

IMPACT

INNOVATIVE MANAGEMENT PRACTICES
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE

A PAIR & A SPARE

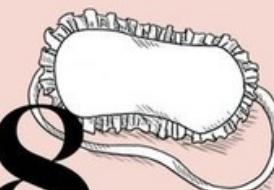
Healthy Habits

DAILY COUNTDOWN

9
Thousands
Steps



8
Hours
of sleep



7
Glasses
of water



6
minutes
of meditation



5
Servings
of fruit & veggies



4
Breaks
stretching & mental



3
Meals
& 3 healthy snacks



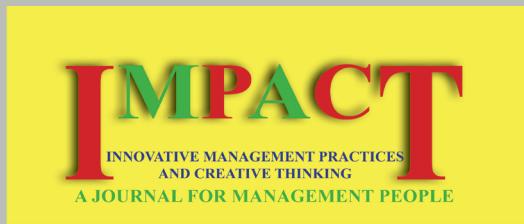
2
hours
of no phone before bed



1
Session
of exercise



Greetings from IMPACT



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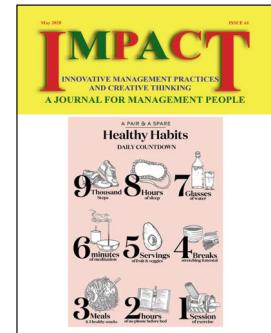
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Dear Readers,

Corona's grip has not lessened world over. But the Chinese are back to their regular work.

W.H.O is unable to find a solution like any other country barring china! U.S.of A stopped their funding to W.H.O. Now the world organization is crippled in two ways: 1. Survival; 2.Unable to find a solution for the pandemic.

United States chief said, let the district governor's decide the further course of action, since the white house is unable to find a wayout.

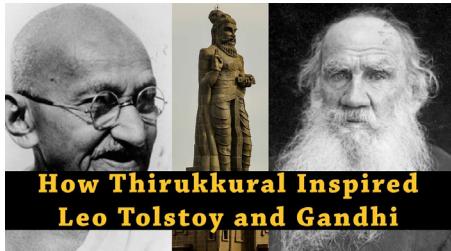
Similarly, in India our central govt. has followed the same route of their big brother.

Another media news say, Pune based Indian Company found the antidote. Aayush says, Homeopathy and Ayur vedha has antidotes. The reality is no respite and more and more Indians are getting infected. To add, 3 million Indians from across the globe, will be brought back to India. Many state chiefs say, please don't bring them to our state. Now the Indians who were brought back from across the globe feel, after quarantine, where?

Lots of Questions with no answers. Where are the so called THINK TANKS Gone?

Editorial Team

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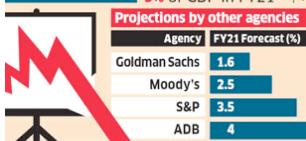
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Growth Slump

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India Assessment
Fiscal deficit projected to widen to 9% of GDP in FY21

Growth will rebound to 5% in FY22 as govt measures take effect



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Deceleration will magnify socio-economic inequalities
Pace of poverty reduction likely to be severely impacted

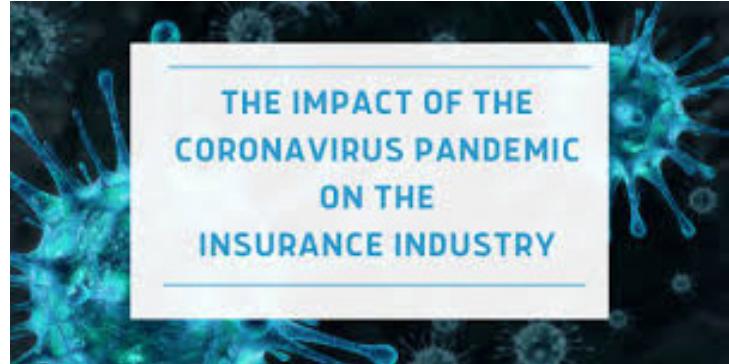
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Human Relationships in the Contemporary Society!

Contemporary society is complex, complicated and competent!

It is a changed and continuously changing society where man has no time to stand and stare! In these fast food days It is becoming increasingly mechanical and the society itself is a rocket!

To me" human relationship "starts with the basic and fundamental maxim and philosophy "LOVE ALL, SERVE ALL" and "HELP EVER, HURT NEVER". This should not remain at the level of a SLOGAN but be practiced by one and all-rich or poor, healthy or sickly, man or woman, young or old, well read or uneducated, employed or otherwise.

This indeed is the basic teachings of all religions in the world.

Contemporary Society:

We claim with pride that ours is an advanced society sociologically, economically, technologically and so on.

Human relations definition: relationships between groups of people, especially between workers in a place of work,

With all our development in many dimensions, the society is beset with human intolerance, hatred, insensitivity and several other negative developments. Rightly we are deliberating on

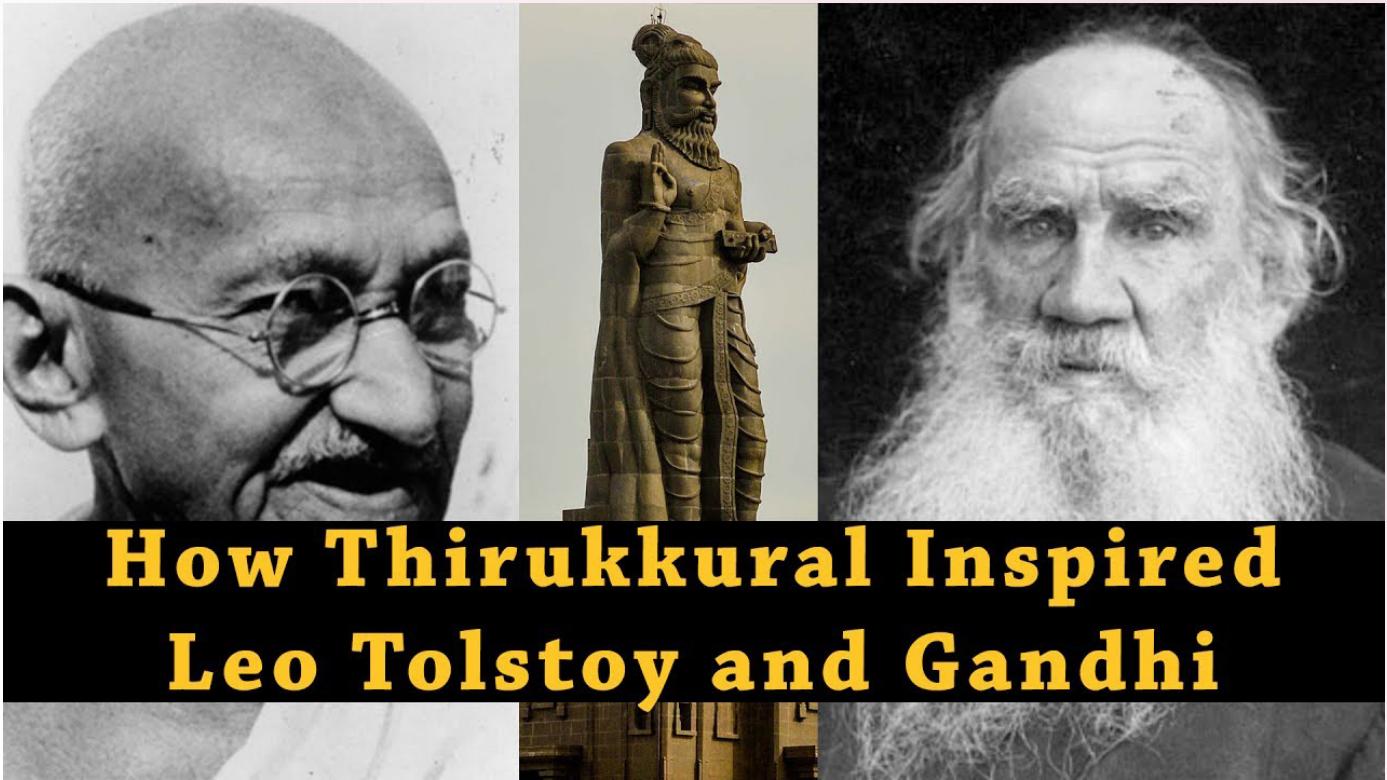
HUMAN RELATIONSHIP" and here is my article on this MOST RELEVANT AND IMPORTANT theme.

How to overcome this situation and make the Society harmonious and pleasant, peaceful and prosperous is our present concern.

I strongly believe that such a great society can be formed and developed with the teachings of the magnum opus Tamil literary work of two thousand years old "THIRUKKURAL" which inspired Mahatma Gandhi.

THIRUVALLUVAR is one of the greatest thinkers the world has witnessed. Born more than 2300 years ago in Chennai, he, through his magnum opus 'Thirukkural', has given the art and science of life and living. When the values propounded are practiced truthfully, it will surely bring the unseen heaven to this very earth. The rare gift of Tamilnadu to India and the world are versatile Saint Thiruvalluvar and his marvelous Thirukkural!

MAHATMA GANDHI is one of the greatest human beings the world has come across. He was one of the staunch believers in PUBLIC RELATIONSHIP. M K Gandhi became Mahatma Gandhi and what made him so is an important dimension to be deeply deliberated by all and in particular the youth of today. Gandhians would say that he became a Mahatma not through a path of roses but through an arduous path. He carefully



How Thirukkural Inspired Leo Tolstoy and Gandhi

treaded the path shown by Thiruvalluvar all his life in the matter of HUMAN RELATIONSHIP.

I sincerely feel that the wellbeing of the society depends on the arduous practice of what Valluvar has voiced. Voice of Valluvar is indeed the guiding star that can lead the humanity in the path of virtues - virtues of kindness and hospitality, sweet speech and gratitude, equity and self-control, good decorum and forgiveness, charity and compassion, nonviolence and non- killing, truthfulness and free from jealousy etc. which are bound to elevate the human beings to the level of divine beings and build up strong HUMAN RELATIONSHIP in the contemporary society.

In this Scenario it is relevant and significant to recall how inspired by Valluvam, Mahatma Gandhi practiced the same and proved that Valluvam is not an Utopian ideal but a practical proposition.

Gandhiji's philosophy and thoughts, views and values were to a great extent inspired by the thoughts of Valluvar.

Valluvam is not a set of Utopian ideals but surely a practical proposition. The message conveyed by Thiruvalluvar in his couplets on various aspects of human life can be practically followed if one makes an honest attempt and sincere efforts. They are practical tips prescribed by a great thinker whether on God or religion, people or society, education or medicine, agriculture or good governance, friendship or enmity, economics or management - every dimension influencing human life and living!

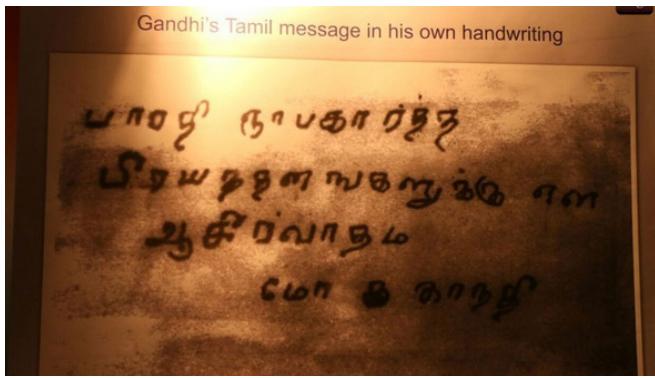
Tamil Scholar Mu.Varadharajanar attributed the greatness of Mahatma Gandhi to his assiduous adherence to ‘truthfulness’ known as ‘vaimai’ in Tamil.

“Ullathhalpoyyadhuozhuginulagaththaar;
Ullaththulellaamulan (Kural 294).

He lives in loving hearts of all. Who serves the truth serene in soul.

Yes. He titled his autobiography as “The Story of My Experiments with Truth”.

“Manaththukkannmaasilanaadhalanaithuaran
Aagulaneerapira” (Kural 343)



Gandhi's Tamil message in his own handwriting

In Spotless mind virtue is found and not in show and swelling sound.

Gandhi proved that it is possible to reach the heights of renunciation and yet serve the society.
“OzhukkaththuneeththaarperumaiVizhuppaththu Venndumpuanvalthunivu” (Kural 21).
No merit can be held so high.
As theirs who sense and self deny.

He was one leader who led the millions of Indians to freedom and self-respect as well as to refurbishing of spiritual values. Gandhi believed in the power of virtue. “Virtue is the sole path to the attainment of all good, including wealth and love, in this life, the next one in the cycle and in the final release”.

According to Thiruvalluvar
“Sirappueenun, selvamumeenum, araththinoongu Aakkamevanoeuyirku” (Kural 31)
“From virtue zeal and wealth outflow
What greater good can mankind know?”
‘Virtue only finds eternal fame’ and Gandhi virtually led a virtuous life throughout.

Now let us see how Gandhi lived his life as an example for the Kural.

“Anbilaarellaamthamakuriyar; anbudayaar Enbumuriyarpirkarkku” (Kural 72)
“To selves belong the loveless ones.
To others the loving e'en to bones.”

This couplet though appears to mean the self-effacing love of a member of the family, its real import would cover all the self-sacrificing great men

of the world. Inspired by this, Gandhi belonged to the Nation to the very last drop of his blood. Mahatma Gandhi loved his fellowmen intensely. It was this all-encompassing and self-sacrificing love that transformed the shy and self-effacing Bar at Law, led Mohan Das Karam Chand Gandhi into one of the greatest men of the world. It was this virtue that gave the Mahatma his soul strength that enabled him to wrest India's independence from British rulers in a manner never seen by the world earlier.

When communal riots broke out in the aftermath of partition and brought holocaust in Punjab, it was his strength of the soul which made no discrimination on the basis of caste and community that kept peace in Calcutta and East Bengal as a single man boundary force. Ultimately it was this compassion and human relationship that led Gandhiji to the sacrificial altar.

Three toy monkeys kept on the desk of Mahatma Gandhi speak volume of inspiration Gandhiji got from the Kural

“Ozhukkamudayavarkkuollaavetheeya Vazhukkiyumaayaarsola” (Kural 139)

“Foul words will never come from lips
Of righteous men even by slips”

Yes! A man of righteousness will not speak evil even by an unconscious slip. Such a man will see no evil, hear no evil and speak no evil. Mahatma always held this principle high and followed throughout his lifetime

Forbearance is a great virtue to be acquired through sustained efforts.

“Oruthaarkuorunaalaiinbam; poruththaarkku Ponrunthunaiympugazh” (Kural 156)
“Revenge accords but one day's joy
Patience arises praise for age”

For the sake of short lived satisfaction of having taken it out on the opponent “an eye for an eye and the tooth for tooth” it is unwise to give up the

permanent reward of forbearance which is really the esteem of good man for all time. Temporarily one may be happy with the feeling that he has achieved what he intended but in due course it will lead to ruinous loss. Hence it is not wise to sacrifice the greater gains for the fleeting pleasure. Gandliji followed this message meticulously while dealing with Britishers till he could secure freedom or succeed in South Africa and he has in his life, time and again, demonstrated the glory of forbearance effectively.

Mahatma Gandhi was waging a war against the British, of course, on the plank of 'Non violence'. But then, he never considered the British as his enemies. In South Africa, though Gandhi was kicked off by a policeman from the train, he did not nurture any animosity against the policeman but he organized Indians against the racial discrimination.

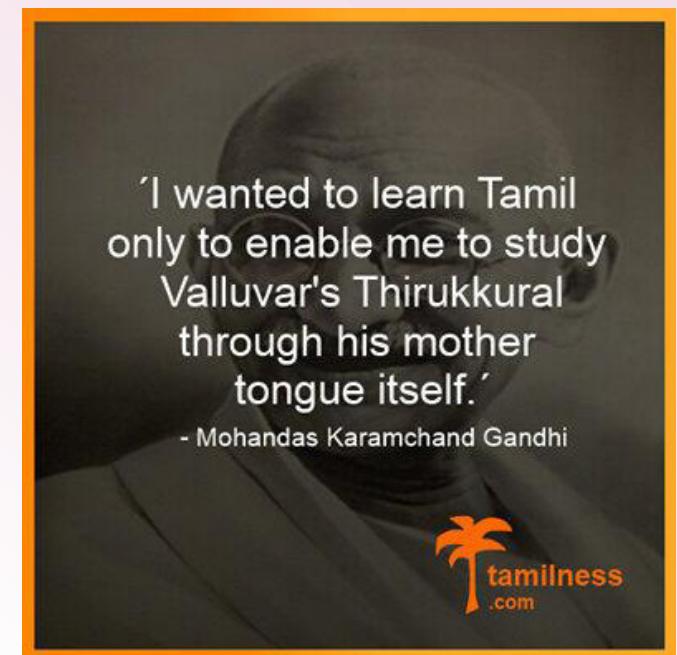
Gandhi's inspiration was
"Thiranallatharpirarseyyinumnoenondhu
Aranallaseyyaamainanru" (Kural 157)
"Though others cause you wanton pain
Grieve not, from unjust harm refrain")

The essence of goodness is not to avenge even though one may be badly hurt by a personal wrong sustained, mowed down with the assassin's bullet, one wonders whether he was praying for himself and those in his prayer meeting or for his assassin himself. He could have been doing both.

Mahatma Gandhi's economic philosophy was based on social justice that when a person earns, for whatever is left beyond required to meet his needs, he must act as a trustee of the surplus to be spent for the benefit of the Society- else he is to be taken as a thief. Gandhi's inspiration for this value flows from Thiruvallur's

"Thaalatrithandhaporulellaamthakkaarku
Velaanmaiseiydhaporuttu" (Kural 212)"

"All the wealth that toils give



Is meant to serve those who deserve."

The purpose of working hard and earning wealth is to practice the right type of benevolence - to share it, distribute it dutifully for the benefit of all the deserving in the society. The point here is not mere alms giving but Social Justice.

Gandhiji preached and practiced this message of Thiruvallur idea of positive helpfulness- till the end of his life. Gandhi's political, social, economic philosophy was based on 'Compassion'- an ascetic virtue. Compassion is the all-encompassing love that a person of virtue develops in respect of all living creatures, in his steady progress towards righteousness. In the evolution of the virtue 'Compassion' first the love and care of the immediate community and finally the entire world.

It is indeed the fully spirited 'Compassion' is the most valuable wealth, the other wealth of material possessions could be found even with the worst of men.

"Arutchelvamselvaththullselvam, porutchelvam
Pooriyarkannummula" (Kural 241)
"The wealth of wealth is wealth of grace
Earthly wealth even the basest has"

It was compassion arising out of the early exposure and experience of Mahatma Gandhi to the racialism of South Africa and to the ignorance, poverty and disease of the millions of his motherland that led him through the path of social reform, constructive work and political freedom to the supreme sacrifice that he consummated at the alter of his own principles and convictions for the people.

His definition of truth is not merely not telling lies. Truth is nonviolence, compassion, service to mankind, knowledge etc.

According to Thiruvalluvar ‘truth’ is ‘speech that is free from all evil’. Truth is not if it is spoken to further some wrong. The acid test of truth for right conduct is essential harmlessness.

“Vaaimaienappaduvadhuydadheninyaadhonrum
Theemaiilaadhasolal” (Kural 291)

“If’ what is truth?’ the question be
It is to speak out evil free”

Mahatma Gandhi inspired by Thiruvalluvar’s
“Yaakaavaaraayinumnaakaakkakaavaakkaal
Sockaapparjollizhukkupattu” (Kural 127)

“Rein the tongue if nothing else
Or slips of tongue bring all the woes.”

“Iniyaulavaagainnaadhakooral
Kaniyimppakaaykavarndhatru” (Kural 100)

“Leaving ripe fruits the raw he eats
Who speaks harsh words when sweet word suits “

Gandhiji wrote in ‘Young India’ of 17th September 1925

“one should speak the truth in gentle language. One had better not speak it, if one cannot do so in a gentle way; meaning thereby that there is no truth in a man who cannot control his tongue”!

“Ellaadhaennnniseyalvendumthammodu
Kollllaadhadhakolllladhuulagu” (Kural 470)

“Do deeds above reproachfulness
The world refutes uncomely mess”

The prince will never act in a manner that the enlightened world despises, as regards worthiness

of ends and means. Any act, not in keeping with princely standards of end and means, will only bring him public disgrace. Valluvar’s concept of ‘means justifying the end was so dear to mahatma’s heart that he followed the same throughout his life - his struggle and success in Pretoria or Champaran, Nowkali or Ahmedabad!

“Arul karudhianbudayaraadhalporulkarudhi
Pochaappupaarpaarkann” (Kural 285)

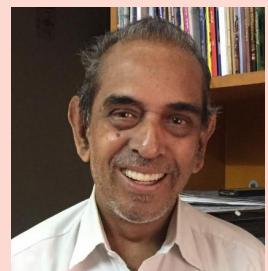
“Love and grace are not their worth
Who watch to waylay dozer’s wealth”.

The implication is that those, who are just waiting for an opportunity to approach other’s possession, can never progress along the path of righteousness. Observance of non-stealing or absence of fraud is indeed deemed to be a virtue. Deeply inspired by the above, Mahatma Gandhi said the “theft may be termed external or physical theft. There is besides another kind of theft subtler and far more degrading to the human spirit. It is theft mentally to desire acquisition of anything belonging to others or to cast a greedy eye on it.

This I believe surely will enable us to develop our HUMAN RELATIONSHIP in the CONTEMPORARY SOCIETY.

Mr. N V Subbaraman

A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai Mr. N. V. Subbaraman has written 36 books. His paper, “Valluvam inspired Mahatma Gandhi,” was approved for presentation in the international Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiya’s Kuyilpattu and Ramana Maharishi’s Aksharamanamalai. He was formerly the Deputy zonal Manager, LIC of India.



Hold back or spend? How brands should plan media during Covid-19

Advertising spends depend on future projections and revenue targets. What should brands do when the near future looks uncertain? Should they hold back their money or go the whole hog on brand-building? BestMediaInfo.com does a deep dive

Businesses across the globe are fighting to survive the economic impact of Covid-19. As a part of austerity drives, companies are scaling down expenditures and reviewing their ad spends.

Prudence says advertising cost should be scaled down. But should that be the case when media consumption on TV and digital is at an all-time high?

FMCG major Procter & Gamble has ramped up its marketing spends in the US, making the crisis more of a low-cost brand-building exercise where advertising can be bought at lower prices.

Should brands in India, especially the ones present in the essentials category, emulate the example?



Gurpreet Singh

Gurpreet Singh, the Head of Marketing at United Breweries, expects brands from these segments to invest in awareness and acquisition of potential customers.



Ashish Thakur

Adding, Ashish Thakur, Business Head, Birla Ayurveda, said what could be better than looking at opportunities at all times!

“If brands can devote to the increase of awareness and production while looking at the demand, it would surge visibility and contribute to higher sales. Engaging effectively with the consumer calls for new approaches. To maintain and build relationships with consumers, many brands are raising content marketing investments. It could be subjective as some brands will have a greater opportunity to do this than others,” he added.

The brand with its own line of personal care and OTC products is increasing awareness and pushing supplies.



Vijay Kaul

“There are plenty of research papers which show brands that continue to invest in brand-building during times of recession benefit in the long term versus brands that go dark. In categories where revenues threaten the survival of companies such as cinemas, hospitality and airlines, there may be no choice but to cut spends altogether. In these times, owned and earned media can play an important role to maintain SOV,” said Vijay Kaul, Deputy General Manager, Marketing Communication, Yamaha Motor India.

The auto industry is dependent on the dealership network and test drives, which are closed currently. Even the planned launches have been postponed from Yamaha’s end. With the current low sales, doubling its investment at the moment will certainly not be prudent, Kaul said. However, it is continuing with its campaigns while exploring opportunities in the paid media space, albeit in a smaller way.



Prashant Sinha

The brands in FMCG, hygiene or edtech sector have gone up in terms of consumption. Prashant

Sinha, COO and Co-Founder, Momspresso, said there is an increased opportunity for such brands to spend in order to generate cash, by putting the brand out there to try and turn into profits.

As the platform works with a plethora of brands across categories, it has witnessed that brands that are a necessity among consumers right now have raised their profile at this time (within reason, so as not to seem like they’re exploiting the situation) as demand for them is clearly seen.



Nishit Nanda

Speaking on behalf of the gems and jewellery industry, Nishit Nanda, Executive Director, Khimji Jewels, said there is definitely merit in exploring the “doubling down” approach for brands in this sector. To deliver authentic and humane stories, the brand has also increased its spends, albeit with no sales.



Udit Malhotra

“This is the time when you have to build a brand and if you go out of sight this time then I don’t think people will remember you. If you go with the markets globally, splurging has increased. This

is the right time to build your brand. Because as you can reach at the frequency which is way higher than TV and OOH, etc. And yes, people will take notice of your initiatives which will become a very big thing. Brands have already started doing more marketing activities. I see a lot of automotive, FMCG brands doing that already. However, they are leveraging only digital as a medium," Udit Malhotra, CMO, MG Motor, had recently told BestMediaInfo.com.

The most important thing is to market responsibly. Consumers will be quick to judge the intention of the brand during these times.

What medium is the right medium?

Nanda believes liquidity or otherwise, crisis or no crisis, digital is the only bet.

"We need to be where our audience is. And our audience is always moving. They are swimming

in the fluid new world. So more than looking at digital as a medium, we see it as air. Making any plans without it is like planning a trip without breathing," he added.



Shekhar Agarwal

The world is changing and use of this new-age medium is going to get far more impetus in the coming time, said Shekhar Agarwal, Head of Marketing, Havmor Ice-creams. This is perhaps the best way to engage with the consumers and brands are going all out to create more innovative and interactive content on digital.

Fresher's Required for Digital Marketing

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- * Willing to Learn and Grow

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Sinha said brands will have to do what they have always done best — adapt. Staying on top of latest trends, watching data for insight, and understanding new consumer behaviours will be key in driving successful marketing strategies. And lastly, most brands will have to move towards performance-driven marketing. They will have to pay close attention to campaign performance and efficiency spending.

Digital marketing will emerge as the most essential channel strategies for helping brands sustain and grow while supporting their customers in this time of need.

Singh (UBL) urged all brands to invest in what the society needs at the moment – and do it genuinely and just not for PR points. For brands that seek to sustain their communities and fans during this period, speaking strictly marketing-wise, he said community engagement on social and user-retention efforts would make maximum sense.

“Brands can focus more on maximising the free and cost-efficient channels, for example really upping the game on SEO will be valuable. Also it’s a good time for innovation, and working on features and offerings that will help in the long run,” said Bharath Sastry, CEO of Vistaprint India.



Bharath Sastry

Consumers are returning to broadcast, television, internet and other premium media sources for knowledge and information. And therefore, relying on digital ways of working and connecting with

consumers and maintaining the decorum of lock-down will have lasting effects.



Gurmeet Singh

With the sudden spike in news and entertainment on TV, advertising on the medium with focus on new entertainment and infotainment avenues along with digital platforms is going to be a safe bet for brands in the near future, said Gurmeet Singh, Chairman and Managing Director, Johnson Controls-Hitachi Air Conditioning India.

The brand itself has aggressive plans to utilise TV and digital in a big way so as to create positive perception among the consumers of the new and informed world order.

In a nutshell, brands agreed that the principles of marketing shouldn’t change, even in a black swan event like the present one. But when the markets open up, will brands continue focusing on the fundamentals like brand building or will they be managing marketing spend efficiency with a targeted value payback for customer segments, saving monies?

*By Ms.Akanksha Nagar
Source: <https://bestmediainfo.com>*

Six Strategies to Thrive in an Economic Downturn

We know that ups and downs are a part and parcel of business. Market conditions can change, outside events can affect demand, and sometimes, growth stalls simply due to cyclical reasons.

All signs during this COVID-19 pandemic say, there is an economic downturn.

As a serious business owner, you should perennially be preparing for such inevitable downturns. Even as you marshall resources towards growth, it's also important to create a contingency plan and you must structure your agency to be more resilient..

Surviving and even thriving in a recession is about making tough decisions and judicious cutbacks.

Growth Slump

Region's 2020 GDP growth down to 1.8-2.8% from 6.3%

India Assessment

Fiscal deficit projected to widen to 9% of GDP in FY21

Growth will rebound to 5% in FY22 as govt measures take effect

Projections by other agencies

Agency	FY21 Forecast (%)
Goldman Sachs	1.6
Moody's	2.5
S&P	3.5
ADB	4

Risk Factors

Deceleration will magnify socio-economic inequalities

Pace of poverty reduction likely to be severely impacted



You need to go all out to save your best clients. At the same time, you need to realign your practices and make better use of resources.

A few changes in how you operate can make you more recession-proof.

Marketing is the first casualty when clients see their margins shrink and demand crater. However, there is substantial research to prove that companies should maintain (or even grow) marketing spend during a recession. This sounds contradictory to conventional wisdom, but downturns are the perfect time to advertise for three reasons:

1. Advertising rates drop due to lower demand
2. Higher customer mindshare as competitors cut back on spending
3. Better brand image since customers see active ads as a sign of corporate stability

If you see an economic downturn approaching, don't panic – it's not all doom and gloom. If you can convince your clients to continue marketing, both you and your clients will be better off in the long run. You need a short-term plan to deal with the immediate aftermath of a recession. You also need a long-term strategy to decouple your business from market conditions and become truly "recession-proof". Few Strategies to Survive a Downturn are listed below:

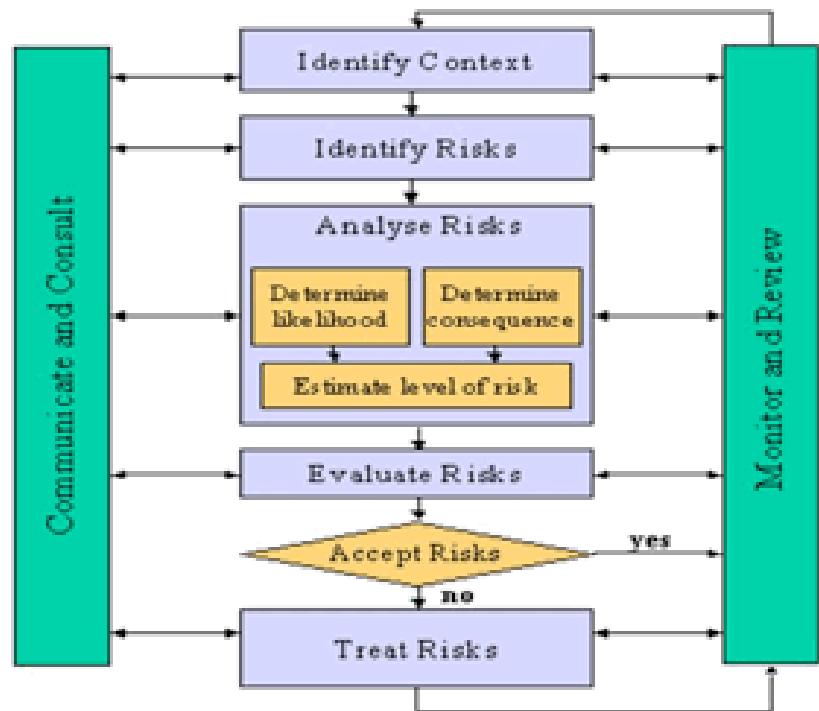
1 .Evaluate your risk

At the start of every economic downturn, there are three risks you need to evaluate:

A. Recession risk

How confident are you (and economic experts) about a crash? If there will be a downturn, how long

Risk Management Process



and severe will it be? While this can understandably be tough to predict, it's important to have some idea of the reality of the crash. The severity of your actions will change accordingly.

B. Risk to your business

How well-placed are you to survive an economic downturn? How many months of cash do you have in the bank? What are your payment terms? How much do you owe to lenders? How much do clients/partners owe you? These are critical questions to answer. Some agencies are recession-proof simply because they have ample cash to survive a crash. Also, evaluate your client roster. Does a single client make up a disproportionately large part of your revenue? In such a case, you need an all-out effort to save this client.

C. Risk to clients

What are the chances that your clients will be affected by the recession? Are your clients localized

in a single industry? Or are they spread across multiple sectors? How recession-proof is each sector? While demand usually falls across the board in an economic downturn, some businesses survive better than others. If you work primarily with doctors, for instance, you might find that demand remains stable (or even goes up) during a recession due to COVID 19 pandemic.

2. Segregate clients

Some of your clients will pack their bags and leave at the first sign of economic trouble. So, evaluate:

- The client's risk exposure to the economic downturn
- The client's importance to your operations and your ability to serve them during the downturn

The latter is particularly important. Sometimes, it's worth fighting to keep a cornerstone client even at a loss. The bad times don't last, but losing a critical client can be tough to overcome.

Also consider your ability to serve each client. Clients that can be served completely with cheap resources (in-house or freelance) are easier to retain during a downturn. On the other hand, if a client has razor-thin margins and depends on expensive talent, it might be worth it to cut them off. Based on these criteria, segregate your clients into the following three categories:

- **Immediately departing:** These are clients who are most vulnerable to the downturn. They're also not massively profitable for you. They'll likely dump you, it's not worth fighting to retain them.
- **Wait and watch:** Clients who are going to hurt through the downturn, but are comfortably placed to survive it. They might tighten their belts but won't dump you completely.
- **Comfortably placed:** Clients who will take

minimal damage from the downturn. Most likely these either have a ton of cash reserves or operate in an unaffected sector. Retaining these clients is crucial for surviving the downturn.

- **Value shoppers:** These are clients who will use the downturn to renegotiate contracts and bargain for lower rates. Evaluate them on a case-by-case basis. Some of them you might want to dump if it's too expensive to serve them. With others, it's okay to renegotiate a lower rate if it means keeping them from going to competitors.

3. Evaluate

Is your work concentrated in "must-have" service areas – say, website maintenance and hosting? Or do you offer a lot of "nice-to-have" services such as branding or social media?

Remember that just as you're evaluating clients, clients are evaluating their agency partners as well. They will cut anything that isn't 100% necessary to their operations or doesn't have a clear ROI. As part of your risk analysis, ask the following questions:

- What percentage of your revenue comes from "must-have" services? What percentage comes from "nice-to-have" work?
- Can you prove the ROI of your work beyond vanity metrics?
- How close is your work to the bottom of the funnel? In a downturn, clients will often cut down on top of the funnel marketing. But they will still keep pumping money into bottom of the funnel, revenue-generating leads.

4. Create a plan of action for your top clients

Assign top priority in this plan to clients who:

- Form a large percentage of your revenue, and/or

- Are comfortably placed and thus, unlikely to fire you, and/or
- Use must-have, revenue-generating services, and/or
- Are marquee brands that attract other, newer clients.

You'll have to address each of these clients individually. Find out what their key pain points are and whether you can resolve them by

- Cutting low ROI and low priority work to reduce their total billings
- Going above and beyond to show better work and higher ROI
- Offering discounts
- Renegotiating contracts to earn work that's closer to the bottom of the funnel (and hence, is harder to cut)

When it comes to your top clients, there are really no limits to what you can and should do to retain them. All your efforts should first be concentrated on making sure that your good clients don't leave. Of course, this doesn't mean that you can ignore other clients. You should put in as much effort to retain them as well – just on a lower priority basis.

5. Rework your story and services

While economic downturns are mostly about money and margins, they're also about narratives. "Growth", "branding", "prestige" – the words clients love in bull markets give way to words like "ROI" and "savings" in bear markets.

A little-followed tactic, thus, is to rework the narrative around your services. Don't tell clients about growth and brand equity. Instead, tell them about savings, better ROI, and getting more from less effort.

6. Cut down the Flab

An economic downturn is the right time to clean up internally and cut down on the flab. This can



be tough, especially if you have to let people go by taking action in following:

A. Software

Make an inventory of all the tools you currently use. Evaluate their current and average utilization over the last 6-12 months. You'll often find that there are tools that are used just once or twice a month then sit unused, then consider:

- Software contract period (monthly, semi-annually, annually)
- Contract type (per seat basis, flat monthly, usage-based, etc.)
- Penalties for early closure, if any

In an economic downturn, it can be smart to switch to multi-purpose software instead of single-use tools.

B. Personnel

Salaries are the biggest expenses for every agency. Cutting down on this can be the easiest way to keep your business afloat. The first thing you need to know is how well you're currently using your

resources. You need to track following three metrics to understand it:

- Utilization rate, i.e. the ratio of hours worked to total available hours for each resource
- Realization rate, i.e. the ratio of total billed hours to total available hours for each resource
- Agency utilization rate, i.e. the total utilization rate for all employees divided by the total number of employees

C. Practices

What's the biggest expense for agencies outside of salaries?

Office space.

As we all learnt during this lockdown, great deal of agency work can be done remotely. Asking people to show up to the office when they can work just as well remotely is an example of inefficient practices common at agencies.

Something as small as going digital-only with your documents and using e-signatures can save you a

great deal in paper and postal charges. Consider discarding such practices in a downturn to save costs.

At the end of the day, thriving in downturn / building a recession-proof business comes down to building industry-beating expertise, attracting strong clients, and adopting better software and business practices. Tools that give you better visibility into your agency's operations.

Syed Fazlullah Khan

Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Formerly he was working with ETA Properties & Investments Pvt.Ltd., Chennai as Head – Projects. Presently, he is a Project Management Consultant for many Projects.



Readers are requested to send their management related questions.

IMPACT will get replies from management experts.

**Send your questions to:
impactjournalindia@gmail.com**

Meet these five Indian child prodigies of 2018

Children are the future of any country. While many of the grown-ups dismiss what they say or do as “kiddish”, there are some of them who have achieved a lot at a tender age, what we adults can only aspire for!



You would be delighted to know that there are many such young people in India and we have a list here:

1. Arshdeep Singh

Arshdeep Singh, who hails from Jalandhar, Punjab made India proud with his big achievement, receiving the most prestigious photography award.

He is the only winner from India to receive Wildlife Photographer of the Year, 2018, in the Young Awards category.

Arshdeep Singh, Wildlife Photographer of the year, said, “I have never thought I will win Wildlife photographer of the year award as the



international awards are much tougher than the national ones.”

2. Advait Kolarkar

Advait Kolarkar is a four-year-old, youngest artist in the history of Canada's Saint Joan Arts Centre to have a solo exhibition.

Advait was born in Pune and shifted to Canada with his parents in 2016 and ruled the artwork of Canada in the year 2018.



Not only this, Advait's was invited for his first solo exhibition by a gallery owner in Pune.

3. Tanishq Abraham



A 15-year-old Indian-American child prodigy has reached a milestone in his academic journey and is all set to start his doctorate after completing his graduation in biomedical engineering, as per a media report.

Tanishq Abraham has done his graduation from the University of California, Davis with the highest honours of summa cum laude.

“Of course I feel very happy, very excited, and I’m very proud of my accomplishments,”

Tanishq has also designed a device that could measure the heart rate of burnt patients without touching them.

4. Aadithyan Rajesh

Aadithyan starts using a computer when he was five years old. (Image: Facebook/Aadithyan Rajesh)

Aadithyan owns a software development firm in Dubai.

Aadithyan Rajesh, a student from Kerala, was only nine years old when he developed his first mobile application as a hobby to beat boredom and also has been designing logos and websites for clients.



“I was six years old and would spend a lot of time on YouTube reading cartoons and playing spelling bee games. I began to become fascinated with computers and technology,” he was quoted saying.

Ever since he developed his first app, he began uploading mobile apps on Aptoide, an alternative marketplace for Android mobile apps.

5. P Sanjana



A three-year-old, lower kindergarten girl student from Chennai, P Sanjana hit the Guinness World Record by shooting 1,111 arrows (eight-metre away) in three-and-a-half-hour.

As per the rules of the Guinness World Record, the little champ took breaks for only five minutes after every hour.

Source: <https://www.indiatoday.in>

Corona Virus and the Insurance Industry

Rising to the Occasion

The decade 2020 and this particular year 2020 has begun with a bang. The Corona Virus or the COVID-19 has shaken the entire world- whether it a developing or developed country or a rich and wealthy or a poor nation. The picture emerging is alarming with a large number of countries including India are under Lock

Down. There are more than 24 lac cases detected throughout the world with the death number exceeding 160000 as on April 15 2020. In India the figures are 16189 and 536 respectively.

Under this situation, all industries are under great stress, mostly closed and are in financial doldrums. Insurance Industry too is not an exception. All insurers have lost more than 30% of their new business during the crucial month of March 2020, as huge new business is procured only during the last month- that also last week- of March every year, in view of the nation wide Lock Down announced by the Government of India from March 24 for three weeks initially but then extended up to May 3. Nothing could be done because human lives are more important than the human lives getting insured, because insurance can be taken only when you are alive!

World Health Organization- WHO- has declared the Corona Virus as a Pandemic. (Epidemic is restricted to one community or one country, whereas the Pandemic is spread throughout the world.)

Now the question arises- What is the role of the Insurance Industry in guiding the existing policyholders and new clients with regard to Corona Virus?

As an industry closely linked with the health of the population in general and our policyholders in

Special Measure

POLICYMAKERS DISCUSSING NEED FOR A SEPARATE COVID-19 BUDGET

Experts say
it may help ring-fence expenditure

This will ensure better monitoring

It could give comfort to rating agencies

FINAL DECISION NOT YET TAKEN ON THE ISSUE

BCCL

The infographic discusses the proposal for a separate COVID-19 budget. It features a magnifying glass over a stack of money, and a hand holding a pen over a document labeled 'BCCL'. The text highlights potential benefits such as better monitoring, comfort to rating agencies, and the final decision not yet being taken.

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particular, are we rising to the occasion now guiding the general public about this Virus?

What is the part to be played by the Insurance Regulator- Insurance Regulatory and Development Authority of India, in short the IRDAI?

What are the proactive steps to be taken by the 2 million insurance agents in the country?

In what way, the Government of India can intervene in this matter to help the common public?

Let us look at these situations in this article.

The Role of the Government of India

This subject has been taken up first because Insurance is only one of the many numerous steps to be taken up by the Government to come to the rescue of the suffering public, especially the poor and the downtrodden.

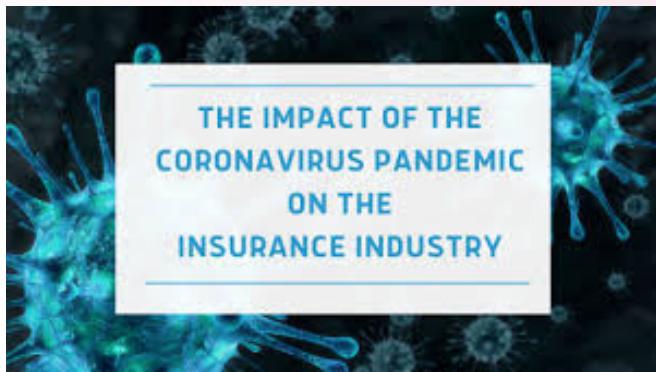
- The Government has announced to provide an Health Insurance of Rs 50 lacs per head

for all Doctors, Nurses, Health care workers, safai karmacharis, ward boys, ASHA Workers, para medics, technicians and Specialists and all the traffic Police personnel for a period of 3 months till June 2020, to be continued if required. Health care workers alone are 22 lac people in India.

- All the above categories of persons are also covered by a Personal Accident Cover of Rs 50 lacs for this period.
- There are 50 lac trucks in India but only 4 lac trucks ply daily. These 4 lac drivers and cleaners will be extended this Health Insurance of Rs 50 lacs per head for 3 months as a short term insurance cover by the Government and the Life Insurance Corporation of India- LIC- and the modalities are being worked out. 19 deaths that took place among these truck drivers and cleaners have created a panic among this section of population and hence this reassuring gesture from the Government.
- The Income Tax Department has announced that insurance premiums paid up to June 30, 2020 would be taken as paid on or before

The infographic features a central graphic composed of various icons representing different sectors and technologies. At the top left is a logo for 'IIFS'. The icons include a lightbulb, a brain with a target, a computer monitor showing a pie chart, a hand pointing at a screen, a calculator, a stack of coins, a bar chart, a satellite dish, a pie chart, a diamond, a square, and a circle. Below this graphic, the title 'The impact of Coronavirus on the insurance industry' is written in large, bold, black letters.

The impact of Coronavirus on the insurance industry



March 31 2020 and the eligible IT Rebates would be given for the FY 2019-2020 in the Income Tax Assessments of people.

- All Health Insurers have to cover the Corona Virus Pandemic claims including hospital treatments under the Ayushman Bharat, although this was not envisaged at the inception of this Scheme.

Financial Help from the Industry

Although financial donations are pouring in from each nook and corner of the country including from the Celebrities towards the PM CARES FUND mainly for the Corona victims, I am restricting the list to the Industries donation in general and the Insurance Industry in particular-

1. TATA Sons- Rs 1500 crores.
2. ITC- Rs 150 crores.
3. HUL- Rs 100 crores.
4. Vedanta- Rs 100 crores.
5. Hero Cycles- Rs 100 crores.
6. Bajaj Finance- Rs 100 crores.
7. Sun Pharma- Rs 25 crores.
8. OLA Group- Rs 20 crores.
9. Paytm Rs 5 crores.
10. Individuals Mr Mukesh Ambani- Rs 500 crores.
11. Mr Gautam Adani- Rs 500 crores.

The number is long but the list has been limited, although our grateful thanks are due to each and every individual and entity.

LIC has given USD 13.8 million for Prime Minister's Citizen Assistance and Relief in emergency situation Fund set up for this Pandemic. This includes INR 50 Million from the LIC Golden Jubilee Fund.

GIC Re has given USD 3.02 Million to the Relief Fund.

Initiatives from the IRDAI

The Regulator gave a mandate to the Insurance Companies to extend the grace period by one more month for the renewal premiums pertaining to the Life Insurance and General Insurance policies falling due between March 25 to April 14 2020, thereby giving the policyholders some breathing time. This also includes Health Insurance Premiums and Third Party Automobile Insurance premiums.

IRDAI has mandated that all the Corona Virus claims to be dealt with promptness and alertness in view of the tragedy by all insurance companies.

IRDAI has advised the Insurers to operate their offices- Insurance Sector comes under the Essential Services like the Banks- with absolutely necessary staff to maintain services like claim settlement, authorization for hospitalization, renewal of policies etc.

The Regulator has allowed the Travel Insurance policies to extend their Start/ End dates with policies taken between March 22 to April 30 2020 without paying any extra charges. This is to ensure that the impact of the Pandemic on travel plans and finances is cushioned. For future, the current travel insurance conditions should be relaxed in view of the unexpected events like the Pandemic.

Under Health Insurance, Senior Citizens are also to be covered against the Corona Virus. The Virus testing is free now, but it may have to borne by the public soon. So its cost is to be borne by the Insurer.

More than four-in-ten Americans say their lives have changed in a major way

% saying that, as a result of the coronavirus outbreak, their personal life has ...

	Changed in a major way	Changed, but only a little bit	Stayed about the same
All adults	44	44	12
Men	41	46	12
Women	47	41	11
White	45	45	10
Black	34	43	22
Hispanic	47	43	10
Ages 18-29	43	45	12
30-49	46	43	10
50-64	42	42	16
65+	45	45	9
Postgrad	61	34	5
Bachelor's degree	54	40	5
Some college	43	45	12
HS or less	35	48	16
Upper income	54	39	6
Middle income	44	45	10
Lower income	39	44	16
COVID-19 state health impact to date			
High	51	39	9
Medium	43	44	12
Low	40	47	13

Note: Share of respondents who didn't offer an answer not shown. Whites and blacks include those who report being only one race and are non-Hispanic. Hispanics are of any race. "Some college" includes those with an associate degree and those who attended college but did not obtain a degree. Family income tiers are based on adjusted 2018 earnings. COVID-19 state health impact is based on per-capita cases and/or total number of cases. See Appendix for details.

Source: Survey of U.S. adults conducted March 19-24, 2020.

"Most Americans Say Coronavirus Outbreak Has Impacted Their Lives"

PEW RESEARCH CENTER

Scanned copies of the documents should be accepted and 3 months' time should be given for submission of Papers- presently it is 15 days. The Virus treatment will also be expensive in the Private Hospitals in view of antiviral, ventilators, Personal Protective Equipments-PPE- and separate Wards for treating the Virus patients. Hence the Health Insurer should cover these expenses too, as per the Policy conditions. However the General Insurance Council is requesting the Regulator to standardize the rates for the Virus treatment as different Private Hospitals are levying different rates.

The IRDAI also mentioned that all the Unit Linked Policies maturing from March to May 2020 may be given the option of receiving the maturity amount in five yearly installments, irrespective of whether this provision existed in the original terms and conditions of the policy or not. This helps to take only one fifth of the amount at the present NAV- Net Asset Value- of the Units, because of the dipping of the Markets by 35% in the last three weeks, the NAV may be less. The policyholders may get a higher NAV next year or thereafter thus benefiting them. This applies to the maturity of Traditional Policies too in the Life Insurance sector.

There is also the provision that the policyholder can any time during these 5 years withdraw this installment payment facility and get back all the balance amounts of Maturity in a lump sum without any penalty.

IRDAI wants insurers to come up with need-based policies to cover the Corona Virus for the Public at large.

The Regulator has announced a 3 month moratorium on all Term Loans sanctioned by the Insurers.

According to the Life Insurance Council, the insurance companies can not cite ‘Force Majeure’ in the COVID 19 Claim cases- this is a term used in Contracts which allows parties avoid their obligations, if there is a totally unexpected and unforeseen event that makes it impossible to fulfill their Contract. Life Insurance Council has said that this will not apply in the COVID 19 Cases and death claims, although COVID 19 is an unexpected event.

The steps taken by the Insurers

Some Insurers like the HDFC Ergo, Religare, Max Bupa, TATA AIA facilitate Tele Medical Check-ups for their new policy buyers.

Insurers like the LIC, SBI Life, ICICI Pru are encouraging telephone and digital modes of communication to reach out to their customers.

Max Life Insurance has a COVID-19 Section in its website in order to answer the queries of their clients regarding the coverage of the Virus infection.

All insurers have ensured for quicker claim settlement processes at all the virus-affected areas.

ICICI Pru Life Insurance company is waiving additional charges such as Reinstatement and Late Payment Fees for reviving those policies that have lapsed during the last 6 to 12 months.

Star Health and Allied Insurance company has launched Star Novel CV Insurance Policy, covering all those who test positive and require hospitalization. This policy provides a lump sum payment of Rs 21000 and Rs 42000 to the insured person between the ages 18 to 65 years for the yearly premium of Rs 459 and Rs 918 respectively, provided that the insured person does not have International Travel History-related exclusion.

Clinikk Health Care Start-up has a Plan for the Corona Virus with an insurance cover of Rs 1 lac.

ICICI Lombard General Insurance company has a Group Insurance Cover for this Virus, with a sum assured of Rs 25000 for people aged between 18 to 75 for a period of one year, with the protection being only within our country. The monthly premium is Rs 149.

Life Insurance Corporation of India has already settled 16 death claims due to the Corona Virus.

The General Insurance Industry as a whole has settled 130 Corona Virus death claims for Rs 3 crores.

TATA AIA Life Insurance company has permitted an additional amount of Rs 5 lacs to all death claims due to the Virus, without any extra premium being charged for it. All their policyholders will get this benefit- the additional free amount is either the basic sum assured of the policy or Rs 5 lacs whichever is lower. This benefit is up to June 30 2020.

This benefit is extended to all the agents of the insurance company but with a cap of Rs 25000.

India First Life Insurance company has covered the Corona Virus in all their existing policies.

However the General Insurance Industry has refused the Business Interruption losses due to COVID-19, as the Loss of Profit Clause does not get triggered unless there is a physical damage. The Business Interruption policy is given along with the Fire or Property Insurance policy by the General Insurance companies. However some of the clients are planning to approach the Regulator to get the Business Interruption losses covered for the COVID 19 Pandemic too.

All the Insurance Agents are active in contacting their existing clients as well as new prospects

through phone, email and all other social media and helping them in the renewal of their policies and attending to their service needs.

A Salute to our Heroes

319 Health Care Professionals including Doctors and 101 nurses have lost their precious lives so far while treating the Corona Virus patients throughout the world, including 7 from India.

These Heroes deserve a grand Salute from all of us, in addition to the Police Personnel and Conservancy workers.

A Cheerful news- Oxford Researchers are working on a Vaccine called Chadox I for the Corona Virus. Even before Test results come out, 7 manufacturing Units in the world have started preparing the Vaccine on a commercial scale- these include 2 in the USA, one each in China and India. Chadox I is expected to hit the market by September 2020.

Let's pray for the success of this new Vaccine.

A word for our fellow citizens- Don't feel depressed being at home. We are not stuck at home. We are safe at home. Let us be thankful to the Government of India for their timely Lock Down action and other measures and let us support our Government by adhering to their advices.

The world is closed for Renovation. Grand Re-opening soon!

A Small Story

One Rishi was like a Guardian Angel for a village and was taking care of the needs of the people. No new person could enter the village without being questioned and allowed by the Rishi.

One night, the Rishi saw a ghost like creature trying to enter the village. Rishi stopped him and

questioned the intention of the ghost. The ghost replied " I am like a MahaMari- plague. I want to take 1000 lives from your village to quench my thirst. Nobody can stop me, including you, because it is by God's orders". Rishi too realized the predicament and knew that he would not be able to prevent this disaster. Unhappily, Rishi permitted the ghost to get in to the village.

Within a month, 30000 people died in the village due to an unidentified fever. That night, the ghost was leaving the village having completed his job. Rishi was waiting furiously at the exit point and he caught hold of the ghost and shouted " What's this? You said that you would eat only 1000 people, but now you have killed 30000 persons. How far this is fair and just?"

The ghost replied " Rishi Maharaj, I never broke my word. I ate only 1000 people in this one month. But all others had a slow death simply out of FEAR. What can I do?"

The lesson is- let us not create false alarm and panic among people by hearing and spreading all sorts of stories and rumors. Let us go only by Government Notifications and announcements and fight this demon- Corona Virus.

Victory is Ours.

R. Venugopal

Mr. Venugopal has served in LIC of India from 1968 to 2006 for 38 years and retired as an Executive Director.





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Workforce Diversity

Diversity at workplace is accepting the employees from different cultural background, value, ethics, age, ethnicity. diversity aggregate the team level construct represents difference among members of an interdependent workgroup with respect to specific personal attribute. Diversity is a positive factor in an institute it not only increases the opportunity for research, collaboration, students & faculty exchange it add value in knowledge by gathering various creative thoughts. It provides a distinct advantage in an era when flexibility and creativity are key competitiveness. When the institute are struggling to make the student ready for the industry it is important to have diversified employees. Conglomeration promotes creativity and amalgamated groups have been shown to produce better solutions to the problem and higher

level of critical analysis. When the education industry is undergoing tremendous changes for the improvement and betterment of the education systems it is important to find more effective and better ways for the institute to operate. Diversity improves the work culture, provides competitive advantage, build ability to compete in globally and improves the performance, job satisfaction and relationship with multicultural communities, attracting multiple talents and skills.

The Institutes having varied people with creative and problem-solving skills creates a competitive environment in the institute. Many times when the people joins the Institute from different culture, background, language they have different human nature and this leads to friction / complication with the local employees, however when the Institutes



WORKFORCE DIVERSITY



make sure that they will have diverse workforce from the very initial stage they do not face the problem of acceptability. They are forced to keep their personal opinions outside the Institutes which result in better growth and work culture in the Institutes. Sometime the Institutes faces the problem of high turnover, but many times high turnover is good to avoid the organization politics. If a person with high calibre joins the institute irrespective of the state, caste, background and performs high and leaves the job early compared to a person who is in the Institutes for many years with zero output naturally the early employee is beneficial for the Institutes.

When there is mix of employees the employees those who are high performers many times creates a sense of insecurity among the employees those who do not wish to perform they just want to be in the Institutes, in such cases the turnover ratio is less but at the same time productivity is poor,

diversification in such cases helps the Institutes to create competition among the employees and get the output from them with less efforts. Same time it is observed that there are certain unknown impediments which lead toward disengagement at the workplace, resulting in high employee turnover, and consequent poor performance of the Institutes. Because of existing workforce hindering the performance of the other employees. Many psychologists are of the opinion that understanding and appreciating the emotions of another person will give the organization a sensible upshot in terms of managing diversity at the workplace. Hence hiring employees with good emotional intelligence or training your employees is EI helps in smooth functioning of team.

The term diversity may sound small and simple but it is mix of holding and managing the objectives of the people from different human nature, hence diversity brings significant challenges to the



Institutes and HR plays a vital role in handling the issues pertaining to individual difference arising out of diversity, to support HR top management are equally expected to join the hands in handling such diversified workforce to confront these kind of challenges, understanding and appreciating each individual's emotions.

In short, workplace diversity is a people issue, focusing on the difference and similarities that people bring to an institute. Globalization crafts workforce diversity in the Institutes, however it is blessing and curse both depending on management

style of the organization if accepted it brings creativity and performance in the Institutes on the other hand bringing in diversified workforce is real challenge for HR as various behavioural dynamics like trust-mistrust, conflict-collaboration sabotage etc get involved.

When we listen and celebrate what is both common and different, we become a wiser, more inclusive, and better organization. ~**Pat Wadors**



Dr. Nikhat M Hamza

A custom-fitted person who has blended her 26 years involvement in different manufacturing Industries. An MBA and Ph.D. in Human nature. An able leader with 18 years in a leadership role, bagged two awards for the institute “Re-think India Best Entrepreneur Award” in the year 2017 and “New India Champion for the year 2018.” She is also the founder of “Centre for Qualitative Research in Human Nature and Organizational politics”. This centre works for the transformation of the organization for better productivity.



5 Reasons Why Online Learning is More Effective

Online learning has been on the rise in recent years, and it's really not hard to see why. On the one hand, eLearning courses have become hugely popular by the simple virtue of being so much more convenient than traditional face to face courses.

Students can fit them around their existing responsibilities and commitments, and can engage with multimedia content and learning materials at whatever time is most convenient to them. Even better: they don't have to travel anywhere to study, they can simply log in to the virtual campus from the comfort of their own home or office.

There's a second reason why online learning has become so popular: it's cheaper. Cost can often be a prohibitive factor in why individual students don't enrol in courses they're interested in. This is also an issue for corporations who wish to encourage their



employees to undergo further training but don't have much of a budget for conferences and training courses. Online courses are easily accessible on much smaller budgets.

In addition to the convenience and the cost, a large number of students are turning to online learning courses because they have become a better way to learn. Those students who are serious about improving their understanding, learning new skills and gaining valuable qualifications are keen to enrol in the type of course that will be the most effective.

Here are five reasons why online learning can be more effective than enrolling in a face to face training course.

#1. Students learn more than they do in traditional courses

IBM have found that participants learn five times more material in online learning courses using multimedia content than in traditional face to face courses.

Because online courses give students full control over their own learning, students are able to work at their own speed. Generally students work faster than they would do otherwise and take in



more information. They are able to move faster through areas of the course they feel comfortable with, but slower through those that they need a little more time on.

#2. Retention rates are higher with online learning

Many offline courses struggle to retain students throughout the length of the course. The Research

Institute of America have found that this is not the case with eLearning. Rather, online courses have increased student retention rates from anything from 25% to 60%.

It's been suggested that more engaging multimedia content, more control over how they take in the material and less likelihood of classes clashing with other commitments all contribute to this rise.

#3. Online learning requires less of a time investment

Many students are put off enrolling in a face to face course due to the time investment it will require. This generally involves the time to get back and forth to classes, plus the time spent waiting for tutors and other students. A Brandon Hall report





on eLearning within corporations found that this style of learning typically requires 40-60% less employee time than learning in a traditional classroom setting.

It's also key to note that eLearning options generally allow students to split the time they are investing in the course in whichever way works for them. They don't need to be able to dedicate large chunks of time to the course: it'll work just as well if they can set aside half an hour from their lunch break each day.

#4. More frequent assessments can reduce distractions

One of the great things about online courses is that assessment can become more of an ongoing process. This is good news for students as interspersing multimedia content and learning materials with regular short tests can improve student engagement.



In fact, research from Harvard showed that using these short, regular tests halved student distraction, tripled note-taking and students' overall retention of the content improved.

It's also worth noting that the more often students are assessed, the better their tutors are able to keep track of their progress. Increased student tracking means that tutors are able to step in earlier when assistance is needed.

#5. eLearning is the greener option

Online learning is certainly the more effective option for students, but it's also better for the environment. The Open University in Britain have found that online courses equate to an average of 90% less energy and 85% fewer CO2 emissions per student than traditional in person courses.

This certainly makes online learning and multimedia content a more effective method of education overall. Promoting and engaging in this kind of learning can help both individuals and corporations to do their bit for the environment and stick to their own personal environmental goals.

Interested in finding out more about the most effective way to learn languages? eLearning courses utilise high quality multimedia content to increase student understanding and provide an impressive virtually immersive experience.

Source: <https://www.dexway.com>

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