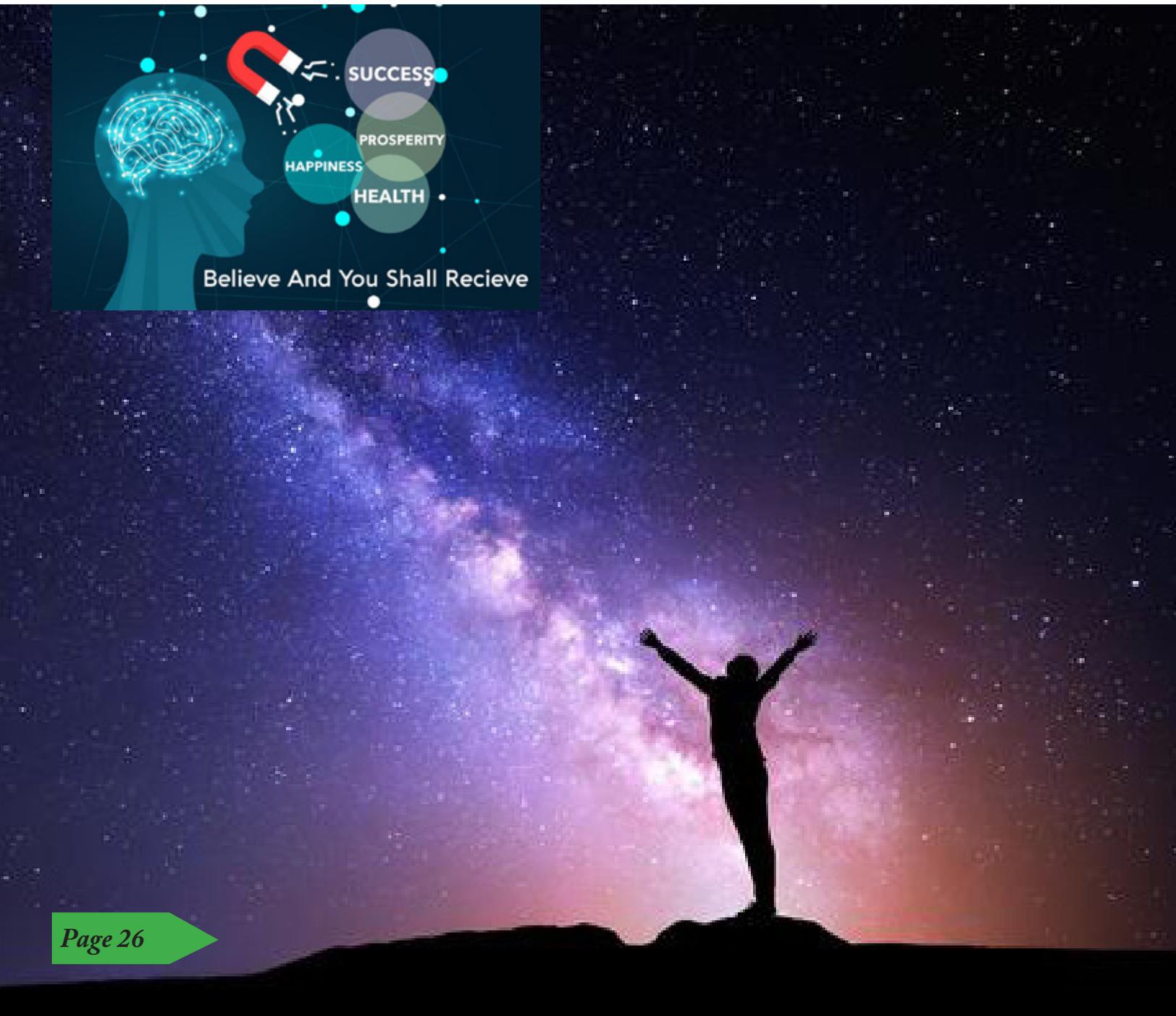


# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PROFESSIONALS



# Greetings from **IMPACT**



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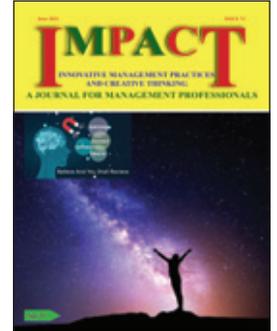
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Dear Readers,

What's next? This typically means “What is the next item we need to deal with?” “What next?” (or “Whatever next?”)

This is the typical question which is in the minds of people – world over.

Grappling for tomorrow? – is another question which remains unanswered!

Where are we? Are we going through the right directions? – is yet another set!

When ? How? Are another two questions – which are being debated by the so called intelligentsia in all the media.

Why? And Who? Are another two which are puzzling the world!

Without detailing we all know on what it means the above questions are, is the beauty!

Let's Act Safe is the only solution which will fit for the above questions.

IMPACT Wishes everyone A Safe Travel throughout the LIFE.

Editorial Team

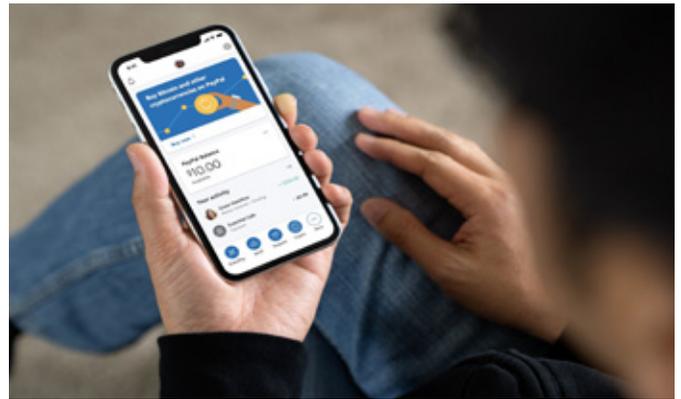
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# Strategies to BE POSITIVE during Challenging Times

What do businesses need today to stay afloat and BE POSITIVE? It varies according to Industry type and Business requirement which is not limited to

- Finance - Liquidity to manage Operational Cost
- Efficient Marketing to revive Sales / Services and Stay Afloat
- Skilled Manpower and Resources
- Efficiency in Supply Chain Management
- Productivity
- Cost Control (to minimize Impact due to process involved to prevent COVID at work place) and many more.

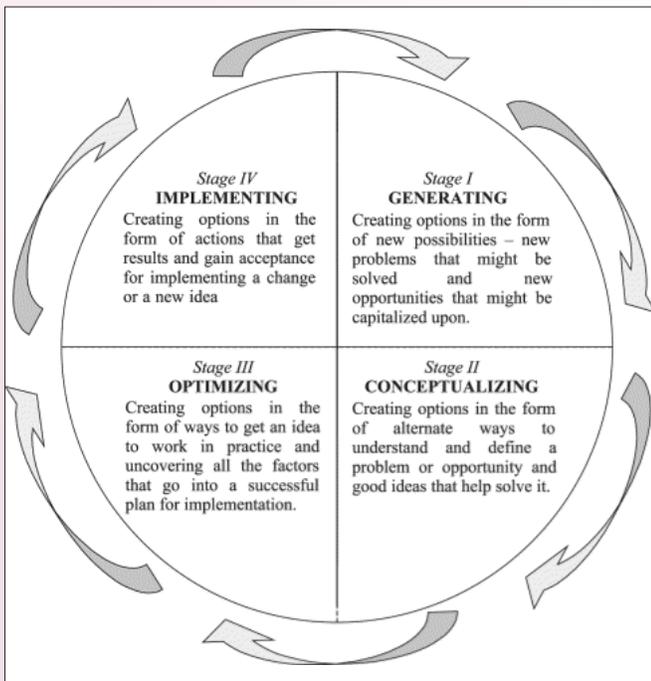


One thing which is common and essential to almost all Businesses in this tough time is a new way of thinking that opens a door they didn't even know existed.

A way of thinking that seeks a solution to an intractable problem through unorthodox methods or elements that would normally be ignored by logical thinking. Creative thinking is not a talent; it's a skill that can be learned. It empowers people by adding strength to their natural abilities, which improves creativity and innovation, which leads to increased productivity and profit. Today, better quality and better service are essential, but they are not enough. Creativity and innovation are the only engines that will drive lasting, global success.

During the process, Strategic planning shall also be revised on the following:

1. Modify (or Build) the foundational strategic vision and mission
2. Modify goals that would drive overall growth





3. Develop a long-term plan to achieve the goals.

and a strong vision statement will do the same for your organization.

Skipping above important steps can leave your organization without direction. A strong strategic plan positions the organization for success and clearly defines it at every level. Six vital elements of strategic planning are vision, mission, objectives, strategy, approach, and tactics.

## 2. Create your mission

While your vision is an organization-wide goal, your mission how you plan to achieve the vision. Without a mission, your organization lacks the why and how. If everyone in your organization has their own interpretation of the vision, it can lead to conflicting strategies and initiatives.

## 1. Define your vision

An organization’s vision statement is an aspirational description of what it wants to achieve in the future. A vision statement serves as a clear guide for choosing current and future courses of action — a definition of where you want your organization to be in the long term. It sets the tone and provides a North Star on the horizon.

## 3. Set your objectives

Objectives are specific results that a person or system aims to achieve within a time frame.

A powerful vision statement helps company employees focus their work in the right direction —





Defining success early lets you know if you are on the path to achieve your mission and vision. Clearly articulating your objectives creates goal posts by which your organization can measure its overall health and the impact of strategic initiatives.

In general, good objectives should be clear, measurable and be supported by multiple strategic

initiatives across the organization.

#### 4. Develop your strategy

Your strategy is a long-term plan that enables you to achieve your organization's objectives. An effective strategy brings together vision and execution. Strategies are much more specific than an organization's vision, mission, and objectives. They



**Instead of waiting for COVID-19 to go away, let's face this new reality and see what silver linings lay ahead.**

Lauren Redmond, Cpl Director

# THE POSITIVE ROLE OF TECHNOLOGY DURING A CRISIS

The need for remote working and social distancing during the COVID-19 pandemic has led to a surge in home care providers reviewing their processes and realising the benefits of going digital

are typically only shared within an organization and ideally built around an organization's needs and market context. Strategies should map long-term plans to objectives and actionable steps, foster innovative thinking, as well as anticipate and mitigate potential pitfalls.

Strategic plans often look out 3-5 years, and there may be a separate plan for each individual objective within the organization.

## 5. Outline your approach

An approach provides a methodology for executing your strategy.

The approach is a framework for answering key questions that will later determine tactics. Plus, it guides an organization on how to execute the strategic plan.

## 6. Get down to tactics

Tactics are focused initiatives, projects, or programs that allow organizations to execute a strategic plan. Tactics are the key to execution. They are the actions you take to make it all happen. On the surface, each tactic might not seem connected, but as you

dig deeper, you'll find that effective tactics should always tie back to the strategy, objectives, mission, and vision of the company.

Common mistake we see businesses make during challenging times is starting tactical initiative execution without first communicating and aligning on the goal.

While the business operations framework is a continuous cycle in which each stage informs the next, revising (or developing) a strategic plan using creativity, innovation and Lateral thinking is the best way to remain Positive during this period.

### 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.*



# Tech Companies Want to get Inside your wallet, for your Data

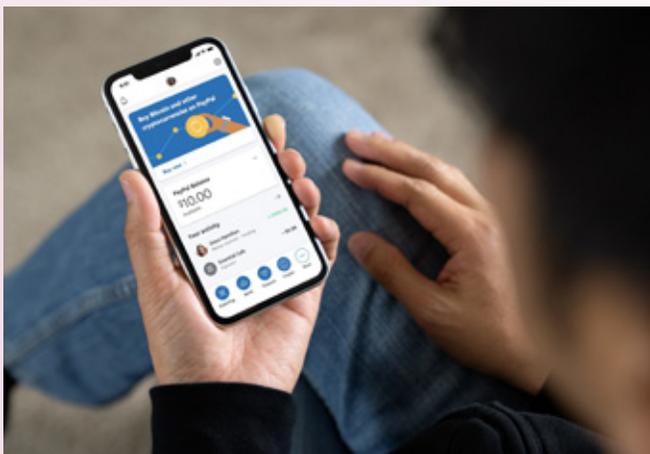
Data. The priceless data that tech companies want. And they always want more data. It is a bottomless pit. They know who you are, they know where you are, they know what you like, they know what you don't like, and they probably also know what you did last summer. Yet, the missing piece of this jigsaw is the financial data. Your financial data. Trust tech companies to not ignore that for too long. The year 2019 is when it became clear that the likes of Apple, Google, Amazon, Paytm, Facebook are now big on financial services.

Earlier this year, Apple announced that it was getting into the credit cards business. The idea was simple—use your iPhone to make payments. The Apple Card came with a whole bunch of benefits in tow—Daily Cash on every purchase you make, a smarter payment schedule and no annual fees. The card could be applied for from your iPhone and gets saved in the Apple Wallet. This drives transactions



through Apple Pay, a big win in the competition against the likes of PayPal, Venmo and Google Pay in the US market, to name a few. Apple was relying on the expertise of Goldman Sachs and Mastercard to make its foray successful. The Apple Card is not in India yet, but as of November, Apple Card users had already received \$10 billion in credit from Goldman Sachs.

The rest have made moves too, all in a flurry over the past couple of months. Google has confirmed that they will offer checking accounts from next year. Ride sharing service Uber has something called Uber Money and harbors aspirations of becoming a bank account for the driver partners—”For eligible drivers in the US, and expanding to more countries soon after, we are updating the no-monthly-fee Uber Debit Account, powered by Green Dot, to integrate seamlessly into the Uber Driver app. We also want to make every dollar spent go further, which is why the refreshed Uber Debit Card will launch (issued by Green Dot Bank,



# BEST MOBILE WALLET APPS



Member FDIC) with cash back on gas starting at 3% and up to 6% for drivers in the highest tier of Uber Pro,” says Uber.

Facebook also announced the Pay wallet which it says will provide people with a convenient, secure and consistent payment experience across Facebook, Messenger, Instagram and WhatsApp. All Facebook owned apps. Facebook wants to gain your trust by pointing towards its handling of the donation payments over the years. “Facebook has offered trusted payment experiences since 2007, and we’ve processed more than \$2 billion in donations alone since we launched our first fundraising tools in 2015,” says Deborah Liu, VP, Marketplace & Commerce, Facebook. And let us not forget Facebook’s cryptocurrency aspirations, which has it at loggerheads with regulators in the US and globally as we speak.

Things are no different in India. The tech biggies are all looking at payments and digital transactions to come even closer to the consumers, and potential

consumers. Paytm, by far India’s largest mobile wallet app, partnered with Citibank to launch a credit card. Uber’s rival in India, Ola got together with SBI to also launch a credit card. The Paytm First Card will offer 1 percent cashback over unlimited transactions, you will be signed on for the Paytm First membership and more. The numbers are staggering. Paytm has close to 300 million users in India right now, and even if just one percent of these users decide to get the Paytm First Card, that is a number which would hover around 3 million right away. That would be more than the 2.7 million cards which Citibank has issued in India, as of the RBI’s September 2019 credit card issuance numbers. The numbers are massive, and this works well for the bank involved too. For instance, in this case, Citibank lags behind HDFC Bank (13+ million credit cards issued and active) and ICICI Bank (7.9+ million credit cards).

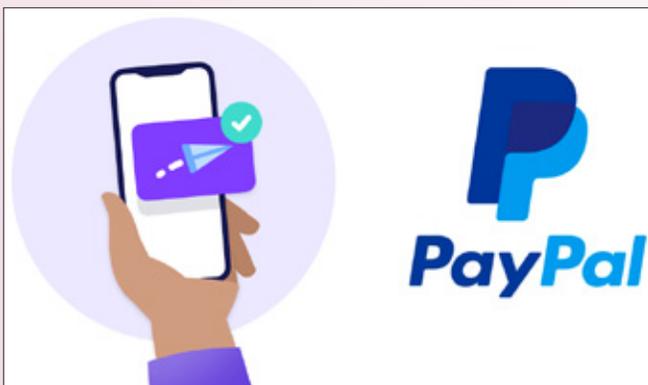
The Ola and SBI Cards partnership leads us to the Ola Money SBI Card. Ola and SBI intend to issue as many as 10million of these cards over



the next three years. It may not be hard for Ola to achieve that target—after all, they have more than 150 million active users for the Ola platform. This credit card offers 1 percent surcharge waiver on fuel transactions, 20 percent cashback at selected restaurants, 20 percent cashback on domestic hotel bookings and so on.

For Ola and for Paytm, the mission is the same. By getting a credit card and the related benefits into a user's wallet would go a long way in ensuring a user is retained. In fact, there is greater likelihood they will continue using the platform and could even see a larger share of transactions coming their way with the co-branded credit card and the constant stream of cashbacks and offers that will inevitably follow. But they aren't the first to do it. These now join the likes of the ICICI Bank Amazon credit card, for instance. Fuel companies, airlines and even shopping outlets have been in this space for quite a while now.

It hasn't been a rosy picture for digital wallets this year, as the unified payments interface (UPI) has consistently seen an upward curve. The simpler



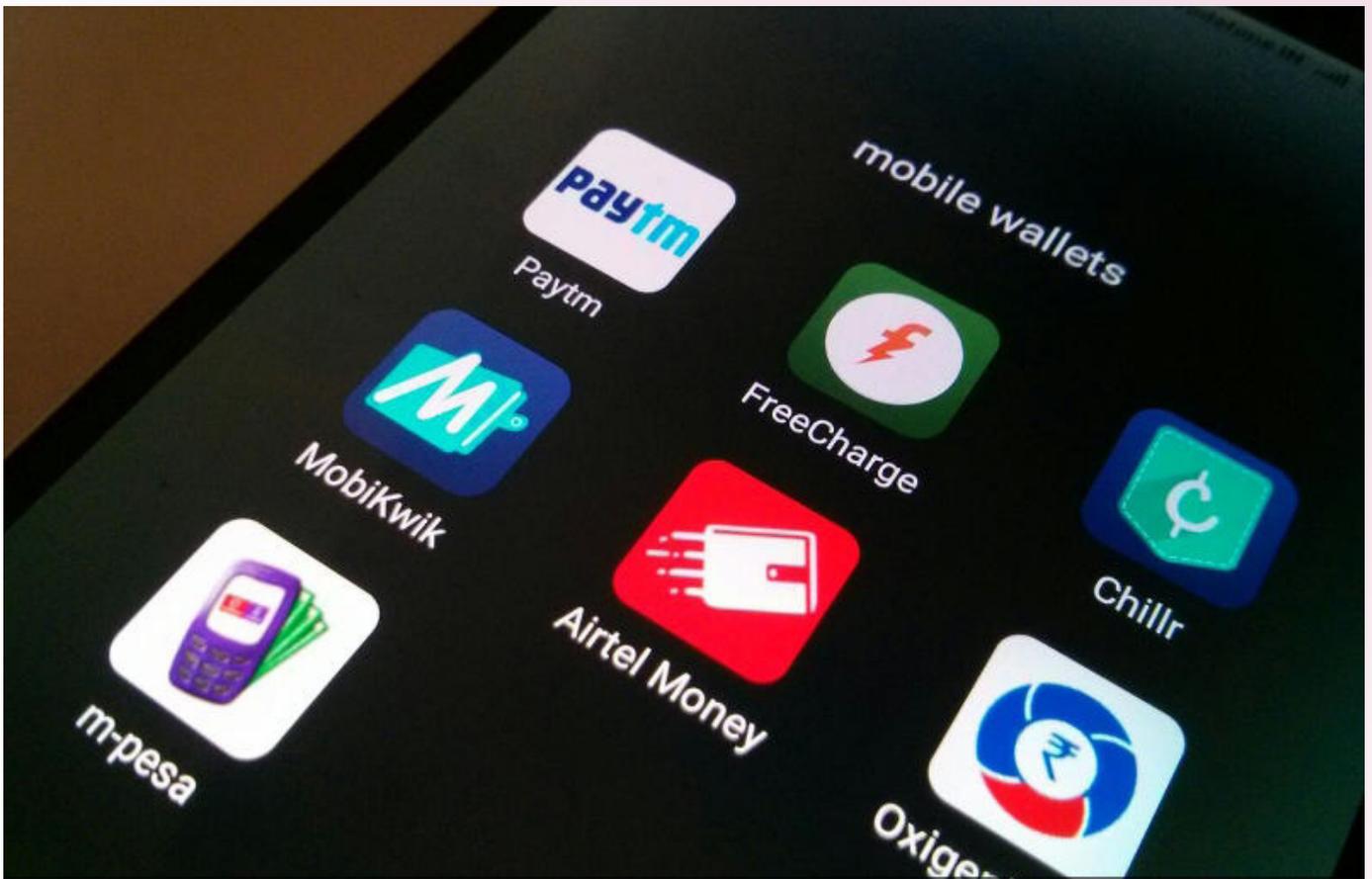
KYC requirements for UPI enabled payments also gave an instant advantage to apps such as PhonePe and Google Pay. UPI is an instant real-time payment system developed by National Payments Corporation of India facilitating inter-bank transactions—and UPI payments crossed the one billion mark in October.

One of the reasons why Paytm, Amazon Pay and pretty much most mobile payments apps added the UPI option, were the RBI's guidelines on the know your customer (KYC) verifications. Basically, all payments apps that purely rely on the integrated wallet facility or facilitate payments through credit or debit cards, will have to redo the physical verification of all their users in order to keep those user accounts enabled. It hasn't been a pretty picture in that regard.

What didn't really take off was the WhatsApp Pay service, which is still in the testing phase in India. The official launch, which was expected earlier in the summer, has been delayed numerous times. But imagine the scale that Facebook gets access to, with WhatsApp Pay. WhatsApp has 1.6 billion monthly active users globally, and has more than 400 million users in India. Right now, it is testing with about a million users, with the UPI integration. Everyone wants simplicity and convenience, and there is no reason why most people wouldn't simply choose to make payments from the app they use the most on their phones.

This is not the only move by Facebook. The Instagram Checkout option lets users buy products listed in adverts and other posts on their feed, without having to leave the app. This feature could make its way to India next year, and that will simply add a new dimension to the way you shop.

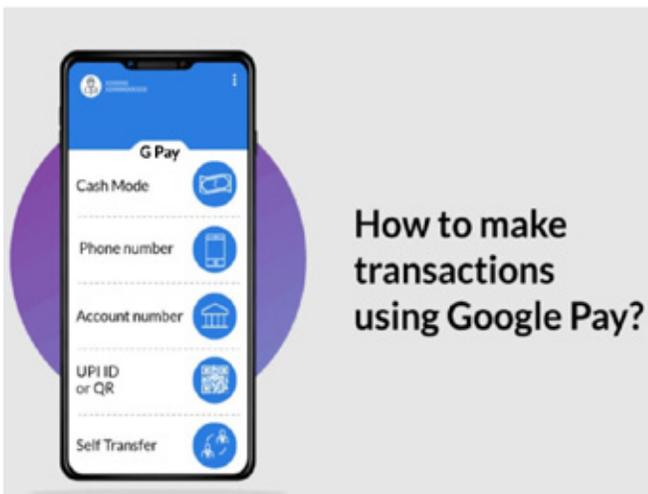
Smartphone makers are also eyeing their share of the pie. Xiaomi and Realme have already launched Mi Pay and Paysa apps for their smartphone users. OnePlus has already confirmed they will launch the OnePlus Pay next year.



Last but not least, there is the whole data goldmine that can't be left ignored. Most tech platforms right now know what you eat, where you order from, what you shop and from what, where you travel to and when, what you watch on TV, who your closest friends are and so on. Ola, for instance, would know how many rides you take every month and the locations you visit. Tech companies are now looking to get perhaps the most prized possession

of them all—your spending data. Your financial data. They need to have a plan B in place, in case their core businesses aren't growing. This makes it incredibly easy for them to map your spending power, curate the right sort of offers and options for you and even see how much loan repayment capacity an individual may have. And it is that data which, we may knowingly or unknowingly generate, will help tech companies make the right offerings, banks to sell their other financial products and for advertisers to target you with whatever it is that you are most likely to buy. Each had some amount of data earlier, but they can now sit at the same table and work out the best course of action for each other. Because, you.

Source Courtesy: <https://in.finance.yahoo.com>



# Tools used in Six Sigma

## A: SIMPLE TOOLS (PST)

### A-1 Brainstorming

It is useful for generation of bunch of ideas

#### Applications

Problem listing, Problem selection, Identification of causes, Fixing solutions, foreseeing constraints in implementation makes it possible to overcome these problems.

### A-2 Flow Diagram

It is useful for understanding and defining the problem.

#### Applications

Location of problem, Bottlenecks identification and identification of redundant activities/ processes

### A-3 Data Collection

It is useful for taking decision based on facts.

#### Applications

Define problem, Workout baseline, verify theories and to evaluate benefits/ improvements.

### A-4 Graphs

It is useful for Pictorial communication.

#### Applications

Comparison over a time between factors, trend detection and to identify major contributors

### A-5 Pareto Analysis

It is useful for Prioritisation and Selection

## Essential Lean Six Sigma Tools to use with the DMAIC Approach



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Arumbakkam, Chennai - 600106.

## Applications

Identify priority for defects of problem control and to identify areas for improvement.

### A-6 Stratification

It is useful for Categories source of problems.

## Applications

Obtain clues for solving problem and to locate factory sources for control

### A-7 Cause and Effect Diagram

It is useful for mapping of all possible causes responsible for the problem.

## Applications

Understand totality of causes, narrow down the major ones for detailed study and education.

### A-8 Histogram

It is useful for knowing process characteristics.



## Applications

To know

- process level,
- know process variation,
- know whether process in control and
- know process capability.

### A-9 Control Charts

It is useful for monitor process control.

## Applications

To know whether process is in control and to know when to intervene for correction of process.

### A-10 Scatter Diagram

It is useful for discovering nature of relationship between variables/ factors

## Applications

To discover nature and extend of relationship between process factors and product quality and to set specification limits.

## B: Statistical Process Control (SPC)

### B-1 Control Charts for Variables

It is useful for online control of processes when quality assessment is a measurement.

## Applications

Control of processes and defects.

### B-2 Control Charts for Attributes

It is useful for online control of processes when quality assessment is by attributes.



### Applications

Control of processes and defects.

### B-3 Process Capability Analysis

It is useful for examine process adequacy to meet customer's requirements

### Applications

Set up control schemes. Compare processes. Measure gap between existing capabilities and world class quality & identify processes for breakthrough strategy.

## C: VERBAL & ADVANCED TOOLS

### C-1 Affinity Diagram

It is useful for organisation of language/verbal data into sub groups based on natural affinity between items and defined groups.

### Applications

To get clear picture when information is intertwined, discover pattern in a complex problem. When large number of ideas is to be grouped & when break through is required.

### C-2 Relations Diagram

It is useful for to clarify intertwined casual relationship in a complex problem.

### Applications

To untangle and find logical relation among intertwined causes and effects

### C-3 Tree Diagram

It is useful for map out full range of pathas and tasks to be done to achieve a primary goal and relate sub goals

# What is Lean Six Sigma?

## Lean

- ❑ Removes Waste
- ❑ Increases Speed
- ❑ Removes non-value added process steps
- ❑ Fixes connections between process steps
- ❑ Focuses on the customer

Speed

## Six Sigma

- ❑ Reduces Variation
- ❑ Improves Quality
- ❑ Reduces variation at each remaining step
- ❑ Optimizes remaining process steps
- ❑ Focuses on the customer

Accuracy =

Better  
Delivery

Better  
Quality

Satisfied  
Employees

Satisfied  
Customers



### Applications

Broad objective need to be broken down into specific implementation details and to identify the order in which key issues are to be taken up to identify sub factors of key issues and to determine sequential order of action

### C-4 Matrix Diagram

It is useful for examine/discover relationship if any between any two sets of elements arranged in rows and columns

### Applications

Quality function deployment (QFD) and allocating organisation task

### C-5 Matrix Data Analysis

It is useful for qualification of Matrix Diagram relationship

### Applications

Identification of significant variables of the problems, issues of interest.

### C-6 Process Decision Programme Chart (PDPC)

It is useful for to map or plan each possible chain of events when the problem / goal is an unfamiliar one.

### Applications

Task is new or unique implementation plan is complex, stakes of potential failures high and efficiency of implementation is critical

### C-7 Arrow Diagram

It is useful for Planning and monitoring project schedules/costs

## Applications

- Control of project duration and costs.
- Identification of critical activities in the project.
- Assess profitability of completion o target date

## C-8 Design/process FMEA

It is useful for Identification of characteristics of product/process that are critical to safe and proper functioning

## Applications

- Performance requirement,
- Functional requirement and
- Environment and safety regulations

## C-9 Reliability Evaluation and Improvement

It is useful for to access gap between design and achieved reliability.

## Applications

Application of reliability goals to sub systems, forecast reliability of equipment systems and to improve control during manufacture and design

## C-10 Quality Function Deployment

It is useful for Quality planning.

## Applications

Translating customers needs into product features /characteristics.

## D: OPTIMISATION TECHNIQUES

### D-1 Design of Experiments

It is useful for Identifying optimum process setting for improved quality and productivity

## Applications

Process improvement for least costs, product quality improvement, improvement of process capability, for variance reduction and quality improvement

### D-2 Correlation and Regression Analysis

It is useful for discovering relationship between process factor and product quality.

## Applications

Listing of factors for control and work back specification of intermediate processes

### D-3 Taguchi Methods

It is useful for designing robust product/processes

## Applications

Identification of control factors settings that minimizes sensitivity to noise, identification of signal factors settings to achieve the target and set tolerances for levels of control factors to minimize manufacture and life cycle cost.

Jayprakash B. Zende

*Consultant in employee involvement & freelance trainer*



# Toxic Air and Gridlock: Why Tech Hubs Bangalore and Gurgaon are Choking on Their Success

**L**ike thousands of others, Megha Mathur moved to Gurgaon for a coveted job in tech. She soon realised she wouldn't be able to live there very long. The pollution was so bad she had to check an air quality app on her phone several times a day to see if it was safe to go outside without a mask.

“Having to live like that can cause a lot of anxiety and stress in knowing that's constantly your life,” Mathur, 27, told CNN Business. “Even though there are exciting opportunities in terms of companies and jobs, it just wasn't a place that I could see myself living long term and I think a lot of people share that opinion.”

Gurgaon, around 25 miles from New Delhi, is one of the country's newest tech hubs — home to global players such as Google and Microsoft as well as some of India's biggest startups like food delivery firm Zomato and India's biggest hotel chain OYO.

Mathur, who worked for Zomato, stayed there only nine months before moving with her fiancée Harshavardhan Singh to Bangalore.

“If you want to work in tech then Bangalore is your number one choice,” says Singh, who left OYO for Flipkart, India's top online retailer that was bought by Walmart last year. Often described as India's Silicon Valley, the city is also the main India base for Amazon, Flipkart's main rival, the birthplace of ride-hailing firm Ola and home to leading outsourcing companies such as Infosys and Wipro.

Gurgaon and Bangalore have exploded in the past two decades as the main centres of India's tech boom, with millions like Mathur and Singh taking up the highly prized and well-paid jobs that come with it. The cities underscore one of the main dilemmas the country faces: The rapid growth needed to drive its \$3 trillion economy and sustain 1.3 billion people has spawned an environmental emergency.

India's energy needs are rising as it tries to extend the manufacturing and tech boom to lift millions more out of poverty. That means more factories, more offices, more residences and vehicles.

The country has set itself ambitious targets since signing the Paris Climate Agreement, aiming to



# BTM, Bangalore Air Pollution: Real-time Air Quality Index (AQI)

BTM,  
BANGALORE

CITY RAILWAY  
STATION,

BWSSB,  
BANGALORE

BTM, Bangalore AQI: BTM, Bangalore



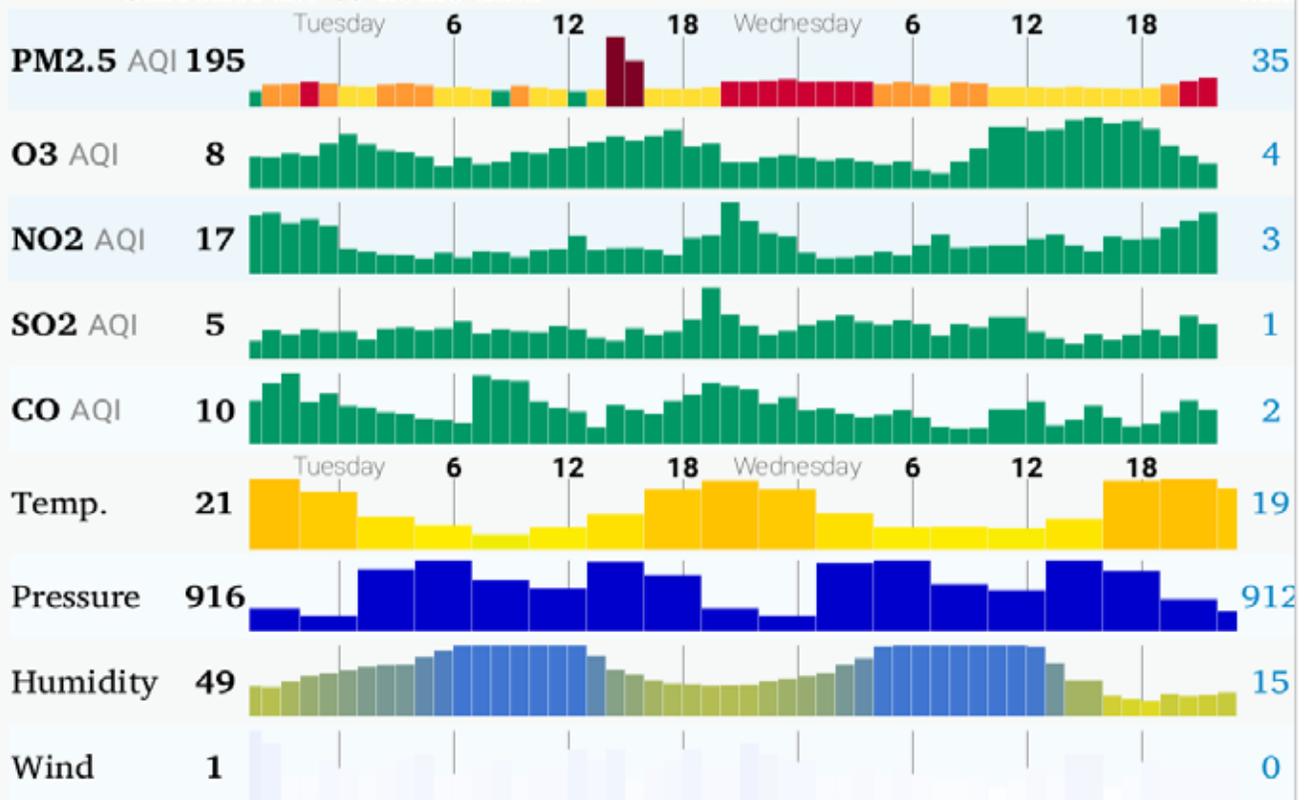
195

Unhealthy

Updated on Wed. 22:00

Temp.: 21°C

Current Past 48 hours data



# WHILE **DELHI** CHOKES

OTHER CITIES ALSO GET A WHIFF OF TOXIC AIR



source 40 per cent of its energy from renewable sources like wind and solar by 2030. There has been significant progress — renewable energy now accounts for nearly 23 per cent — but India is still one of the world’s largest oil importers, and more than half of its electricity still comes from burning coal.

## A Perfect Storm

When Sanjay Gupta and his family first moved to Gurgaon in 1999, there was hardly anything around. “It was sparse, desolate, and for most requirements we would have to go to Delhi,” he said. “It was a distance away from everything that we needed.”

Gupta, who worked for American Express, soon moved overseas for stints in New York and Singapore, before returning to Gurgaon as the company’s India head in 2006. By then, the tech frenzy was firmly underway. “You always felt that you were in a construction war zone,” says Gupta, now the CEO of AI education start-up EnglishHelper.

Today, the drive into Gurgaon — now officially known as Gurugram — is a blur of glass buildings

and company logos. It’s now one of India’s fastest-growing cities but mostly makes headlines for having the world’s most toxic air, based on an index compiled by Greenpeace and AirVisual that measures the level of fine particulates.

As recently as the first week of November, Gurgaon and neighbouring New Delhi were blanketed by a layer of smog so thick that officials declared a “public health emergency,” dozens of flights were cancelled and schools were closed. Traffic pollution and construction dust are partly to blame, but the annual burning of crop waste by local farmers makes the situation worse at this time of year.

It’s a public health crisis that resurfaces every winter, thanks to what experts refer to as a “perfect storm” of pollution. And it only seems to be getting worse.

“Gurgaon had an opportunity to make this a world-class city and we are nowhere close to it,” says Latika Thukral. A former Citibank executive, Thukral quit her job in 2004 and co-founded I Am Gurgaon, a citizen’s group that has been working to increase the city’s green cover, clean up its water supply and create more open spaces.

“I think the exodus is happening,” Thukral says. “There will be no water, pollution is at its peak. Why would people not move out?”

Bangalore’s tech boom preceded Gurgaon’s and its transformation was even more dramatic. The city, now officially called Bengaluru, used to be dubbed “Garden City” or “Pensioner’s Paradise.” Not anymore. Where Gurgaon has poisonous air, Bangalore has gridlock — the number of vehicles in the city has gone from around 1.4 million in 2000 to more than 8 million this year.

Singh’s four-mile commute in Gurgaon used to take him around 15 minutes. In Bangalore, his five-and-a-half mile journey to work usually takes close to an hour. The longest he can recall is two-and-a-half hours.

He also says it’s not uncommon at Flipkart for people to email colleagues in the morning saying they’re working from home because there’s just too much traffic, or there were no ride-hailing cabs available. “The biggest worrying factor seems to be that there seems to be no immediate solution,” he says. “The city seems like it was built for 10 people and we’ve put in 10,000.”

According to estimates last year from the Japan International Cooperation Agency, which is helping build a system to ease Bangalore’s traffic woes, the average speed on the city’s roads during the morning rush is just 8 miles (12 km) per hour.

“The biggest challenge which Bangalore is facing now is that of unbridled growth,” the city’s municipal commissioner BH Anilkumar told CNN Business. City authorities are thinking about introducing bus lanes and even a London-style congestion tax to ease the pressure on roads, he said. But those will take time to put in place.

Bangalore’s higher elevation and moderate climate mean it doesn’t get blanketed by smog like Gurgaon and Delhi. However, multiple independent studies



from recent years have said transportation is the biggest source of harmful emissions in the city — contributing about 40 per cent.

## Running Out of Water

Both cities have another huge problem in common — they’re using up water faster than it can be replenished. Their populations are projected to more than double over the next decade after rapid expansion in recent years, further straining already maxed-out infrastructure. Gurgaon and Bangalore (and 19 more Indian cities) will run out of groundwater next year, according to estimates by government-run think tank NITI Aayog.

“Industrial growth in and around cities will be severely compromised as companies will move their operations to more water-secure locations,” the think tank said in a recent report.

Millions already rely on private water tankers because government supplies are often inadequate. Bangalore’s groundwater usage is running at 143 per cent, according to the latest government data, meaning it’s consuming more every year than comes from rain and runoff. For Gurgaon, that number is 220 per cent.

“If you look at the map of Gurgaon in the 1970s and trace out the rivulets... it’s like a web,” says MD



Sinha, a senior official at the city's metropolitan development authority, the GMDA. "Now you trace it and you'll see that a lot of these have become roads."

Set up in 2017, the GMDA is focusing on recycling water and setting up sewage treatment plants. "Water... can be viewed as both a waste and a resource," says Sinha, who heads the city's conservation efforts. "It is now being viewed as a resource, and that is the shift we need for all our resources. We need to understand that we must save it or it will destroy us."

## Getting Involved

Companies that rode India's tech boom know they have to pitch in because the future of their business may depend on it.

"If some things are not done or a lot of things are not done, can it get worse? Yes, it can absolutely get rapidly worse so it is important that everybody gets with it," says Aditya Ghosh, a member of OYO's board. (Ghosh was OYO's India and South Asia chief until December 2 when he was succeeded in that role by Rohit Kapoor.)

OYO, which operates over 20,000 hotels across 80 countries, is in the process of moving to a bigger headquarters in Gurgaon. Ghosh says the company has tried to make its new office sustainable, ensuring proximity to public transportation, creating larger open spaces to reduce the need for air conditioning and lighting, and cutting down paper and plastic use. It is making similar efforts in its hotels to promote recycling, waste management and rainwater harvesting.

OYO's current office has 3,000 employees across eight floors. The new office will accommodate those employees across five floors. "Every time you add that next floor you're actually leaving behind a bigger footprint," Ghosh says.

More than 1,300 miles south in Bangalore, Flipkart and Amazon are locked in a race to reduce their impact on the environment, even as they fight for top spot in India's online retail market. Flipkart announced in late August that it would eliminate single-use plastic packaging from its supply chain by March 2021.

Amazon said a week later that it would do so by June 2020. The companies are testing out alternatives



made of paper, cardboard and other recyclable materials. Flipkart has also started collecting plastic packaging material from customers so it doesn't end up in landfills.

Both companies also say they're trying to reduce the amount of packaging each delivery requires and the carbon footprint of their vehicles. "If I was to compare last year versus this year, we have doubled the number of customers who have received more than one item in one box," says Akhil Saxena, Amazon India's vice president of operations.

The US company has installed solar power and rainwater harvesting technology at several of its warehouses, as well as motion sensing lights that switch off as soon as workers exit. Flipkart says it has over two dozen warehouses with an ISO 14001 certification, a global standard that rates companies on how well they manage energy consumption, water usage and waste management.

Amazon CEO Jeff Bezos pledged in September that the company would become carbon neutral by 2040. India poses a particularly large challenge. "I think if we do get off to a good start in a sustainable manner then the scale up becomes much easier," says Saxena.

As part of its September pledge, Amazon said it would have 1,00,000 electric delivery vehicles in operation worldwide by 2023. But the company hasn't yet revealed how many of those will be deployed in India. Walmart-owned Flipkart has already begun using electric delivery vehicles and says 40% of its fleet will be electric by March next year.

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management related questions.**

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Amazon India uses recycled water at its Bangalore headquarters and at its new campus in Hyderabad — Amazon’s largest office building in the world. The company also partnered with a local NGO, city authorities and several other tech firms to help fund and construct a sewage treatment plant at one of Bangalore’s dozens of lakes.

Flipkart says it has eliminated single-use plastic inside its Bangalore headquarters, which currently accommodates around 8,500 employees, by using alternative materials like stainless steel and glass. The e-commerce firm says the amount of waste it produces has gone down despite its rapid growth. Flipkart executive Mahesh Pratap Singh, who became the company’s first head of sustainability earlier this year, says raising awareness among its thousands of employees has had a wider impact on the community.

“When you do something at this scale... it goes back to their homes,” Singh told CNN Business.

## No Time to Lose

While some of the biggest names in tech and finance are committed to solving India’s environmental crisis, there’s much more to be done. When it

comes to fighting India’s pollution, congestion and water shortages, the country’s lack of infrastructure can be a challenge.

Amazon’s Saxena says it’s harder to procure plastic substitutes like wood and paper in India in large enough quantities than in more mature economies, and the fact that most deliveries take place on motorcycles rather than vans or trucks means the packaging has to be a lot more flexible and adaptable.

“It’s not like a cut-paste-copy because the contexts are different, the environment is different, the infrastructure is different,” Saxena adds.

Simply put, it’s tough for companies in India to keep pace with its growth and drastically reduce their carbon footprint at the same time.

“We are at a stage where we’re figuring out mass scale alternatives we can actually take to people,” says Singh, Flipkart’s sustainability head. Flipkart is having to design custom electric vehicles from scratch with a local startup because there aren’t viable options locally.

Ghosh at OYO says companies only really start changing the way they behave when two things





happen: “When consumers demand it more — and consumers have started demanding it more — and secondly when the cost of technology needed to make it happen also starts coming down.”

The companies all acknowledge the sense of urgency and the enormity of the problem. Time is running out.

“While leadership companies have begun to factor sustainability thinking (including climate change) into their business strategies ... the process clearly needs to be deeper, wider, and faster,” Shankar Venkateswaran and Mukund Rajan, former heads of sustainability efforts at Indian conglomerate Tata, wrote in “India and a Warming World” published earlier this month.

Mathur, who now works at Indian e-commerce startup Meesho, says she prefers Bangalore to Gurgaon. But that hasn’t stopped her from worrying completely, and she says she feels “exceptionally” lucky that her building has a reliable water supply, at least for now.

“For a lot of people that live in Bangalore ... there are massive water outages. That is becoming more and more real and I imagine over the next couple of years that will become a big part of our lives as well,” she adds.

As the water runs out, plastic waste piles up and the air gets ever more toxic, everyone has to do what they can.

“You can be despondent that this is never going to be enough but you have got to take those small steps and believe that can make a difference,” Ghosh says.

*(Esha Mitra contributed to this report.)*

*Source courtesy: <https://in.news.yahoo.com>*

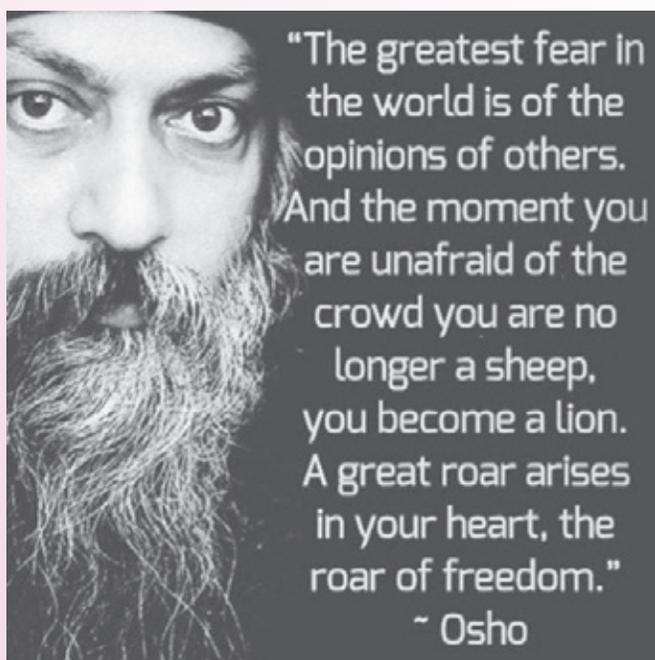
# We Shall Win

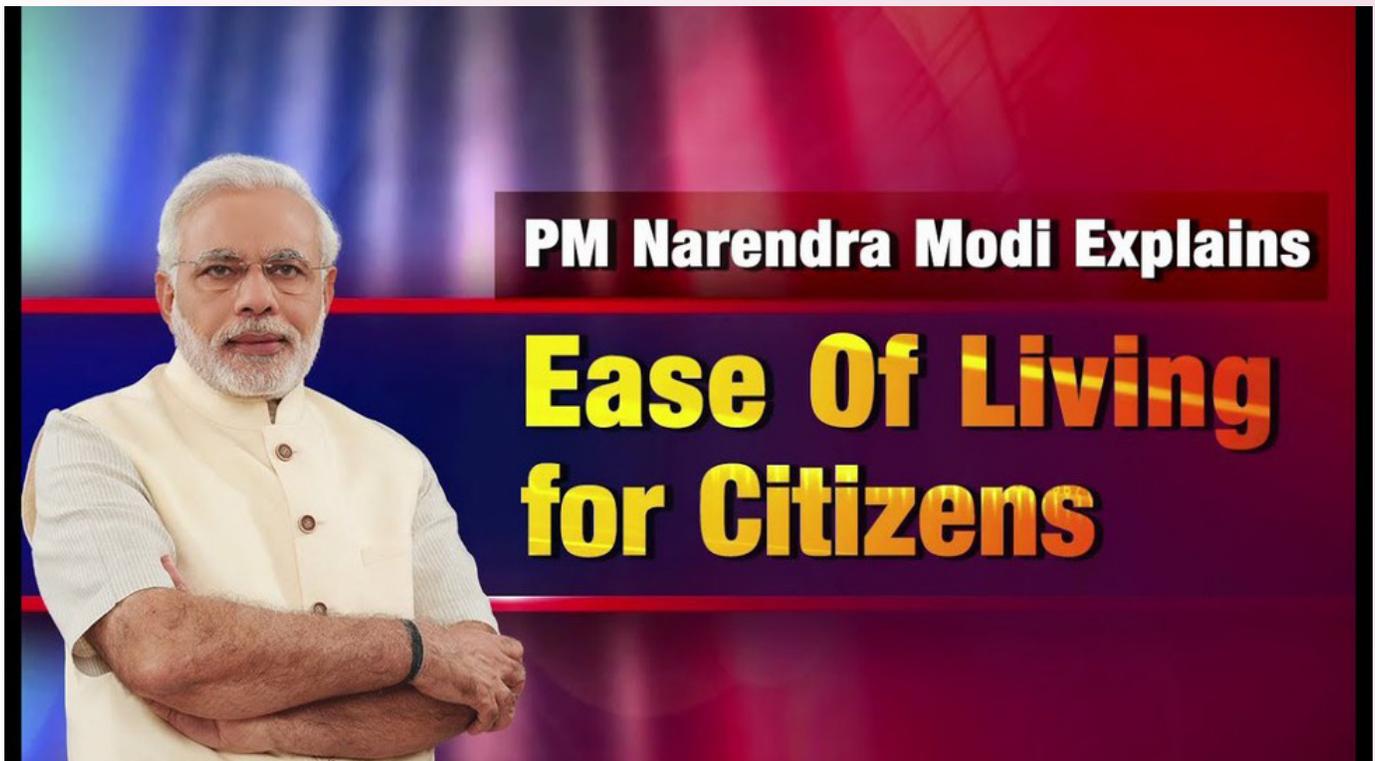
A few of our friends joined together for dinner in a common friend's a little big residence and we engaged a good cook for preparing the food so that we can all relax and chit chat. Shortly a nice aroma of Pulav filled the hall, indicating that a tasty Pulav was getting ready. As moments passed, the aroma increased, enhancing our expectations and appetite. One friend even commented " If the smell itself is so great, what would be the taste of the Pulav?". Many agreed by the clapping of their hands. At last, the chef announced that the dinner was ready and people can take their plates and fill them with Pulav. Each one took as much food as possible as all were so excited and anxious to taste the Pulav.

Just then the Chef came out of the kitchen running and shouted " Wait, Wait please. There

was a small mistake while cooking. In the Pulav Basmati rice, one or two small stones may be there, because these white stones resemble very much the Basmati rice. So kindly be careful while chewing, because if any of you get the stone, you may bite it and it may get stuck up in between your teeth. I am warning you in advance." The whole atmosphere changed immediately. Persons who were eager to gulp the Pulav, now began searching for a stone in their heap full of rice. Some who took the food were very careful while chewing and swallowing the morsel. The whole pleasure of enjoying the Pulav had gone. Some were quite fast and completed the food, fearing the stone at any gulp. There was no more discussion on the aroma or the taste of the food. The ease of eating had gone.

When all had finished the food and sat down, they suddenly noticed that none got the stone. They called out for the cook and asked him. He was very happy and he replied " I am highly relieved that no one got into any trouble. You would have even cursed me and I would have felt very sad, despite preparing an excellent dinner. Actually, I had removed almost all the stones while cooking itself, but still, you know these stones are highly deceiving, just looking like the Basmati rice. I am very much relaxed now and I can take my dinner, having kept a little Pulav for me." So saying, the chef went back to the kitchen. All were dumbfounded at this explanation which had removed all their enjoyment of tasting Pulav. Before anybody could snarl at the cook, they heard the cry of the chef from the kitchen " OMG, I got the stone in my plate, ah,ah!"





## The Ease of Living

As the ease of enjoying the Pulav had gone, now the ease of living also has vanished during these Covid times. As every one was afraid as to who would get the stone, each person is worried as to who will catch the virus. Who is asymptomatic? Who will spread the pandemic? Will it be the Milk man or the Post Man, or the courier boy or the food delivery messenger from the Swiggy? Even that food we are not enjoying eating. First we are sanitizing our hands and then clean the parcel outer cover and then only open the packet and simply gulp the Pizza.

The ease of enjoying the life is absent now.

How to overcome these despondent feelings?

## The Words of Osho

I read recently the conversation had by Mr Osho, when somebody asked him “ How do I avoid the Pandemic?”

Mr Osho replied “The correct question should have been “ How to avoid the FEAR of dying due to the Epidemic?”

People die more from the FEAR OF THE DISEASE rather than the Virus.

There is no virus more dangerous than fear.

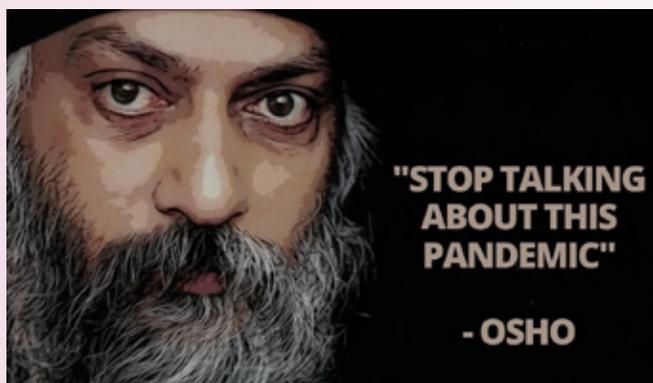
## Ease of Living Index



I observe people afraid to use the elevators in the high rise buildings, worried about the infection, but what elderly persons would do, can they claim 10 or 15 floors?

Many are vacating these multi-floored buildings and occupying either individual cottages or locations with only 10 or 12 flats. This is because, even if there is one infection, the whole complex is declared a Containment Zone, leading to flat arrest for all others.

It is agreed that the Pandemic is deadly, especially the second or third wave, the double or treble mutant and the different variants like the UK, Brazil and the South Africa. But still, fear is not the answer.



Let us join together and continue to follow the protocols like washing our hands, wearing the mask and maintaining the social distancing.

Let us hear the positive stories of people recovering from Covid.

Let us not spread depressing accounts of persons, suffering or finding difficult to obtain hospital beds, although these narratives are true and happening, especially in cities like Mumbai, Delhi, Pune and Bangalore. These reports are quite scary.

I find the helplessness of the sincere Doctors who break down on the screen highly traumatic. No doubt I empathize with these Frontline Warriors, but actually I would be happy, if they use this opportunity to reassure the public of their utmost efforts.

Let the medical personnel talk about the recovery rate among the Covid patients and the percentage of death in India, which is less than 2% of the Covid patients.

Let all eligible persons rush for getting the vaccination, the first or second dose. This builds up the resistance and immunity levels of such persons



in the society. This action by and by leads to herd immunity in that particular area.

These measures will bring a lot of hope, courage and faith among the common public, who will follow the social protocols more vigorously.

We shall fight together this demon.

We will rise again.

WE SHALL WIN.

## In a Lighter vein

In these difficult days, the question raises “ What is in our hands?”

The answer is “ Nothing, but still we have to wash them.”

### 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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your **MOUNTAIN** is  
waiting so...  
get on your **WAY!**  
-Dr. Seuss

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think **right**  
and think **low**  
and think **high**  
oh, the thinks  
you can think **up**  
if only you **try!**  
-Dr. Seuss





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If you see  
someone without  
a smile, give  
them one of  
yours.

Dolly Parton

*always* REMEMBER  
YOU ARE BRAVER  
THAN YOU BELIEVE  
STRONGER  
THAN YOU SEEM  
SMARTER  
THAN YOU THINK  
AND LOVED  
-MORE THAN YOU KNOW-





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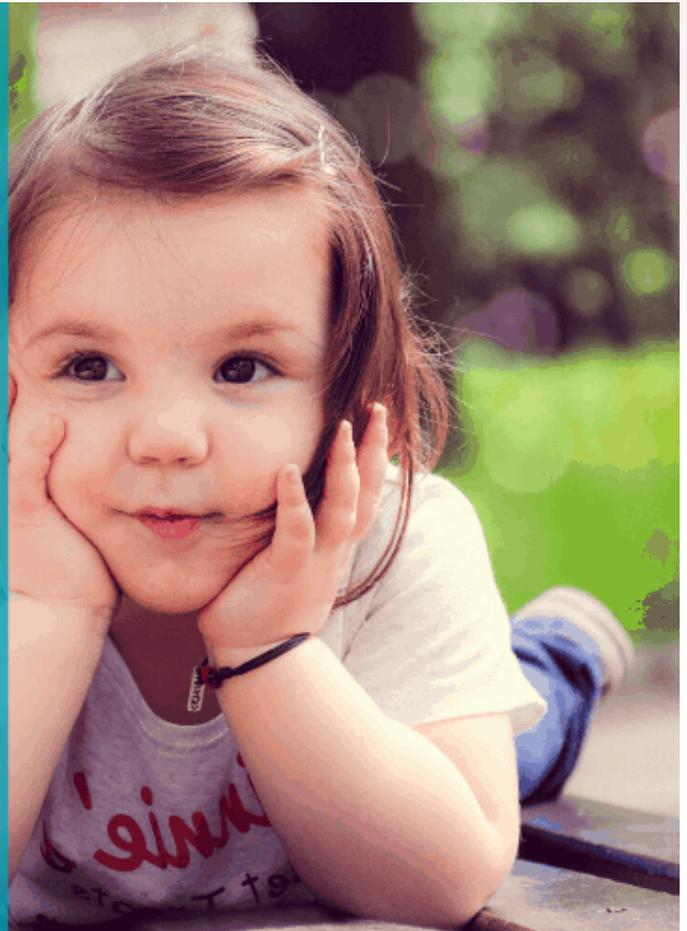
*No Matter how  
bad things get,  
something good  
is out there, over  
the horizon.*

GREEN LANTERN

”

*You have to be  
unique and  
different and  
shine in your  
own way.*

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