VAST EXpanse OF THE BUSINESS WORLD

The World of Business is as old as the world itself. The natural process of livelihood created “needs” and then “wants”. The civilization then went ahead and “barter” system was born. As the civilization progressed further, Trade, Business, Industry, Commerce, Entrepreneurship and Professionalism witnessed the light of the day and became part and parcel of our livelihood.

Today the World of Business is vast and almost limitless. When communication moves with a lightning speed, business deals can also get completed faster than ever. Opportunities to conduct business are innumerable and quick communication acts as a motivating force to do business and then close the deals. There is no waiting time. The person who grabs the opportunity and closes the deal is the winner.

Today the entire world is a “Market”. Every individual existing on our planet is a potential customer of some product or a service. He needs something and then he wants something. He is on the look-out to buy something. With this scenario, an alert businessman can be a King.

Last year I happened to meet an elderly Parsi gentleman somewhere in a far corner of an interesting city not too far from Mumbai. It was a delight to meet him and talk to him. A tall and a fair person with piercing eyes and pleasant personality, literally jumped from his chair and greeted me with a smile and a very high spirit of enthusiasm. A young man of 82 years was full of life who would not entertain a single dull moment in his mind. He had undergone a by-pass surgery and later on had both his knees replaced and had fully recovered from a badly injured shoulder. He spoke to me with great spirit. Coming from his humble beginning (more as an ordinary automobile mechanic), currently he is a very happy billionaire owning expensive world class automobiles and real estates. He is certainly not greedy but has immense sense of undying ambition to grow bigger and bigger, of course, remaining a thorough gentleman. Sitting in a corner of his vast estate – a bungalow or a mansion, at his age he was negotiating to buy real estate somewhere in one of the cities in Europe! This enthusiasm of doing business at this age of his life was amazing. When I asked him how he gets this never ending positive energy, he replied, “Adi, it has to be in you”. Then of course he went ahead and told me that when your young members appear for an interview and the Interviewer asks them what they want, they should boldly say “I want your job”!

Here is a man as young as ever, looking at life with an ever-green scenario and never believes in getting defeated!

This was highly disappointing. It is high time our youth come out of their comfortable cocoons. We cannot continue to sit and enjoy the good deeds of our worthy forefathers. Living on past laurels will only push us to a dead end.

I have personally witnessed the success stories of youth belonging to other communities. From extremely poor and ordinary beginnings they have risen to greater heights through hard work, alert mind, curiosity to learn more, enthusiasm and habit of continuously on the look-out to grab opportunities. They kept their eyes and ears open and through common sense, they are now on the road to more and more successful ventures.

Let me, therefore, end this message on a positive note. Our youth have all other requisites one could look for. They need only to understand that there cannot be glory without a grind and there is no substitute for hard work. Once this is understood, they can certainly come out with flying colours. However, time is running out and hence let us not lose the race. We need to win. It is now or never. The inspiring words of T.S. Eliot “Only those who will risk going too far can possibly find out how far one can go” cannot be ignored!

Adi B Siganporia
MEMBER’S PROFILE
MRS. HOMAI H. MEHTA

Mrs. Homai H. Mehta is a WZCC Life Member and also the Chairperson of ‘WE’ (Women Entrepreneurs) Wing of WZCC since October 2014.

‘WE’ Wing has been conducting various programmes of interest and benefit to Ladies who are budding entrepreneurs as also professionals in the Corporate world.

Mrs. Homai H. Mehta is at present the Director of Sir J. J. College of Commerce – Mumbai’s leading Business College aimed towards continuing education. She is associated with this College since the last few decades. She is well known in the secretarial fraternity as Founder of National Institute of Personal Secretaries, now known as Indian Association of Secretaries and Administrative Professionals (IASAP), the only professional association of its kind in India, with six Chapters. Currently, Mrs. Mehta is President Emeritus of IASAP and the First Indian to have been the President of the Association of Secretaries and Administrative Professionals in Asia (ASA).

Mrs. Mehta has helped innumerable candidates with Job Placements through Sir J. J. College Placement Cell. Her Corporate training programmes on Communication, Business Writing Skills, Business Etiquette and Customer Service have been well appreciated by Companies like ICICI, Crompton Greaves Ltd., Classic Stripes ranked as the 6th best company to work with in 2011 by GPTW, Tata Steel, HDFC Bank, ILFS and various others.

She can be contacted at email ID – homai_mehta@yahoo.com

RECENT EVENTS – PROFESSIONAL EDGE

WOMEN’S EMPOWERMENT INITIATIVE BY WZCC, WE WING, PUNE CHAPTER. BY BEHZAD RANDERIA

The Professional Edge was a month long initiative, through all weekends of September 2015, that aimed at equipping women from all walks of life with the business acumen required to set up successful, independent businesses.

14 eager ladies who are a part of, or wanting to set up, their own business journeyed down over 4 weekends to get a 360 degree understanding of developing and managing their own businesses.

The Professional Edge - A brainchild of WZCC ‘WE’ Chairperson, Ms. Mahrukh Bharucha, commenced on 5th September 2015 and ended on the 27th.

The first weekend offered the participants an insight into The Elements of a Business Plan, pivotal to the success of any new enterprise. Ms. Mahrukh Bharucha led this interactive discussion that gave the participants some hands on experience right from the start. The first week also saw a focus on the Fundamentals of Banking & Finance led by Mr Tehmasp Bharucha. These learning sessions were interspersed by inspiring case studies led by community stalwarts that allowed the participants to get a glimpse of the trials and tribulations that follow success. The first week had two fantastic, accomplished ladies who shared their own success stories. Ms. Thirly Poonawalla and Ms. Sarika Mahashabde led the first set of case studies.

In the words of a participant: “The program is well organized, the team is friendly, they have a welcoming approach and are concerned for each and every participant. The environment is very lively, inspite of distances we travel and however tired we may be we still feel like coming for the program”.

The second week had the focus shifting to the basics of Social Media for Business Development and the Basics of Marketing, conducted by Mr Umeed Kothavala and Mr Khushru Minocherhomjji respectively.

The first day had a topic on The Law of Attraction by Mr Tehmasp Bharucha. Ms. Naazneen Kothavala, the lady at the helm of Extentia Technologies, led the Team Building session that gave the participants some hands on experience right from the start. The first week also saw a focus on the Fundamentals of Banking & Finance led by Mr Tehmasp Bharucha. These learning sessions were interspersed by inspiring case studies led by community stalwarts that allowed the participants to get a glimpse of the trials and tribulations that follow success. The first week had two fantastic, accomplished ladies who shared their own success stories. Ms. Thirly Poonawalla and Ms. Sarika Mahashabde led the first set of case studies.

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Business Law by Mr Jayesh Parmar, Understanding Sales by Mr Khushru Minocherhomjji and a deep dive into Soft Skills by Aditi Bharadwaj, rounded off the learning sessions in week 2. The chosen case studies for this fabulous week were in the form of Ms. Naazneen Kothavala - the lady at the helm of Extentia Technologies.

In Week 3 Leadership essentials became the focus with Mr Porus Doctor leading this session. This was followed by a healthy dose of Interpersonal Skills by Ms Farida Dahee and Team Building led by Mrs. Behzad Randeria. The focus this week was also around honing skills in the all-important Presentation Skills for an Elevator Pitch by Mrs. Mahrukh Bharucha, which the participants practiced with much enthusiasm. This week also focused on the intricacies of Work life Balance, once again led by Mrs. Behzad Randeria.

At the end of each day, the participants customized their individual business plans and worked on doing competitor, pricing and market research.

The last day saw a flurry of activity with individual customizations of final plans, which were then presented to a panel of Judges in the form of Mr Umeed Kothavala, Mrs Naazneen Kothavala, Mr Tehmasp Bharucha, Mr Viral Deboo, and Mrs Homai Khilnani.

The judges scrutinized each plan before certifying the participants. Mentoring sessions also took place between the judges & participants. Our case study for the week was in the form of Ms Sunita Shetty.

The organizers sent every participant a survey for each and every module. Since the survey assured anonymity, we are positive that we have received accurate feedback. We are delighted to report that the participants rated each of our facilitators in the ‘excellent’ and ‘very good’ range only.

No training programme can end without a proper ‘graduation ceremony’. This was held at a morning programme at The Central Park Hotel, where the Chief Guest, Ms. Amavaz Damania and Guest of Honour, Mr. Milino Shroff, expressed delight at the success (and particularly the 100% attendance record) of the programme. The 15 beaming smiles on receiving the certificates of completion were a treat for all present and reward enough for the exhausted organizers.

WZCC, Pune’s ‘WE’ wing is already being flooded with requests for a follow-up to this programme, a repeat for those who missed it and demands for one that includes men! ‘WE’ are a success…..!
If one were to understand the real meaning of Character, Discipline, Commitment and Dedication, one should have attended an awe-inspiring Event organized by World Zarathushti Chamber of Commerce at West End Hotel, New Marine Lines, Mumbai on Saturday, 29th September 2015 in the evening. The Hall was filled to capacity and had an air of discipline and character.

From start to finish, the proceedings were under the overall baton of Ms. Behroze Daruwalla, Corporate Secretary on the International Board. She conducted the Event in her usual impeccable style.

Mr. Farrokh Rustomji, Member of the International Board and Hon. Secretary — India Region smoothly carried through the statutory requirements covering the year under review. He informed the Members that apart from the various Chapters operating throughout the world under the overall banner of WZCC, the efforts of the two most active Chapters, namely, Pune Chapter and Mumbai Chapter were commendable.

Mr. Minoo R. Shroff, Global President spoke about Leadership giving example of Mr. Nelson Mandela. He stated what a glorious and towering man Mr. Mandela was and quoted him — “I have not suffered not as much as others, as I was relaxing in prison”. He further added that Mr. Nelson Mandela was one of the most inspiring leader of our generation and one of the most generous and best loved man of all times.

Adi Siganporia, Chairman-Mumbai Chapter presented a detailed report of the activities conducted by them during the year under review. He stated that Women Entrepreneur (WE) Wing of WZCC did a splendid job. He expressed his thanks to Mrs. Homai Mehta, Chairperson-WE and her very able team. He expressed his thanks to Mrs. Homai Mehta, Chairperson-WE and her very able team. He expressed his thanks to Mrs. Homai Mehta, Chairperson-WE and her very able team.

The Keynote Speaker, Commodore Aspi Marker, discussed the types of leaders by teamwork, honesty, moral courage, physical courage, character and welfare of personnel. He then spoke on types of leaders by teamwork, honesty, moral courage, physical courage, character and welfare of personnel. He then spoke on types of leaders by teamwork, honesty, moral courage, physical courage, character and welfare of personnel. He then spoke on types of leaders by teamwork, honesty, moral courage, physical courage, character and welfare of personnel. He then spoke on types of leaders by teamwork, honesty, moral courage, physical courage, character and welfare of personnel. He then spoke on types of leaders by teamwork, honesty, moral courage, physical courage, character and welfare of personnel.

This was followed by a talk by the Chief Guest, Mr. Julio Ribeiro, former Commissioner of Police, Mumbai. He was introduced by Mr. Minoo Shroff as an exceptional human being, the most familiar face in Mumbai, having a distinguished career and a personality who has achieved crowning glory in dealing in Khalistan in Punjab. His life has been a saga due to his immense compassion, fairness and commitment. Mr. Shroff described Mr. Julio Ribeiro as the “Field Marshal Sam Manekshaw of the Police Force.”

Mr. Ribeiro commented that even after being the only non-Parsi in the entire hall, he felt as if he is one amongst all. He stated that every Parsi is a leader and they do much more than others can do. “Though a tiny community they have contributed tremendously towards the progress of the entire country,” he added. He spoke about the role of Citizens’ involvement in Good Governance and shared the experience of his journey as a member of the Police force.

The audience gave a thunderous round of applause to these two distinguished stalwarts.

Adi Siganporia then concluded the Event with a Vote of Thanks. He then announced the dates about the upcoming Global AGM/Event to be held at The International Centre, Goa from Friday, 18th December to Sunday, 20th December 2015 and informed the Members that very few rooms are now available and to book early to avoid disappointment. He specially thanked the WZCC Executives, Aspi Antia, Zarine Khan and Aban Mistry for arranging this Event and making it a grand success.

The Event ended with cocktails and sumptuous dinner along with healthy networking amongst the members and guests present.
After completion of 15 glorious years, WZCC held a glittering event at the International Centre, Goa wherein close to 150 delegates interacted with each other.

The two main and reputed organizations in Goa – Goa Chamber of Commerce & Industry and The International Centre, Goa - joined hands with WZCC which resulted in more constructive dialogue for the benefit of all delegates.

On the first day, i.e. Friday 18th December 2015, there was only networking amongst the participants with sumptuous barbeque dinner together with cocktails, both going well with Goa’s reputation.

The most useful activity started with the Board Meetings followed by a very constructive Panel discussion where successful entrepreneurs from Goa shared their views on their respective professions and businesses. Prominent personalities like Mr. Dilip Salgaonkar, CMD-Geno Pharmaceuticals, Mr. Ashton Godinho, CEO-Investment Promotion Board, Mr. Jevvus Pereira, Director, Goa IT Innovation Centre and Mr. Wilfred Thiesen, MD-Putzeimster Concrete Machines Pvt. Ltd. regaled the delegates with their practical anecdotes and gave an insight into the excellent investment opportunities available in Goa. They mentioned that although Goa is known for tourism, fun and food, there are excellent industries which form the commercial part of India’s economy namely Pharmaceutical Industry IT Industry, and of course, Tourism Industry. The Theme of this Panel Discussion was “Opportunities of Investment in Goa”

The second interesting Panel discussion “Overcoming Challenges for Growth in Competitive Business Environment” was held in the afternoon and was ably anchored by Mr. Umed Kotawala, Managing Director-Extentia, Pune. All the Panelists were members of WZCC and successful entrepreneurs in their own fields of activity. The theme revolved around the practical ways of crossing the barriers in the growing competitive environment. All the panelists were of the view that one has to continuously change the strategies and change according to the competitive business environment. On the question of doing business ethically, they were all unanimous that unless the policy of “Fair Play” is adopted, the existence of long term sustenance will always be in jeopardy.

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Glowing tributes were also paid to Mr. Minoo R. Shroff, the Outgoing President, for his splendid work on all fronts and was given a standing ovation by all present.

The Incoming President, Mr. Edu Daver, then presented his views on the future plans of WZCC.

Over the last 15 years, WZCC has been presenting Awards to Zarathushti Entrepreneurs and Professionals and accordingly, this year too, three Awards were presented -

1. Outstanding Zarathushti Entrepreneur of the Year 2015 – Dr. Zarin Hector Sholapurwalla

Dr. Zarin H. Sholapurwalla, an Electrical/Nuclear Engineer after his graduation is a Nuclear Scientist who founded the Zeonics Electronic Engineers and Consultants on 15/2/1981 & System Capacitors Pvt Ltd. in 1985, both companies merged into a single company on 20/10/2006 as “Zeonics Systech Defence & Aerospace Engineers Pvt. Ltd.” He has to his credit Development of High Voltage & Nuclear Systems of unsurpassed capabilities. He has won several awards.

2. Outstanding Zarathushti Professional of the Year 2015 – Ms Jasmin J. Sohrabji

Jasmin’s career in advertising (media planning) has seen rapid growth since she entered the profession. Her career is marked by vast local understanding and expertise coupled with international exposure and experience.

In February 2007 Jasmin launched OMD India – Omnicom Group’s media agency and the #1 agency globally. In the first year of operation, OMD was given an A Grade by RECMA (a Paris-based agency that ranks all media agencies globally). This was the first time an agency in India was awarded a Grade A in its launch year.

In June 2013, Jasmin was promoted to CEO South East Asia, where she is now responsible for three media agencies within OMG (OMD, phd and M2M) across Singapore, Malaysia, Thailand, Philippines, Indonesia, Vietnam (+Hodieca) and India.

In 2012, 2013 : Ranked #1 among Advertising in IMPACT magazine’s top 50 most influential women in Media, Marketing & Advertising in India.

Some of the media research studies initiated by Jasmin have not only won awards, but also become industry syndicated benchmark research offerings today (including Light TV Viewing and Multi set Viewing). She has been the recipient of multiple industry awards for her ground-breaking, innovative approach to her work in media planning and research.

3. Outstanding Young Zarathushti Professional of the Year 2015 – Dr. Urvakhsh M. Mehta

Dr. Urvakhsh M. Mehta grew up in Shahabad, Karnataka. He pursued his MBBS in Neuropsychiatric disorders at Mysore Medical College. He joined the National Institute of Mental Health and Neurosciences (NIMHANS), Bangalore for an MD in Psychiatry in 2007. He passed out from NIMHANS as the best outgoing student of his batch (2010). He has established himself as a leading clinician-scientist in the domains of mental health and neuropsychiatrics.

Some of the techniques that he uses in his research include a combination of non-invasive brain stimulation (transcranial magnetic stimulation), functional neuro-imaging and genetic studies. At 28 years of age, he was appointed as Assistant Professor of Psychiatry at the prestigious National Institute of Mental Health & Neurosciences, Bangalore.

Throughout his formative years, Urvakhsh has been felicitated for his academic achievements by the Bangalore Parsi Zoonasian Anjuman (BPZA), the Baroda Parsi Panchayat and has received scholarships from the Bombay Parsi Punchayat (BPP). In coming years, he desires to spread novel scientific knowledge about psychiatric disorders via public engagement in order to reduce stigma related to these devastating disorders. He also wishes to generate awareness among Zarathushtris about neuropsychiatric disorders vide such public engagement.

All those present appreciated the extraordinary achievements of all the three Awardees.

This year, a very special Award was presented to Ms Tanya Sam Balsara (herself a visually challenged individual) for her outstanding contribution in making the lives of more than 200 visually impaired persons more fruitful and comfortable (in terms of giving training in Computers and helping them find appropriate job placements) in her new venture – Tanya Computer Centre. Tanya, in her acceptance speech, expressed her grateful thanks and was given a spontaneous standing ovation by all those who were present.

In the evening there was a cultural show, which was well enjoyed by one and all.

The Global Meet ended with music, cocktails and dinner.

On Sunday, 20 December 2015, the delegates enjoyed Goa sightseeing.
From left to right seated are Elected President, Mr. Edul Davar from USA, Immediate Past Global President, Mr. Minoo R. Shroff and Lord Meghnad Desai, Chief Guest.

Mr. Edul Davar, Incoming Global President - WZCC

Mr. Adi Siganporia, Corporate Secretary, International Board

Mr. Edul Davar, Incoming Global President – WZCC

Mr. Attar Singh, Director, International Board gives a tribute to our Global President Mr. Minoo R. Shroff

Mr. Pheroze (phili) Kharas, Regional Director, India, Mr. Yazdi Tantra, Vice President, Mr. Aspi Antia, CEO and Mr. Collin Curry, Trustee, International Centre Goa

Some Directors – International Board

Mr. Phili Kharas, Director, International Board, gives a tribute to our Global President Mr. Minoo R. Shroff

Chief Guest Lord Meghnad Desai

Brig. Behram Panthaki during his speech on “What Makes a Good Leader”

Ms. Behroze Daruwalla, Outgoing Corporate Secretary, International Board

Ms. Jasmin Sorabji, Outstanding Zarathushti Professional of the Year 2015

Mr. Khushru Minocherhomji, Founder & Chairman of Suxes Hospitality Solutions Pvt. Ltd., Pune. This programme Anchor - Mr. Umeed Kothavala (seated on extreme right)

Mr. Pheroze (phili) Kharas, Regional Director, India, Mr. Yazdi Tantra, Vice President, Mr. Aspi Antia, CEO and Mr. Collin Curry, Trustee, International Centre Goa

Awards

Mr. Sam Balsara receiving an Award on behalf of Ms. Jasmine Sohrabji who could not attend for Outstanding Zarathusthi Professional of the Year 2015

A Special Award received by Ms. Tanya Sam Balsara from Lord Meghnad Desai

Dr. Zarir Sholapurwala receiving an Award for Outstanding Zarathusthi Entrepreneur of the Year 2015

Brig. Behram Panthaki during his speech on “What Makes a Good Leader”

Chief Guest Lord Meghnad Desai

Dr. Zarir Sholapurwala receiving an Award for Outstanding Zarathusthi Entrepreneur of the Year 2015

A Special Award received by Ms. Tanya Sam Balsara from Lord Meghnad Desai

Smiling at the camera is Jasmin Sorabji - Outstanding Zarathushti Professional of the Year 2015

Audience at the Awards Nite
Change happens through LEARNING:

- By reading appropriate magazines and newspapers to get ideas for innovation, to discover new opportunities, to know what is happening around us in order to assess the probability of risks and to mitigate these.
- Meeting specialists to acquire knowledge on: the film’s performance required of a new application; new customers or the market we want to pursue.
- Searching the NET for acquiring specific knowledge or information.
- Reading select books to acquire knowledge and information that will help improve performance in specific areas.

Remember that reading, enlarging knowledge on your business and showing results as required:

- Gives you a feeling of excitement because you are challenged by new opportunities.
- It allows you to take a positive view of the future.
- And a feeling of achievement for having handled a difficult situation by pursuing the unknown.

We need to develop a culture of creative thinking, a tolerance for risk taking and a willingness to share knowledge which helps team effort.

The most successful and enduring organizations are those with learning oriented cultures and high performance employees.

Assuming that you have understood the relevance of Change and are committed to make it happen through continuous effort at Learning, you might well ask: “Then what, how do we take this forward?” I will attempt to answer this in the subsequent paragraphs.

Once you are committed to reading a couple of hours a week and other ways of Learning as suggested, without disrupting the work and Results (the CPA) expected from you, will get ideas that meets one or more of the criteria mentioned for Change.

Each one of us will contribute an Idea, either for improvement or the market we want to pursue.

We than determine what part of this Contribution, that we meet the projected growth figures of PBT before Tax (PBT) plus depreciation, say at 25% year on year, for at least three years.

The guiding principle for identifying opportunities for growth, is the Vision and Mission statement of the Company.

Let me give you one example on how such an Idea can be developed:

It is a well-established fact that erratic rains, climate change, a growing population and a changing economic profile are putting pressure on the farming economy. India is one of the global leaders in the production of milk, cotton, fruits and vegetables. What is however, surprising is, (as reported by the Ministry of Food Processing) that annually Rupees Twenty thousand Crores of farm produce degenerates and has to be discarded while it is moved from the farm to the point of retail sales. This is basically due to the lack of proper storage facilities, logistics and packaging to extend the life of the produce. This is an idea that needs to be developed and is associated with technology, with regard to additives and the Film’s performance, that can vary for packaging each farm product.

It is obvious that a mere inventory of Ideas does not make a robust business strategy - what needs to be done follows.

The process that we are working on for development of a Business Strategy is based on the following steps:

- That we first decide on a realistic projected growth of Profit before Tax (PBT) plus depreciation, say at 25% year on year, for at least three years.
- We then estimate the Overheads based on valid assumptions, to arrive at the figure of Contribution, which is required to meet the Overheads and leave surplus to meet the projected growth figures of PBT plus depreciation.
- We than determine what part of this Contribution, that we have projected, can be achieved with the existing products, customers or market.
- The remaining Contribution has to be met by identifying and developing new products, customers or market, based on the conversion of one of more carefully selected Ideas, into a Business Plan.

Management experts tell us that – “It is important to involve people in the process of strategic planning so they understand what it is to be accomplished, why it needs to be accomplished and the part they will play in accomplishing it. A stakeholder approach is required. Everyone involved should be treated as stakeholders because they have a personal interest in the outcome, as it affects not only the organization but also themselves. As stakeholders, they have the right to comment on proposals and put forward their own ideas. In this way, the original concept (idea) can be refined so that it becomes more achievable with the participation of the stakeholders” (Michael Armstrong - A Guide to Managing Results).

Members are free to communicate with me by email (phil.kharas@google.com) or (wzccindia@on-lyne.com) for any clarifications or additional information related to the subject.

P. P. Kharas
Director-International Board-WZCC
(Mr. P. P. Kharas is Chairman, Ecoplast Ltd., Mumbai)
WHAT THE SMALL BUSINESS NEEDS

Not so long ago it was widely believed that the small business needed little or no attention to management. Management was then thought to be for the “big boys”. One still hears people in a small business saying, “management? That is for General Electric; we are small and simple enough to do without attention to management”. But this is delusion. The small business needs organized and systematic management even more than the big business. It does not need, to be sure, large central staffs; it does not need elaborate procedures and techniques in many areas, but it does need management of a high order.

In the first place, it needs strategy. The small business cannot afford to become marginal. Yet this is its perennial danger. It must, therefore, think through a strategy which gives it distinction. It must, to speak in biological terms, find its specific ecological niche in which it has an advantage and can therefore withstand competition. This specific niche may be leadership in a distinct field, whether it is defined by geography, consumer needs or consumer values. The strategy may lie in a specific excellence, such as the capacity to give service. Or it may lie in a specific technological application. The small business has limited resources, above all of good men. Concentration is therefore essential to it, and unless the key activities are clearly identified and assigned as responsibilities, there will be diffusion of resources rather than concentration.

The small business needs to pay special attention to making the top man effective. Even if he is free from functional work and can devote all his time to the top management tasks, the load on him is likely to be heavy. He is certain to be under relentless pressure to grow, to have time for the key people in the company, and, he has to make sure that he does not become desk-bound.

The financial planning for the demands of a bigger business is also needed. Otherwise, when growth comes, the company will find itself in a financial crisis that is likely to frustrate growth. It applies to the small business as well as to the big business. For even a fairly modest growth soon outruns the financial foundations of a business. It soon creates financial demands in areas to which one, as a rule, has paid much attention. It soon makes obsolete capital structure or existing arrangements for obtaining their term loans and working capital. Financial strategy is essential to growth - as essential as product strategy, technological strategy or market strategy. However, the key to the ability to grow is a human organization that is capable of growth.

The controlling factor in managing growth is top-management again a lesson of the IBM story. For a Company to be able to grow, top management must be willing and able to change itself, its role, its relationship and its behaviour. Most top-management people in the growth company which somehow does not seem to be growing - that is, in the great majority of small and fair-sized companies, with growth potential - know rationally what is needed. But they lack the will to change.

Top management therefore needs to start preparing itself for growth at an early stage. More specifically, it has to take three steps:
- It has to define the key activities and build, in effect, a budding top management team to take care of them.
- It has to be aware of the symptoms of the need for change in basic policy, structure and behaviour so that it knows that the time for change has arrived.
- It has to be honest with itself and decide whether it really wants change or not.

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India was the motherland of our race, and Sanskrit the mother of Europe's languages: Sanskrit is more ancient than Greek and Sanskrit grammar and logic, philosophy and fables, hypnotism and meteorology.”

Max Mueller, German Scholar: “There is no book in the world that is so thrilling, stirring and inspiring as the Upanishads.”

Sir William Jones, British Orientalist: “The Sanskrit language, perfect than the Greek, more copious than the Latin and more whatever be its antiquity is of wonderful structure, more.

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Williams James, American author: “From the Vedas we learn a practical art of surgery, medicine, music, house building under which mechanized art is included. They are encyclopedia of every aspect of life, culture, religion, science, ethics, law, cosmology and meteorology.”

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('Sacred Books of the East')