Public**



# வீடு தேடி வரும் ரூ.1000 மளிகைப் பொருள்

● விருதுநகர் மாவட்டத்தில் அறிமுகம்

☞ இ.மணிகண்டன்

■ விருதுநகர்

22 அத்தியாவசிய மளிகைப் பொருட்கள் அடங்கிய தொகுப்பை வேளாண் உற்பத்தியாளர் நிறுவனம் மூலம் ரூ.ஆயிரத்துக்கு 'டோர் டெலிவரி செய்யும் திட்டம் விருதுநகர் மாவட்டத்தில் அறிமுகப்படுத்தப்பட்டுள்ளது.

அத்தியாவசியப் பொருட்களை வாங்க கடைவீதிகளுக்கு வரும் பொதுமக்கள் நடமாட்டத்தைக் கட்டுப்படுத்தும் விதமாக வேளாண் உற்பத்தியாளர் நிறுவனம் மூலம் விவசாயிகளிடமிருந்து நேரடியாக கொள்முதல் செய்யப்பட்ட விளைபொருட்கள் அடங்கிய தொகுப்பை ரூ.ஆயிரத்துக்கு டோர் டெலிவரி செய்யும் திட்டம் விருதுநகர் மாவட்டத்தில் அறிமுகப்படுத்தப்பட்டுள்ளது.

அதன்படி, மஞ்சள், சீரகம், சோம்பு, கடுகு, வெந்தயம், மிளகு, துவரம்பருப்பு, உருட்டு உளுந்து, பாசிப்பருப்பு, பாசிப்பயறு கருப்பு கண்டல், புளி, பொரிகடலை, சீனி, மொச்சை, கோதுமை மாவு,

▲ விருதுநகர் அருகே மல்லாங்கிணறில் உள்ள உழவர் உற்பத்தியாளர் நிறுவனத்தில் பொதுமக்களுக்கு வீடுகளில் விநியோகிக்க ஆயிரம் ரூபாய் மதிப்பிலான மளிகைப் பொருட்களின் தொகுப்பை தயாரிக்கும் பெண்கள்.

பெருங்காயத்தூள், வத்தல், ரவை, சமையல் எண்ணெய், உப்பு மற்றும் மத்தாள் பொட்டலம் ஆகிய 22 உணவுப் பொருட்கள் அடங்கிய மொத்தம் 10.425 கிலோ எடையுள்ள சிப்பம் ரூ.ஆயிரத்துக்கு டோர் டெலிவரி செய்யப்படுகிறது.

விருதுநகர் மாவட்ட பொது மக்கள், பொருட்களை வாங்க வெளியில் செல்லாமல், 97509

43814, 97599 43816, 92454 12800 ஆகிய எண்களில் தொடர்பு கொண்டு பொருட்களைப் பெறலாம் என ஆட்சியர் இரா.கண்ணன் தெரிவித்துள்ளார்.

இந்த மளிகை பொருட்கள் விருதுநகர் அருகே மல்லாங் கிணறில் சீட்ஸ் விவசாய உற்பத்தியாளர் நிறுவனம் மூலம் தயார் செய்யப்பட்டு அனுப்பி — வைக்கப்படுகிறது.

Source: News Paper Release

**Exhibit 3:The table shows how the Project is over whelmed by the public in just two months which fetched considerable positive result to the Country wide lock down – SAFE AT HOME and SOCIAL DISTANCING.**

| Name of the District | Name of the Block | No. of Buyers | Sale Amount |
|---|---|---|---|
| Virudhunagar | Kariapatti | 160 | 160,000 |
| | Aruppukottai | 235 | 235,000 |
| | Sathur | 135 | 135,000 |
| | Narikudi | 198 | 198,000 |
| | Sivakasi | 127 | 127,000 |
| | Virudhunagar | 185 | 185,000 |
| | | 1040 | 1,040,000 |

Source: Annual Reports of SEEDS FPO

**Exhibit 4: List of Groceries supplied to the beneficiaries:**



**SEEDS FARMERS PRODUCER COMPANY LIMITED**
1/435, Lakshmi Nagar, Athipatti,
Sempatti Post, Aruppukottai – 626 101
Virudhunagar District, Tamil Nadu, S.India
Tel: +91 4566 240744,
E-mail:seeds95@gmail.com
Visit us : www.seedsvo.org
Reg.NO.U01403TN2014PTC098509
TinNo: 33816303592
CST No: 1075959

கீழ்க்கண்ட உணவுப் பொருட்கள் அனைத்தும் சீட்ஸ் உழவர் உற்பத்தியாளர் நிறுவனத்தின் சிறுகுறு விவசாயிகளிடம் கொள்முதல் செய்யப்பட்டது. இது பூச்சிகொல்லிமருந்து உபயோகப்படுத்தாத, மானாவாரி சாகுபடி விவசாய பொருட்கள்.

| வ.எண் | வழங்கப்பட உள்ள பொருட்கள் | அளவு |
|---|---|---|
| 1 | மஞ்சள் | 100g |
| 2 | சீரகம் | 100g |
| 3 | சோம்பு | 100g |
| 4 | கடுகு | 100g |
| 5 | வெந்தயம் | 100g |
| 6 | மிளகு | 50g |
| 7 | துவரம்பருப்பு | 1kg |
| 8 | உருட்டு உளுந்து | 1 kg |
| 9 | பாசிப்பருப்பு | 1kg |
| 10 | பாசிப்பயறு | 1/2kg |
| 11 | கருப்பு சுண்டல் | 1/2kg |
| 12 | புளி | 1/4kg |
| 13 | பொரிகடலை | 1/2kg |
| 14 | சீனி | 1kg |
| 15 | போர்மொச்சை | 1/2kg |
| 16 | கோதுமை மாவு | 1/2kg |
| 17 | பெருங்காயத்தூள் | 1 pocket |
| 18 | வத்தல் | 1/2kg |
| 19 | ரவை | 1/2kg |
| 20 | சமையல் எண்ணெய் | 1 lit |
| 21 | உப்பு | 1 kg |
| 22 | சக்ரா கோல்டு டீ | 100g |

இதன் மொத எடை  10.425 **KG**
இதன் மொத்த மதிப்பு ரூ.1000/-

Source: Annual Reports of SEEDS FPO

**Exhibit 5:**
**No Cost Groceries of Home Pack to Vulnerable :**

**Exhibit 6:**

**Details of Vulnerable People beneficiaries served with Home pack of Groceries @ free of Cost:**

| Number of District | Number of Blocks | Number and Type of Beneficiaries | | | | | | | | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Widow | Abandoned Women | Orphan | Folk Artist | Elderly People | Differently Abled | Migrant Labour | Sanitary Workers | Women Headed Family | |
| 3 | 11 | 126 | 46 | 11 | 25 | 121 | 132 | 63 | 1723 | 115 | 2376 |

Source: Annual Reports of SEEDS FPO

**Exhibit 7:**



Source: Press Report Release

**Exhibit 8:**



Source: Press Report Release
**Lock down sales progress of essential Groceries & Vegetables through FPOs promoted by SEEDS:**

| Sl. No | FPCL | PERIOD | No of beneficiaries | Total Amount |
|---|---|---|---|---|
| 1 | SEEDS | 26.03.2020 TO 14.07.2020 | 9059 | 9732588 |
| 2 | RAMANAR | 01.04.2020 TO 12.07.2020 | 2977 | 2979932 |
| 3 | RAMNAD | 27.03.2020 TO 30.04.2020 | 1230 | 453745 |
| 4 | VIZHUTHUGAL | 25.03.2020 TO 15.07.2020 | 5039 | 2015871 |
| 5 | MADURAI | 02.04.2020 TO 30.06.2020 | 4542 | 984763 |
| 6 | NANJILNADU | 03.04.2020 to 30.04.2020 | 740 | 184610 |
| 7 | SRIVILLIPUTHUR | 06.04.2020 to 11.05.2020 | 3101 | 737434 |
| 8 | VIRUTHAI | 23.03.2020 to 09.04.2020 | 550 | 645807 |
| 9 | KARIAPATTI | 04.04.2020 TO 05.05.2020 | 954 | 286260 |
| | | TOTAL | 28192 | 18021010 |

Source: SEEDS Annual Report

**Exhibit 9:**
**Guests Participated in the Distribution Journey:**

| Date | Place | Major Beneficiaries | Name of the Guests |
|---|---|---|---|
| 07/04/2020 | Savvaspuram | Single Women & Elderly people | Mr.B. Rajasureswaran DDM, NABARD, VNR |
| 08/04/2020 | Aruppukottai | Sanitary Workers Rural Artisan | Mr. R. Kannan, District Collector, VNR |
| 21/04/2020 | Mallankinar | Physically Challenged Migrant Labour Orphan Children | Mr. P.Ashok Kumar, Sub-Inspector of Police Mallankinar |
| 16/04/2020 | Palyampatti | Sanitary Workers | Mr.K.Nagamoorthy, BDO, Aruppukottai |
| 17/04/2020 | Aviyur | Women Headed Families | Mr.M. Selvaraj, BDO, Kariyapatti |
| 22/04/2020 | Kariyapatti | Folk Artist Nomadic Tribes | PS. Selvaraj, Inspector of Police, Aruppukottai |
| 12/05/2020 | Mallankinar | Single women Physically Challenged | Mr. B.Arockia Doss, Antenna Trust, Madurai. |

# ABOUT THE EDITORS



**Dr. R. Ramesh,** Principal Tagore Engineering college has 22 years of enriched academic experience with 10 years of experience as Head of the Institute and successfully completed NBA and NAAC accreditation. Have been mentor for student career development and established new courses in his tenure of headship.

Strong in research he has published 64 papers with a note of 42 Annexure journals and other indexed in reputed journals as similar to SCI. Convener of more than 20 International & National conferences. Received Funds from IIT and Anna University for the conduct of programs and have produced 7 doctrates. Academic member of reputed universies playing a key role in enriching the teaching learning process



**Dr. P. Priyadarsini,** Professor & Head, Management studies of Tagore Engineering College has 19 years of academic experience. Area of expertise in Human Resource, Behavioral management and Emotional Intelligence. Have published around 40 articles 15 indexed in Scopus, SCI. Have authored 3 books and edited 4 books in the field of Management.
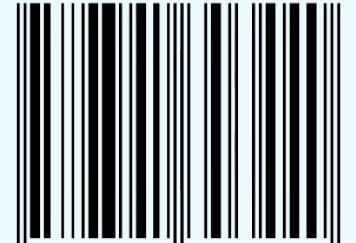
Developed and published cases in International case Discussion forum. Worked as trainer and counselor. Delivered sessions on leadership, stress management, Emotional intelligence for managers, doctors and at police academy. Received funds from AICTE for conducting FDP and have run ED cell funded by AICTE.