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# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE



LEAD KINDLY LIGHT



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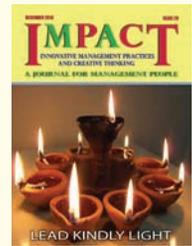
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*With Greetings from* **IMPACT**



Lead Kindly Light !

Today's scenario in the popular media, Be it Print or Electronic, Sensational and Negative news occupy the front pages and Breaking News scroll. By reading these or watching these negativity in the morning hours or late evenings also, create more negativity and fear towards life, leading to reduced output of our resources in our day to day activities. These negative thoughts occupy subconsciously in every one's minds, directing us to find faults about everyone and in every aspect.

There are many of us who carry light in a darkened world. We know joy in a world of sorrow and peace in a time of storms. We have the ability to lift heavy burdens, heal wounded hearts, and bless weary souls. We even have the ability to bring light to a darkened world, changing the world each time we share that light with others, lighting one heart, one candle at a time.

Use your writing ability to share your light and your testimony. Share with readers how God has helped you in your own life and help people understand who they can look to for their own light.

Get to know your neighbors and learn to love them. Invite them to your home and let them feel of the spirit that resides there. Be kind and respectful and help them feel loved.

Wherever you go, look people in the eyes, and smile. It seems so simple, but a smile can bring light into a person's life quicker than anything else you can do.

If you see someone struggling with groceries, help them to their car. If you see a mother holding a baby, hold the door for her. Look for opportunities to serve. They are all around you. One small act of service can change someone's day, and possibly their life. Your service will touch their heart.

Don't be hesitant to talk to strangers, in the supermarket, on the airplane, at the park. Don't feel hesitant to strike up a conversation, and Opportunities will open.

Let us Light up our inner light, the whole world will glow!

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# Management in Valluvam

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N. V. Subbaraman

Every issue of IMPACT from the start carries the above feature, each issue discussing in detail Valluvar's recipe for good management of the self, his organization and the society in general. The encouraging feedback we are receiving make us to continue this feature and this issue deals with how Avoiding Jealousy by the individuals help in effective management. Let us see how it helps our progress too. We know pretty well envying others is not going to help us in any way but adds to our bundle of sins. Here Thiruvalluvar advises against this vice of jealousy in men and women in general and definitely an effective Management practitioner cannot afford to harbor.

Chapter Seventeen  
அதிகாரம் 17

AVOIDING JEALOUSY  
அழுக்காறாமை

JEALOUSY THE EVIL

ஒழுக்காறாக் கொள்க ஒருவந்தன் நெஞ்சத்து  
அழுக்காறு இலாத இயல்.

Ozukkaaraak koLga oruvanthan nenjaththu  
Azukkaaru ilaadha solal.

Not being jealous  
Great virtue for human kind  
One must be zealous!

One has to cultivate a heart without jealousy and lead his life with the virtue of treating jealousy as an evil. (161)

விழுப்பேற்றின் அஃது ஒப்பது இல்லையார் மாட்டும்  
அழுக்காற்றின் அன்மை பெரின்.

Vizuppaetrin ahudhu oppadhu illaiyaar maattum  
Azukkaatri aNmai perin.

Free from jealousy  
An asset par excellence  
Noble trait – fancy!

Not feeling jealous over anything is wealth; Being free from jealousy in fact is the asset among assets. (162)

அறன் ஆக்கம் வேண்டாதான் என்பான் பிறனாக்கம் பேணாது அழுக்கறும் பான்.

Aran aakkam vEndaadhaan enbaan piranaakkam PaeNaadhu azukkarup paan.

Seeks not wealth and fame  
Yet jealous of others' joy  
Loses his fair name!

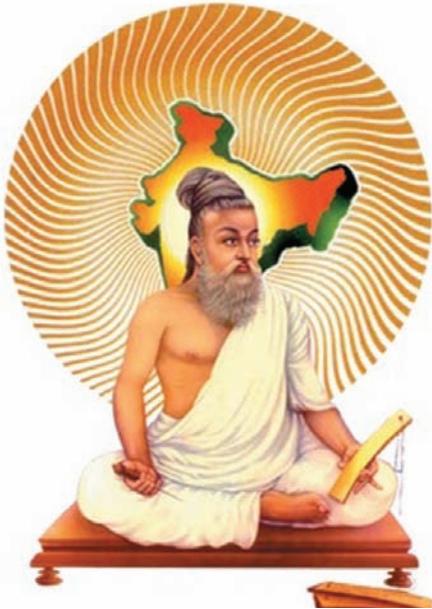
Though one does not seek others' wealth and seeks fame, if he is jealous of others joy, he loses all his grace and name and fame (163)

அழுக்காறின் அல்லைவ செய்யார் இழுக்காற்றின் ஏதன் படுபாக்கு அறிந்து.

Azukkaatrin allavai seybaar izukkaatrin Aedhan padupaakku arindhu.

The noble harms not  
Out of envy any  
Knows it makes him rot!

A noble minded person never will harm anyone else in jealousy as he knows well that he gets rot by being jealous. (164)



**IF YOU  
WANT TO  
KNOW HOW  
RICH YOU ARE,  
FIND OUT HOW  
MANY THINGS  
YOU HAVE  
THAT MONEY  
CANNOT BUY.**  
KUSHANDWIZDOM

அழுக்காறு உடையார்க்கு அதுசாலும் ஒன்னார் வழக்கியும் கேடஈன் பது.

Azukkaaru udaiyaarkku adhusaalum onnaar Vazukkiyum kaedueen padhu.

Foes bring not such woes  
As deadly jealousy does  
Envy brings woes and foes!

Jealous people need none to get harmed; very jealousy is sufficient to bring him all woes and foes. (165)

கொடுப்பது அழுக்கறும்பான் சுற்றம் உடுப்பதும் உண்பதும் இன்றிக் கெடும்.

Koduppadhu azukkaruppaan sutram uduppadhuum UNbadhoom indrik kedum.

One who envies gift  
To others, -- will find his kin  
Go sans food – cloth swift!

Even the relatives of a jealous person will go  
without food and clothing. (166)

அவ்வித்து அழுக்காறு உடையானைச் செய்யபவன்  
தவ்வையைக் காட்டி விடும்.

Avviththu azukkaatru udaiyaanaich cheybavan  
Thavvaiyaik kaatti vidum.

Fortune leaves him sure  
The jealous, and misfortune  
Holds him fast and strong!

Not only fortune will leave the jealous but also  
ensure that misfortune takes him hold of. (167)

அழுக்காறு எனஒரு பாவி திருச்செற்றுத்  
தீயுழி உத்து விடும்.

Azukkaaru enaoru paavi thiruchchetruth  
Theeyuzi uththu vidum.



Envy, the villain  
Robs the one of his wealth and  
Drives to hell certain!

Jealousy the enemy of the person will not only rob  
his wealth but sure drives him to the hell. (168)

அவ்விய நெஞ்சத்தான் ஆக்கமும் செவ்வியான்  
கேடும் நினைக்க படும்.

Avvianenjaththaan aakkamum sevvayaan  
Kaedum ninaikkap padum.

Needs a scrutiny  
Wealth of the jealous and drought  
Of the good – for sure!

Cause of wealth of the jealous and the poverty of  
the good need a thorough scrutiny. (169)

அழுக்காற்று அகன்றாரும் இல்லை அஃது இல்லார்  
செருக்கத்தில் தீர்ந்தாரும் இல்.

Azukkaatru agandraarum illai; ahudhu illaar  
Serukkaththil theerndhaarum il.

Envy denies wealth  
Generosity begets  
“Envy - not” - strong health!

The jealous never had the glory, name and fame.  
The one is free from jealousy never got into disgrace.  
(170)

(TO BE CONTINUED)



# Manage Conflict Into Creativity

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**Syed Fazlullah Khan**

**M**anaging Conflict is an integral part of those who manage Teams / groups. In such a case, why not turn conflict into creativity while managing it.

Two talented people who have nothing in common are more likely to create something exciting than two talented people who think the same way. Harmony is overrated. Innovation is about bringing together individuals with diverse strengths who can push against each other and build something collaboratively that they never would have come up with on their own. Innovation happens when there is constructive conflict, or positive tension, within an organization - not total agreement.

Innovation is any change big or small that makes a difference.

*Thomas Smith*

**INNOVATION  
DISTINGUISHES  
BETWEEN A LEADER  
AND A FOLLOWER.**



The Innovation Genome is a creative map of organizational dynamics that tells us how competing talents and seemingly opposing world views can come together to promote growth. The building blocks of the Innovation Genome are four competencies - four types of value that your organization can pursue: COMPETE, COLLABORATE, CREATE, and CONTROL.

On the surface, these values are at odds with each other. But once you understand the way they work, you can use them strategically to jumpstart innovation.

The COMPETE, or blue, kind of value represents a Darwinist approach that focuses on competition where the strong prevail at the expense of the weak. This approach represents the drive toward goals and the endgame of power, money, fame, and other tangible forms of success.

The COLLABORATE, or yellow, kind of value is the opposite of COMPETE. Where the COMPETE approach celebrates an aggressive, often cutthroat spirit, the COLLABORATE approach strives for connection, harmony, and togetherness. This approach represents human relationships, the identification

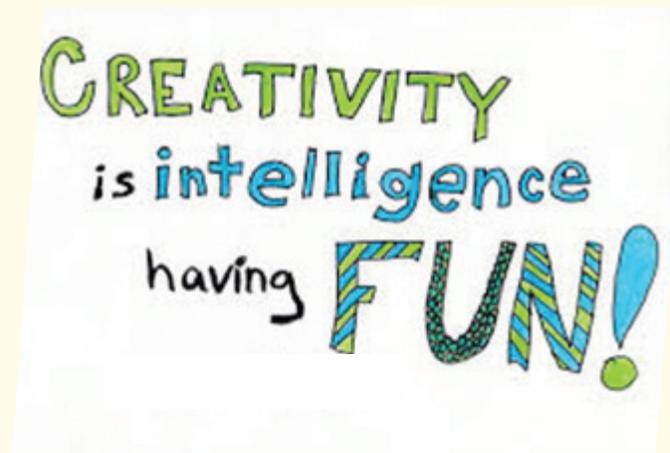
with family and clan, and the greater good of Man.

The CREATE, or green, kind of value pursues radical innovation through wild experimentation and extreme dislocation of conventions. This means maintaining a visionary focus on the future, with great adaptability in new environments.

The CONTROL, or red, kind of value is the opposite of CREATE. Where the CREATE approach takes risks and thrives in uncertainty, the CONTROL approach works to eliminate risk. This is about being consistent, using reliable systems and procedures that promote stability.

Every approach has its downside. Red projects face the danger of becoming too bureaucratic. Green projects run the risk of creating too much chaos. Blue projects are sometimes shortsighted. Yellow projects may be overtaken by irrational enthusiasm. This is why you need to combine these approaches to make up for their respective weaknesses. For example, bringing together the stability of a red approach and the experimentation of a green approach encourages creativity while also keeping it within the bounds of procedure.

What happens when pragmatic thinkers work with big-picture thinkers? What happens when the goal-oriented thinkers meet the patient thinkers? This is the kind of variation that sparks innovation. Take a chance and surround yourself with people who do not think the same way you do as you feel your way to the future. They just might surprise you



# Don't Quit

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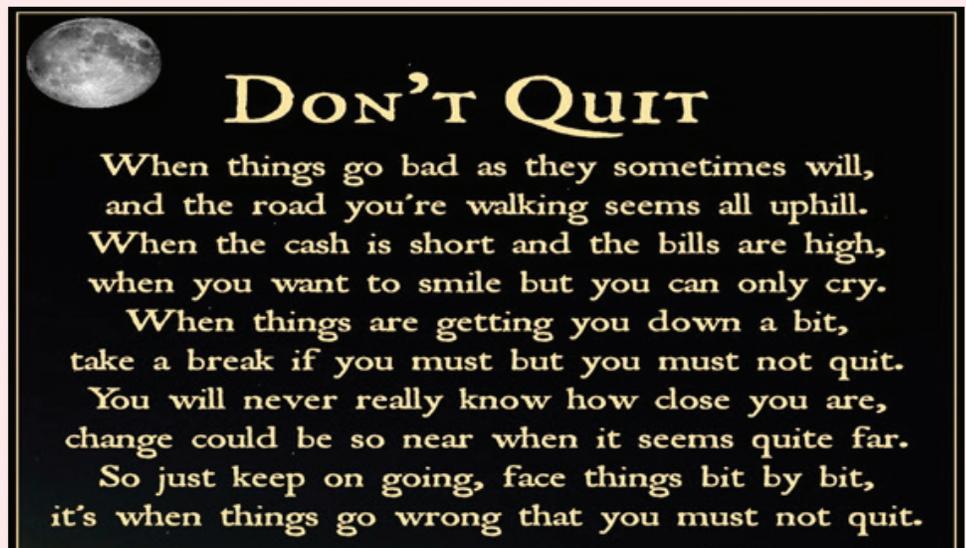


Mrs. Sandhya Rao

Just two words ..... How profound! Don't Quit the journey that each one of us takes from the point of "I cannot" to saying with conviction that "I can". At some point in time we all go through a phase of dejection leading sometimes to depression. This journey to move out of this phase is indeed an arduous one but definitely not impossible.

Life is not a bed of roses. It is not meant to be one comfortable journey. It would be boring if we get everything in a platter all the time. Imagine if you are having all the luxuries of life at your doorstep without ever having to work a single day. Our mind will become a devil's workshop. Adam and Eve had a happy existence till they ate the apple. Why did they ever get tempted? I feel it was an idle brain. At that time there were no mobiles, WhatsApp, Facebook and other areas of engagement like today. But look around and see that even in this world of such technological innovations, we find cases of depression leading to suicides! These are cases where they have given up on themselves, significant others and on life!

Only if there was someone who would say 'Don't Quit', to these people and could encourage them to see



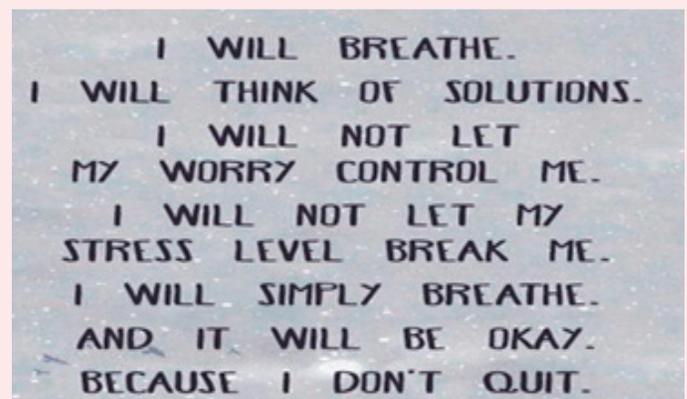


the other side of life, most suicides could be stopped. Life has become so fast paced that we have no time for each other. If we find time we cannot trust each other. Relationships have become so unpredictable. I remember when I was heading the HR department many years back, I had the opportunity of meeting other HR Heads and while we had discussions on many aspects of HR we came across one interesting finding. It was about break ups and divorces .Majority of such incidents happened in IT companies where people were so busy with their work at computers that communication was only through mails and messages even to a colleague sitting in the next cubicle. So back home when these people could not find quantitative or qualitative time with their families they had trouble in their relationships leading to unwanted squabbles and fights .These fights led to unmanageable stress leading to breakups. Well, the bottom line is they had stopped addressing the issues and facing them to find solutions. They had QUIT even before trying.

Life is beautiful; perhaps the way God intended it to be but we complicate it. We may not have ready standardised solutions to our problems but we are the best of the species in God's creations. We are above all others. God has given us a mind to think

and discriminate. If we could spend a fraction of our time to relax and learn to spend time with ourselves by meditating on here and now through self-help or with guidance, we would do ourselves a lot of good.

“Winners never quit and Quitters never win “. All of us have been engineered with a wish to win. In fact, some of us want to win at any cost! It is a lie when anyone says they do not want to win. (it should not be at any cost). The problem is with those who give up without even trying. Many of us have the tendency to say that we tried but alas, we are failures. We are affirming our wrong beliefs. It is true that where there is a will there is a way. What we should do is to avoid being stubborn and insist on how the way should be. We should keep moving on the way that we face and find solutions with some help if required. There are so many examples of people in different spheres of life performing with so many odds and challenges. They should be our inspiration. If we cannot win for whatever reasons, at least let us not blame people and life given to us. Quit the cribbing and do not quit trying to make the best of our blessings. We must keep sending and internalising affirmations of “I can” and “I will do”! We must try and if we fail try again and just when despondency sets in, try to take a break and introspect on the next best step; whether to try again or change the path. Do anything worthwhile except the thought of giving up. Just don't quit on life.



# Six Thinking Hats



**Jayprakash B Zende,**  
Consultant, employee  
involvement schemes  
and a freelance trainer



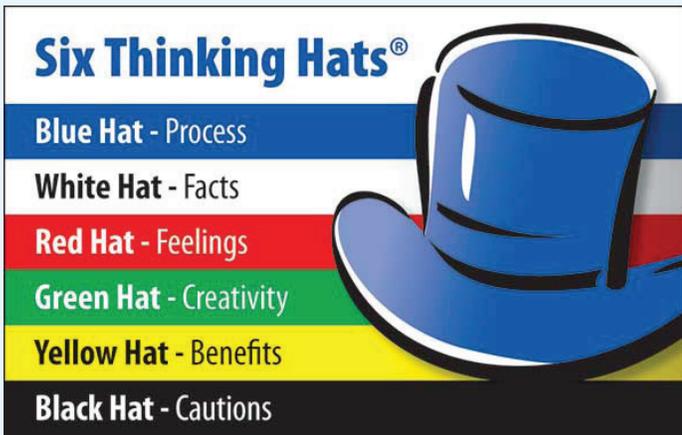
**Jayprakash B. Zende**

“Six Thinking Hats” is a powerful technique that helps you look at important decisions from a number of different perspectives. It helps you make better decisions by pushing you to move outside your habitual ways of thinking. As such, it helps you understand the full complexity of a decision, and spot issues and opportunities which you might otherwise not notice. These are Six imaginary thinking hats. Only one is used at a time. When that hat is used then everyone in the group wears the same hat. This means that everyone is now thinking in parallel in the same direction. Everyone is thinking about the subject matter and not about what last person said.

## Benefits of Six Thinking Hats

- Separate out thinking so we can do one thing at a time
- Ask people to switch thinking from one mode to another
- Separate ego from performance
- Applied to individual, Meeting, Conversational and E-mail use
- Used for preparing reports, submissions, proposals and are for communicating with others
- Expand from one dimensional to full-colored thinking
- Explore subjects in parallel
- Allow specific time for creativity
- Signals what thinking process to use next
- It is quicker, creative and more constructive method than other traditional methods.
- It gets best out of people





**The Blue Hat**

Think of blue as sky and overview. The blue hat is control hat. The blue hat is concerned with the management of the thinking process. The conductor of the orchestra manages the orchestra and gets the best out of the musicians. The ringmaster in a circus makes sure that there is no confusion and that things follow in the proper sequence so the blue hat is for looking at the thinking process itself.

The blue hat is concerned with defining the problem and what is being thought about. The blue hat is also concerned with outcome, conclusions, summaries and what happens next. The blue hat sets up the sequence of other hats to be used and ensures that the rules of The Six Hats framework are adhered to. The blue hat is organizer of the thinking process.

**Properties**

- “Control” hat
- Organisaes the thinking
- Sets the focus and agenda
- Summarises and concludes
- Ensures that the rules are observed

Three Disciplines to be followed when using the Blue Hat

1. Focus: Decide on what you want to think about.
2. Technique: Choose the right hat or lateral thinking tool.
3. Time: Set limits and work within them.

**The White Hat**

Think of white paper and computer printout. The white hat indicates an exclusive focus on information. What information is available? What information is needed? What information is missing? How are we going to get the information we need?

All information is laid down in parallel even if it is in disagreement. The quality of information may range from hard facts which can be checked to rumor or opinions which exist.

**Properties**

- Information we know
- Information we need
- How we are going to get that information
- Determine accuracy and relevance
- Look at other people’s views
- What views this person or group have
- What information do we need from them
- How could we get this missing information

**The White Hat questions**

1. What do we know?
2. What do we need to know?
3. Where can we get this information?

**The Red Hat**

Think of fire and warm. The red hat allows the free expression of feelings, intuition, hunches and emotions without apology and without explanation. The red hat asks the person to express his or her feeling on the subject at this moment in time (later the feelings could change).

There must never be any attempt to justify or give the basis for the feelings. Feelings exist and should be allowed into the existence provided they are signaled as feelings and not disguised as logic. Intuition may be based on a great experience of the field and may be very valuable.





- Does not have to be logical
- Generates new concepts

#### Disciplines to be followed

1. Positive: Every idea is valuable. All ideas should be recorded.
2. Prolific: The more ideas, the better, build on the ideas of others.
3. Playful: It is much easier to tame a wide idea than to make a boring idea interesting.

#### The Green hat Questions

- Are there other ways to do this?
- What else could we do here?
- What are the possibilities?
- What will overcome our Black Hat concerns?

#### The Yellow Hat

Think of sunshine and optimism. The yellow hat is the logical positive hat. Under the yellow hat the thinker seeks out the values and benefits. The thinker looks to see how the idea can be made workable and put into practice.

The yellow hat is much harder than the black hat and requires much more efforts. The brain is naturally tuned to point out what is wrong and what is not as it should be. In order to avoid danger and mistakes we are naturally cautious. The yellow hat requires efforts. Often these efforts are well rewarded. Suddenly we see values and benefits which we had never noticed before. Without the yellow hat creativity is almost impossible because we would never see the benefits of an emerging idea.

#### Properties

- Permission to express feelings
- No need to justify
- Represents feelings right now
- Keep it short
- A key ingredient to decision-making

#### The Red hat questions

1. What are my feelings right now?
2. What does my intuition tell me?
3. What is my gut reaction?

#### The Green Hat

Think of vegetation, growth, energy, branches shoots, etc. The green hat is creative hat. Under the green hat we put forward alternatives. We seek out new ideas. We generate possibilities. We use provocations and movements to produce new ideas.

The green hat is the action hat. The green hat opens up possibilities. The green hat is the productive and generative hat. At the green-hat stage things are only 'possibilities'; they have to be developed and checked later.

#### Properties

- Seeks alternative and possibilities
- Creative thinking
- Removes faults



**IF YOU WANT IT,  
GO FOR IT.  
TAKE A RISK.  
DON'T ALWAYS  
PLAY IT SAFE OR  
YOU'LL DIE  
WONDERING.**

**Properties**

- The optimistic view
- Reasons must be given
- Needs more often than the black hat
- Finds the benefits and values
- Consider both short and long term perspectives

**The Yellow Hat Questions**

1. What are the benefits?
2. What are the positives?
3. What is the value here?

**The Black Hat**

Think of a judge’s robe, which is usually black. The black hat is for causation and stops us doing things which are dangerous, damaging or unworkable. The black hat is for risk assessment. The black hat is for critical thinking: why something does not fit in our policy, our strategy, our resources, etc.

The black hat is most useful hat but, unfortunately, is very easy to overuse. Food is good for you but overeating is bad for the health. This is not the fault of food but its overuse. In exactly the same way the black hat is very useful and the fault lies only in its overuse. The tendency to overuse the black hat arises directly from the Gang of three, where Socrates felt it was enough to be negative and the truth would eventually emerge. So there are people who feel that it is enough to be negative.

**Properties**

- The skeptical views
- Reasons must be given
- Points out thinking that does not fit the facts, experience, regulation, strategy, values
- Points out potential problems

**Black Hat Questions**

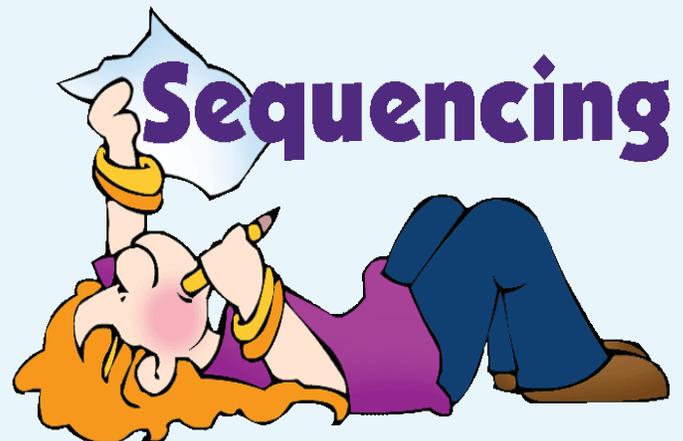
1. What are the challenges-both existing and potential?
2. What are some of the difficulties?
3. What are the points of cautions?
4. What are the risks?

**HOW IT WORKS**

The Six Thinking Hats Technique (by Edward De Bono) is a model that can be used for exploring different perspectives towards a complex situation or challenge. This systematic method of thinking in a completely new and different way will provide your employees with skills and tools that they can apply immediately! See results in days, not months.

You and your team members can learn how to separate thinking into six distinct categories. Each category is identified with its own colored metaphorical “thinking hat.” By mentally wearing and switching “hats,” you can easily focus or redirect thoughts, the conversation, or the meeting.

A single hat may be used on its own in a meeting or discussion to request a particular type of thinking for a defined time. For example at a certain time further alternative may be needed. So the facilitator of the meeting asks for ‘three minutes of green-hat





thinking'. This alienates the thinking of the members of the group so that for three minutes every one of them is seeking to find further alternatives. At the end of three minutes they return to the discussion. Later there is a need to consider an action proposal so the facilitator requests 'three minutes of black-hat thinking'. For those three minutes everyone focuses on the dangers and potential problems of the action proposal.

In this 'occasional' use the hats become symbols that allow a particular type of parallel thinking to be requested. Everyone now thinks in parallel instead of in the adversarial mode.

In the sequential use, a sequence of the hats is used one after the other. The sequence may be pre-set at the beginning or may be evolved. There is no one fixed sequence in which the hats can be used. In general, start with a blue hat and end with the blue hat and

choose any reasonable sequence in between. For an inexperienced group it is much better to use the pre-set sequence to avoid long arguments over which sequence of hat is to be used next.

You can use Six Thinking Hats in meetings or on your own. In meetings it has the benefit of defusing the disagreements that can happen when people with different thinking styles discuss the same problem.

**Summary**

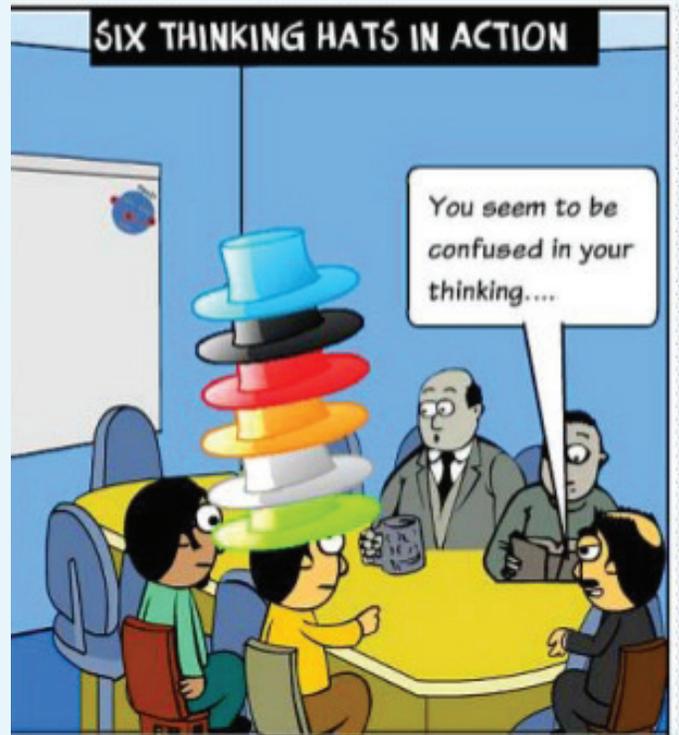
The White Hat calls for information known or needed.

The Red Hat signifies feelings, hunches, and intuition.

The Black Hat is judgment - the devil's advocate or why something may not work.

The Yellow Hat symbolizes brightness and optimism.

The Green Hat focuses on creativity: the possibilities, alternatives and new ideas.



The Blue Hat is used to manage the thinking process.

The biggest enemy of thinking is complexity, which leads to confusion. When thinking is clear and simple, it becomes enjoyable and more effective. The Six Thinking Hats concept is very simple to understand. It is also very simple to use.

There are two purposes to the Six Thinking Hats concept. The first purpose is simple thinking by allowing a thinker to take care of emotions, logic, information, hope and creativity all at the same time. The thinker is able to deal with them separately.

The second purpose of the Six Thinking Hats concept is to allow a switch thinking. The concept of the hats makes it possible to request certain type of thinking.

*( Source: Edward De Bono )*

# World Food Day 2016: What is it, and why is it celebrated?

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**Dr. Gowri Ramachandran**

**F**ind out when World Food Day is, what the theme for this year is, and how it is significant for people all over the world.

Some eat to live. Others live to eat. But neither can exist if there is no food — a spectre that is looming ever larger on the horizon, and one for which the United Nations Food and Agriculture Organisation (FAO) was established. Indeed, the goal of the FAO is “achieving food security for all.”

It is to highlight this goal and other efforts of the FAO that World Food Day is celebrated every year on October 16. This was the day in 1945 that the FAO was established in Quebec, Canada. The actual day was first observed in 1979, and has since become a regular part of the global roster of observances.

It may be noted that the three main goals of the FAO are: “The eradication of hunger, food insecurity and malnutrition; the elimination of poverty and the driving forward of economic and social progress for all.” World Food Day happens to address each of these three goals in some capacity or the other.

## **The theme**

The theme for this year is: “Climate is changing. Food and agriculture must too.” Through it, the FAO is “calling on countries to address food





and agriculture in their climate action plans and invest more in rural development,” according to its official website. It adds: “By strengthening the resilience of smallholder farmers, we can guarantee food security for the planet’s increasingly hungry global population and also reduce emissions.”

#### The message

In an official statement on the celebration of World Food Day this year, the FAO said: “The resounding message from this year’s World Food Day celebrations in Rome and in many countries is that climate change,

hunger and poverty must be addressed together in order to achieve the sustainable development goals set by the international community.”

FAO Director-General José Graziano was quoted as saying in the statement: “Higher temperatures and erratic weather patterns are already undermining the health of soils, forests and oceans on which agricultural sectors and food security depend. As usual the poorest and the hungry suffer the most and the vast majority of them are small family farmers that live in rural areas of developing countries.”

He stressed on nations adapting to climate change and mitigating its effects, adding that this calls for “much better access to appropriate technologies, knowledge, markets, information and investments.” These are the things World Food Day seeks to achieve through its many programmes.

Source: <http://www.ibtimes.co.in/>



# 7 Sentences Successful People Never Say

Success is not something that can be accomplished overnight. It takes a lot of hard work, time and sheer dedication. Every successful leader, entrepreneur or idealist has had their own unique journey as they strove for what they believed in and proved to society that anyone can break free from the chains they think are holding them back. Although each of them had different a different path, their destination was the same: success.

There are many factors which tie these successful individuals together, one of them being how they grew and matured along the journey. Steve Siebold, author of “How Rich People Think,” interviewed more than a thousand millionaires over three decades to learn what led them to their success and wealth.

The answer was quite simple: Steve learned that it did not matter where they were born, or even to whom — what really made these millionaires stand out was their mentality, the drive to reach their goals while letting nothing hold them back. This mindset led these individuals to wealth.

Here are seven sentences you’ll never hear a successful person say because they contradict that unstoppable attitude.

## 1. “I HATE MY JOB”

One highly-admired quality in successful people is that they are never too opinionated about their job or workplace, irrespective of what they might be doing at any point in life. Even if they are in a situation which is uncomfortable or are surrounded with negative energy, they always avoid statements like the above. These negative elements do nothing but slow you down in your journey to achieve success. Instead of insulting a person, the job or the company, they seek to resolve issue with proper facts, tactics and complete neutrality.

## 2. “THAT’S NOT FAIR”

Did your rival receive an award, appraisal, or recognition and you got nothing, while you’re twice as dedicated and productive?

A mistake successful people never make is ranting and raving about the injustices of life. Unfairness is something you have to get make is ranting used to. Success is not gifted to you — you have to work to earn it, and in the midst of doing that you need to show you deserve it.

Instead of whining and complaining, the secret of being able to move on is to be proactive about such issues and not reactive.

Causing a scene will only affect you negatively. If you think you were much more deserving, prove it by making a strong case and presenting it.

## 3. “THAT’S NOT HOW IT’S DONE HERE”

Innovation is a key characteristic of successful people, whichever fields they might be in. You have to learn to embrace new things and not be afraid of doing away with conventions. Nobody ever achieved anything great without trying something new.

**I NEVER DREAMED  
ABOUT SUCCESS.  
I WORKED FOR IT.**



Take Steve Jobs for instance: Mr. Jobs was very passionate about innovation and such passion led to amazing creations like the iPhone and the iPad, devices that changed the world. Jobs once said, "Innovation distinguishes between a leader and a follower."

Darlene Price, president of Well Said, Inc., shared some advice with Business Insider about keeping an open mind and innovating at work. "Even if you disagree with someone's idea, say instead, 'Wow, that's an interesting idea. How would that work?'" Price said. "Or, 'That's a different approach. Let's discuss the pros and cons.'" Don't be obstinate and afraid to try new things — that's not the way success is achieved!

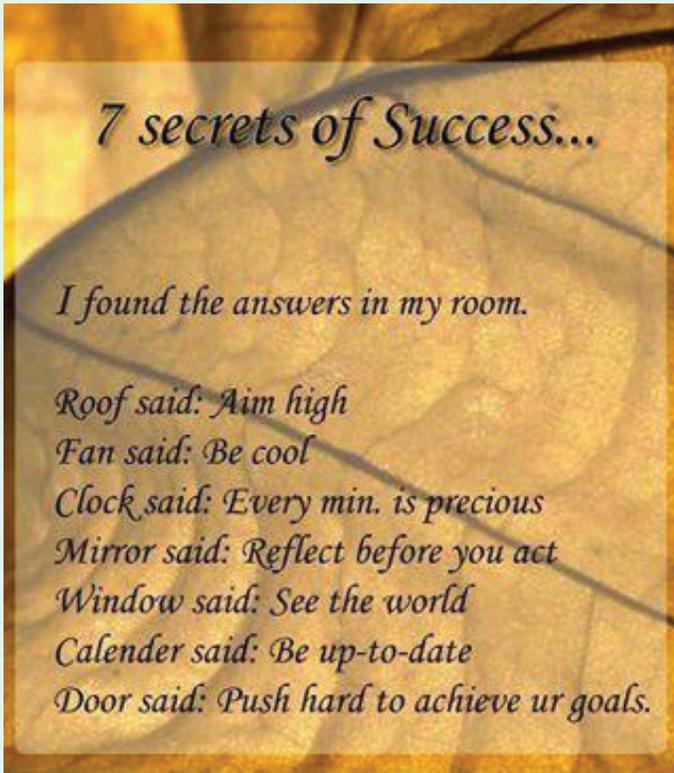
#### 4. "THAT'S NOT MY JOB"

There is one big rule which successful individuals follow: If you are truly successful, you will help others succeed as well. An example of this can be taken from Mr. Warren Buffett, who said,

"Someone's sitting in the shade today because someone planted from Mr. Buffett, a tree a long time ago."

Becoming a team player is what helps you get closer to success, and if you are not a team player success will never come to you.

You might be rich, you might be successful, but the hard work and dedication of your employees and members of your business or organization are the real reason behind your success and your reputation.



either they take the opportunity, no matter the odds, and turn the tables around; or they move on and find another opportunity that awaits. Regret is never going to serve anyone.

**7. "I HAVE NO CHOICE"**

There are always options and opportunities at hand, and successful people know how to create their own way to these opportunities. Price pointed out, "To say we have no choice in the matter implies that we perceive ourselves as a victim, that we are less powerful than our environment."

Josh Felber has been recognized multiple times in the National Who's Who of Entrepreneurs, was a National Winner of the ATT and USA Today Investment Challenge, and has been featured on radio and television in the greater Akron area. Josh co-authored two-time best-selling books "Transform" with Brian Tracy, as well as "SuccessOnomics" with Steve Forbes. After such a successful release, Felber was recognized by The National Academy of Best-Selling Authors™. Additionally, both books have received Amazon Best Business book for 2014. Josh has also contributed to Entrepreneur.com, Inc.com and Forbes.com.

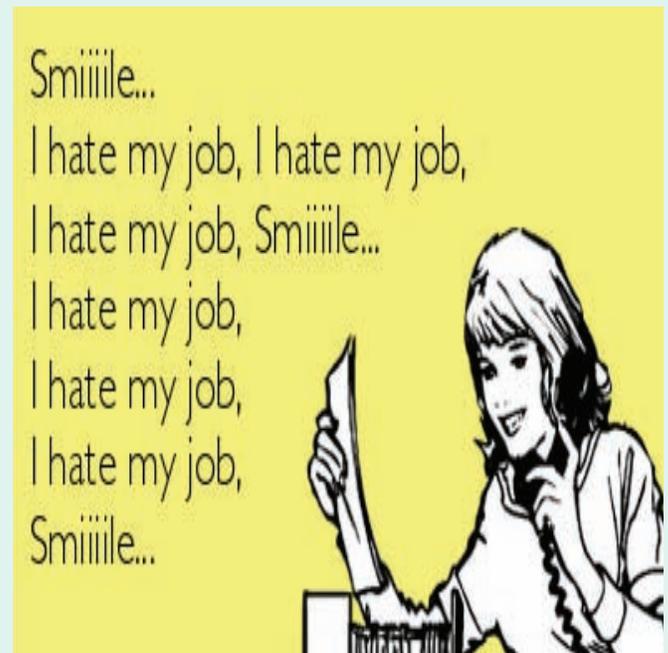
**5. "THAT'S IMPOSSIBLE"**

Successful people know that boundaries and limits are only creations of the mind, and we ourselves give birth to such restrictions. Such statements needlessly hold you back from achieving greatness. Achievers do not complain about barriers or hurdles; instead they find a way around obstacles and use their creativity to challenge them.

Negative words like "can't," "won't," and "impossible" are never heard from the mouths of successful individuals. They know complaining will not help them, but actually doing something about the issue at hand will.

**6. "I COULD HAVE"**

Regret is the worst feeling an individual can face, to keep revisiting times when they "could have" done something, the situation was out of hand or else they "would have," now realizing that they "should have." Successful individuals do not give themselves the opportunity to regret. This is due to two reasons:



# Health Management



**Lion M. DESIKAN** is a former District Chairman and Life Member, Lions Club International, District 324A. He is a social activist and literary lover.

## FATAL FUNGUS

Immuno-compromised patients are more vulnerable to a life threatening infection. Unlike ZIKA, some viruses and fungi just do not grab headlines.

They come stealthily and wipe out people. Take for instance, mucormycosis, caused by a common fungus found in the air, soil, and dying plants. The infection has claimed many lives in India. But it is still grossly under-diagnosed.

An immune-compromised patient may be particularly susceptible to this infection. India has a huge burden of diabetes, and is highly vulnerable to mucormycosis (fungal disease). The country is home to about 70 million diabetics. People with uncontrolled diabetes fall prey to the fungal infection as the neutrophil (relating to white blood cell) functioning in them gets affected.

Diabetes provides a happy environment for the fungi. High sugar, free iron acidic pH help the fungal spores of mucor sporulate and grow rapidly.

### Mucormycosis

- ◆ Acute often fatal
- ◆ Associated with diabetes, leukemia, iron overload
- ◆ Early aggressive therapy needed

## TREATMENT:

- 1) Regulation of diabetes mellitus and
- 2) A decrease in the dose of immunosuppressive drugs facilitate the treatment of mucormycosis.
- 3) Extensive debridement of craniofacial lesions appears to be very important. Orbital inoculation may be required.
- 4) Intravenous amphotericin B:  
Optimal dose of 0.5 - 1.5 mg/kg/day for a total of 12 weeks.

Among the other vulnerable groups are cancer and HIV patients and those receiving chemotherapy or immunosuppressive drugs. Victims of road accidents may also develop this infection, as the bad wounds get infected by fungi.

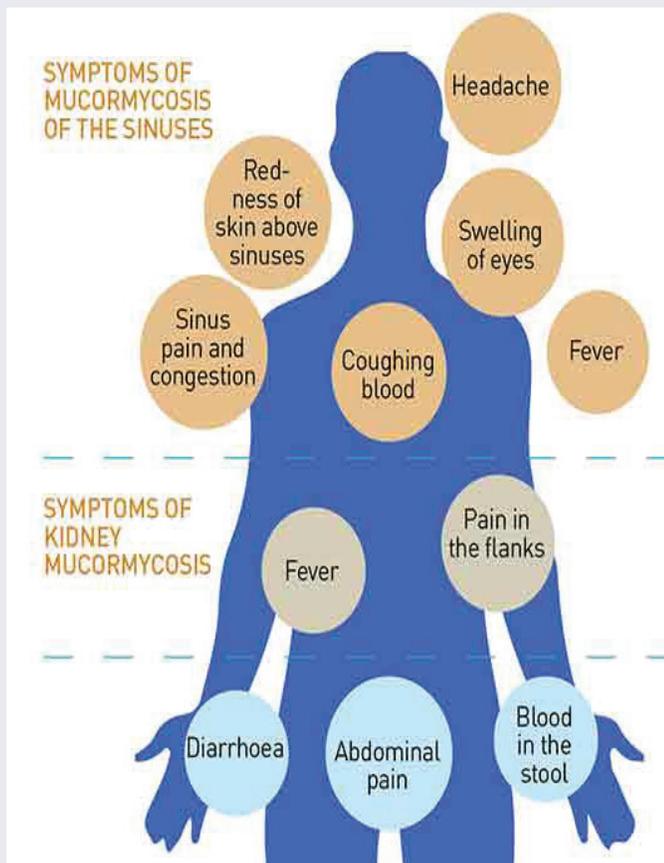
Mucormycosis is a condition of great concern as it is very life threatening.

The mortality rate is very high in this. Fifty percent of patients can die if the infection is not controlled. It is the most aggressive type of fungal sinusitis. It spreads very rapidly.

The common sites of infection are nose and the sinuses. From the sinuses it can go to the eyes and cause blindness. Some goes to the brain and causes brain complications.

The incidence of mucormycosis is significantly higher in developing countries like India. Mucorale fungus, which causes the infection, is abundant in our environment.

Inhaled spores of mucor are lodged in our sinuses and lungs. Whenever appropriate environment



Immunocompromised people such as cancer patients undergoing chemotherapy, HIV patients and people taking steroids are more susceptible. CANDIDIASIS is the most common invasive fungal infection in individuals with weak immunity followed by ASPERGIL and MUCORMYCOSIS.

MUCORMYCOSIS of kidney is unique to India and can affect healthy people. Treatment involves medicines and surgical removal of the affected area where possible.

AMPHOTERICIN treatment is also costly. Many patients discontinue treatment, unable to bear the cost, which goes up to about Rs.12 lakhs.

Diagnosed with MUCORMYCOSIS persons should be determined to go ahead with the treatment, though it would cost a lot of money, as the eye badly affected should be removed.

Is MUCORMYCOSIS, the fungal disease, is a new infection? It is not.

First case of MUCORMYCOSIS was 15 years ago. But it was rare at that time. People would die due to lack of treatment as the infection was not being recognized then

MUCORMYCOSIS is very much prevalent in India. It is seen on a regular basis. Perhaps there are more number of immune compromised patients now.

In the past there were not many ORGAN TRANSPLANTATION done.

However, there are no official statistics on the prevalence of this disease (fungal disease).

FUNGAL INFECTION STUDY FORUM, a group of infectious diseases doctors, intensive care specialists and microbiologists, is now conducting an epidemiological study on MUCORMYCOSIS in 17 centers across India.

This study looks after at the risk factors, site involved with MUCORMYCOSIS and response treatment.

Let us hope the study will help decode the infection to a great extent.

is available, the spores germinate and produce infections.

Patients with sino-orbital involvement, which is common in diabetics, generally present with facial pain, nasal stuffiness, discharge, orbital pain, visual disturbances, loss of vision, protruding eye balls, facial swelling and fever. Patients with lung diseases have fever, cough, chest pain, blood in sputum and breathlessness.

The standard treatment for mucormycosis is antifungal drugs and surgery. The oral medicine is used after the infection abundant in our environment.

**FUNGAL DISEASE**

**MUCORMYCOSIS**

What is MUCORMYCOSIS?

Mucormycosis is a fungal disease that affects the sinuses, brain, lungs, kidney, and the gastrointestinal.

# Finishing everything and finishing properly and completely are different

*Dr. K. Balasubramanian  
– Founder and CEO of  
Vision Unlimited. He is a  
PhD in Psychology and  
Post Graduate Diploma in  
Training and Development.  
His name has been appearing  
in the popular people of Tamil  
Nadu Directory for the past  
25 years*



**Dr. K. Balasubramanian**

**W**e just cannot complete everything that we desire to do. Yet we still can achieve to finish one thing completely at a time. For example, if there is an instruction sheet for an assignment, better we read it first before we start doing it, so as to finish the work completely without any blemish or blunder. Generally, there is a sense of urgency, stress to finish, negligence and complacency which make us commit mistakes in anything that we do. Therefore, instead of finishing it fast, we must aim to finish it right and complete. There could be more to complete, still we need to look at things one at a time and do the same without flaws and with precision.

‘To Complete’ is the nature of any expert. Expertise comes only when we take utmost care while doing a task by doing it right first time and also very quickly. People, these days, expect the best benefits after doing a mediocre job. Then, in the name of ‘discount’ or ‘cheap’ price it is pushed onto people. The ‘price’ that the company pays for this kind of act, is losing faith of the customers in the long run.

‘I have almost finished it’- does not mean that we have done or completed the job fully. Let us say Dhoni and Kohli played the match very well and almost finished it but could not stay till the end of the match, resulting in ‘losing the game’ to the opponent. Anyone would look at the result and not at the effort and endeavour. The intention to finish completely is good; yet finishing the same properly to get the desired result is more important.

If someone tells to his interviewer that he can do any job almost right or almost quickly, he would not get selected for the position. They look for a person who can finish the job properly and complete the task.

A judge said ‘you are being punished with 6 months of imprisonment’. The typist in the court typed the

judgement order saying ‘you are being punished with 6 years of imprisonment’. There is a huge difference between the two statements. Unfortunately, the judge just signed the order without reading it which resulted in extra punishment for the culprit.

We read in newspapers that a wrong surgery of keeping the scissors inside the patient’s organ resulted in another surgery for the patient. Many of us also notice wrong dishes are delivered in restaurants; worse is the wrong bill being issued for the items one has not eaten. Some get wrong delivery of products in textile shops during rush and it is realized only when they reach home.

All good doctors, good officials, good advocates are popular because they have always finished their work completely and correctly with precision.

Secret to success is to have desire to finish and complete the task undertaken as well as showing the same interest and care in trivial task and greater task, showing the same care on small customers and bigger customers. Successful people never get satisfied with completing a task in an ordinary manner. Rather they want to do it with precision and complete as well.

Knowledge workers are being sought after by organizations, irrespective of wherever they are, they could even be in the mid of a forest. “Knowledge workers have no nationality”, says Peter Drucker. An amazing statement on a CEO’s table attracted me very much which read, “All the good ones over here are the best”.

“Will this parachute work well in critical moment” asked a customer to the Sales Manager of the Parachute showroom. His reply was amazing. “Do not you worry sir, for any problem, please bring it over here for a free replacement”. Imagine when it did not work in an emergency, the customer cannot come back to exchange. The company’s branch may not be there in hell or heaven.

When a task is complete and over, we will all be joyous and it is unexplainable. It would lead the achiever to aim for the next higher and difficult task. It gives the sense of satisfaction, accomplishment and success. Let us say that the job is not complete, we shall be feeling very guilty and worried about it on the contrary.

When we talk about ‘complete’, remember these aspects of life: if you want to support, support fully, if you want to oppose do it fully, if you want to

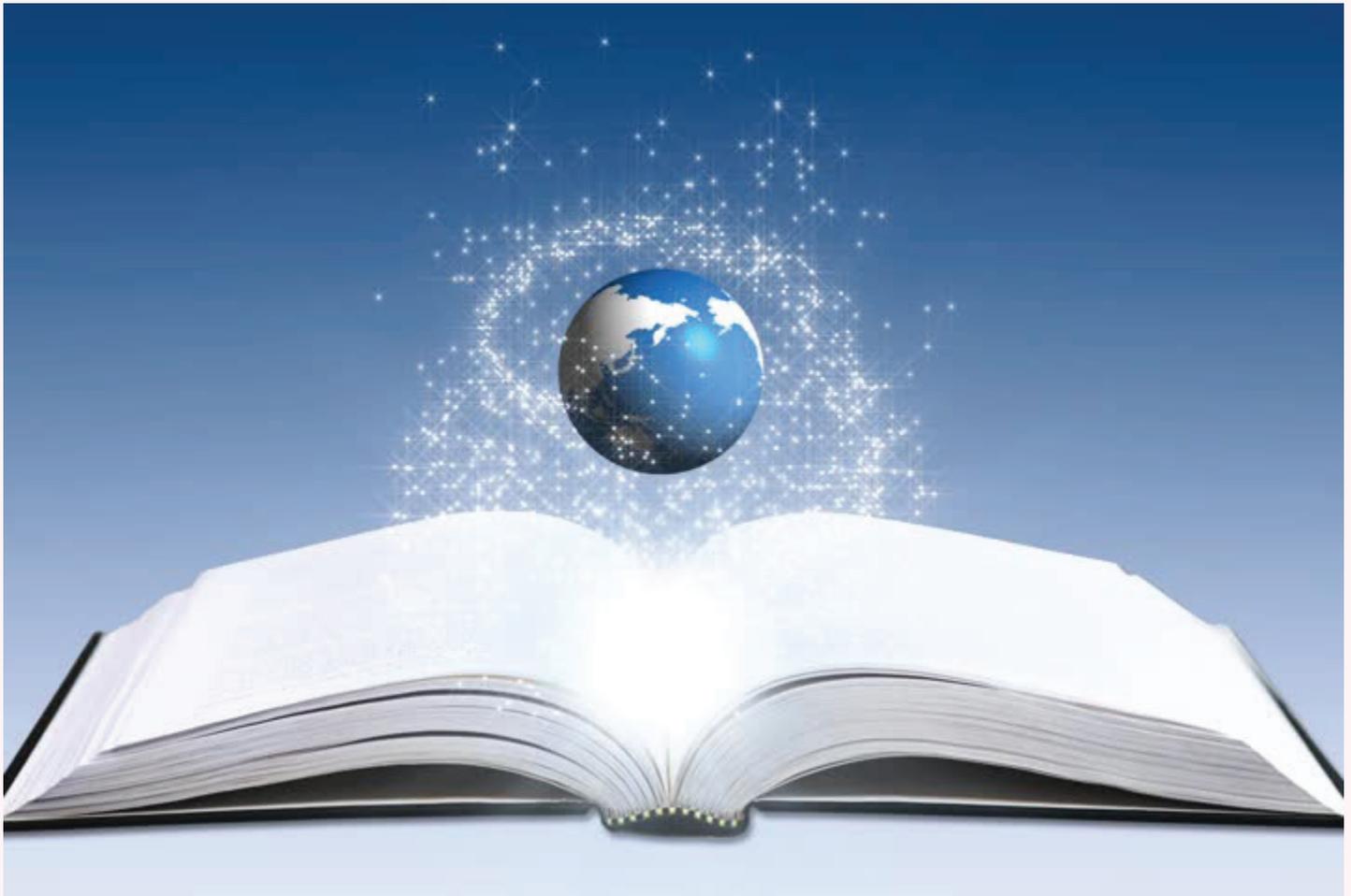


forgive someone do it fully, if you want to agree with someone agree completely, if you want to enjoy – enjoy thoroughly and completely. In all, do everything completely, must be the way.

When we learn to finish every single task correctly, completely and with precision – life becomes a joyful and successful celebration. The attitude to finish the task undertaken must be developed from the childhood. Going away from a task half way and giving it up with just an attempt is not the right attitude towards success. This right attitude would reflect throughout the life and take us to higher altitude day after day. This principle applies to sportsmen, musician and artists. A painting, composition, art or a product is at its best only when it is fully complete and finished. Half-finished cannot attract any customer or business.

A task half-done, will only spoil the name of the individual or the firm. It will result in loss of reputation, loss of business and goodwill. A brand is built only based on quality, quantity and delivery date. Even if the product is good and complete, but delivered late may not be accepted by the customer. Therefore, the finishing includes quality or precision, time frame, quantity, consistency and a mark of class.

Do not worry about someone who has already crossed you. At the same time, we need to be cautious and careful with someone who follows us as he can only overtake you. Our pioneers are not our competitors. The ones who produce products of precision and high quality with consistency rule the market. Can we now understand the difference between finishing completely and finishing properly? One cannot finish everything fully. But can complete and finish one at a time before moving on to the next.



## **SELF MANAGEMENT (part II)**

In the November issue of IMPACT under the above title we explained how an individual by his self management to the attraction of the society, gets recognized all over by the organizations worth their name. Here is yet another instance of Dr. K Thiyagarajan of Chennai gets recognition as GLOBAL ACHIEVER. Indeed it is quite inspiring!

### **GLOBAL ACHIEVER HONOUR TO DR.K.THIAGARAJAN'**

Internationally renowned Population expert and Founder of United Writers' Association, Chevalier Dr.K.Thiagarajan has been selected for conferment of GLOBAL ACHIEVER AWARD, engraved Gold Medal, Robe of Honour and Mahavastram which was

presented at Bangkok on November 23 at the global Educational Summit on "Determinants and Dynamics of Excellence in Education." The Award is conferred annually to leading educational czars who have epitamised furtherance of education as the primary cause in their avocation.

The Insignia accompanying the Award eulogises that the hallmark of Dr.Thiagarajan's Writings often lies in contextualizing the measures derived without compromising on the "conceptual soundness" often engaging in useful discussion of utilization of data envisaged.

The perfectly tailored sentences, neat and elegant phrases often devoid of strong Storylines all aptly



# SPIRITUAL MANAGEMENT

## *Vivekananda's Quotes ON SPIRITUALISM*

“I am the thread that runs through all these pearls,” and each pearl is a religion or even a sect thereof. Such are the different pearls, and God is the thread that runs through all of them; most people, however, are entirely unconscious of it.

“I do not want to get material life, do not want the sense-life, but something higher.” That is renunciation. Then, by the power of meditation, undo the mischief that has been done.

“Seek ye first the kingdom of God, and everything shall be added unto you.” This is the one great duty, this is renunciation. Live for an ideal, and leave no place in the mind for anything else. Let us put forth all our energies to acquire that which never fails--our spiritual perfection. If we have true yearning for realization, we must struggle, and through struggle growth will come. We shall make mistakes, but they may be angels unawares.

UnComfort is no test of truth; on the contrary, truth is often far from being uncomfortable.

Face the brutes. That is a lesson for all life face the terrible, face it boldly. Like the monkeys, the hardships of life fall back when we cease to flee before them.

I do not want to get material life. I do not want sense-life but something higher. That is renunciation. Then, by the power of meditation, undo the mischief that has been done.

Seek ye first the kingdom of God, and everything else shall be added unto you. This is the one great duty, this is renunciation. Live for an ideal, and leave no place in the mind for anything else.

The earth is enjoyed by heroes “this is the unfailing truth. Be a hero. Always say, I have no fear

A few heart-whole, sincere, and energetic men and women can do more in a year than a mob in a century.

A tremendous stream is flowing toward the ocean, carrying us all along with it; and though like straws and scraps of paper we may at times float aimlessly about, in the long run we are sure to join the Ocean of Life and Bliss.

Above all, beware of compromises. Hold on to your own principles in weal or woe and never adjust them to others.™ fads through the greed of getting supporters. Your Atman is the support of the universe “whose support do you stand in need of?

Above all, beware of compromises. I do not mean that you are to get into antagonism with anybody, but you have to hold on to your own principles in weal or woe and never adjust them to others fads thought the greed of getting supporters.

After every happiness comes misery; they may be far apart or near. The more advanced the soul, the more quickly does one follow the other. What we want is neither happiness nor misery. Both make us forget our true nature; both are chains--one iron, one gold; behind both is the Atman, who knows neither happiness nor misery. These are states, and states must ever change; but the nature of the Atman is bliss, peace, unchanging. We have not to get it, we have it; only wash away the dross and see it.

All is the Self or Brahman. The saint, the sinner, the lamb, the tiger, even the murderer, as far as they have any reality, can be nothing else, because there is nothing else.

All knowledge that the world has ever received comes from the mind; the infinite library of the universe is in our own mind.

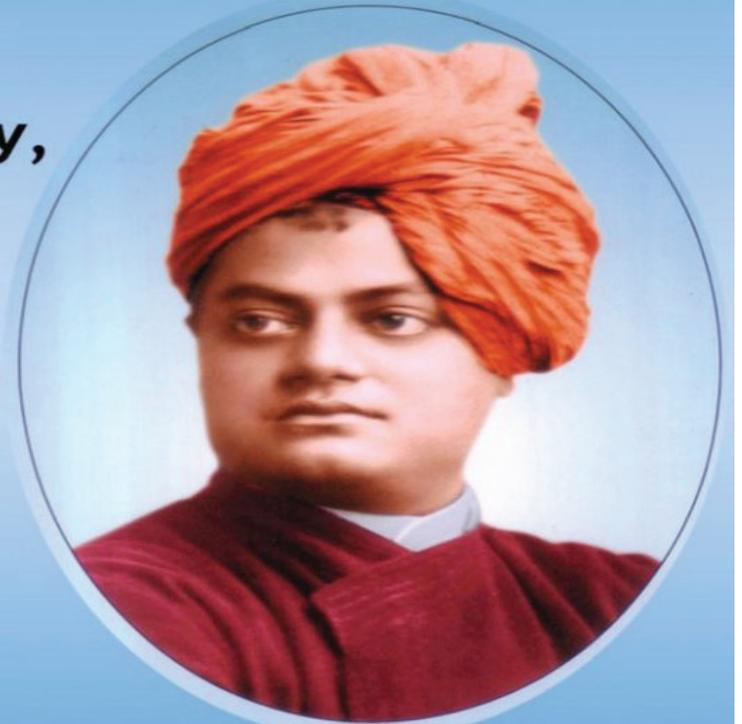
All power is within you. You can do anything and everything. Believe in that. Do not believe that you are weak; do not believe that you are half-crazy lunatics, as most of us do nowadays. Stand up and express the divinity within you.

All that is real in me is God; all that is real in God is I. The gulf between God and human beings is thus bridged. Thus we find how, by knowing God, we find the kingdom of heaven within us.

All that is real in me is God; all that is real in God is I. The gulf between God and me is thus bridged. Thus by knowing God, we find that the kingdom of heaven is within us.

***Be a Hero. Always say,  
'I have no fear'.***

***-Swami Vivekananda***



All truth is eternal. Truth is nobody's property; no race, no individual can lay any exclusive claim to it. Truth is the nature of all souls.

All who have actually attained any real religious experience never wrangle over the form in which the different religions are expressed. They know that the soul of all religions is the same and so they have no quarrel with anybody just because he or she does not speak in the same tongue.

Always discriminate--your body, your house, the people and the world are all absolutely unreal like a dream. Always think that the body is only an inert instrument. And the Atman within is your real nature.

Always discriminate your body, your house, the people around, and the world are all unreal like a dream. Always think that this body is only an inert instrument. And the Atman within is your real nature.

Anything that brings spiritual, mental, or physical weakness, touch it not with the toes of your feet.

Anything that is secret and mysterious in these systems of yoga should be at once rejected. The best guide in life is strength. In religion, as in all other matters, discard everything that weakens you, have nothing to do with it.

Are great things ever done smoothly? Time, patience, and indomitable will must show.

Are you unselfish? That is the question. If you are, you will be perfect without reading a single religious book, without going into a single church or temple.

As body, mind, or soul, you are a dream; you really are Being, Consciousness, Bliss (satchidananda). You are the God of this universe.

As long as we believe ourselves to be even the least different from God, fear remains with us; but when we know ourselves to be the One, fear goes; of what can we be afraid?

As soon as I think that I am a little body, I want to preserve it, to protect it, to keep it nice, at the expense of other bodies; then you and I become separate.

As soon as you know the voice and understand what it is, the whole scene changes. The same world which was the ghastly battlefield of maya is now changed into something good and beautiful.

Astrology and all these mystical things are generally signs of a weak mind; therefore as soon as they are becoming prominent in our minds, we should see a physician, take good food, and rest. Avoid excessive merriment. A mind in that state never becomes calm;

it becomes fickle. Excessive merriment will always be followed by sorrow. Tears and laughter are near kin. People so often run from one extreme to the other.

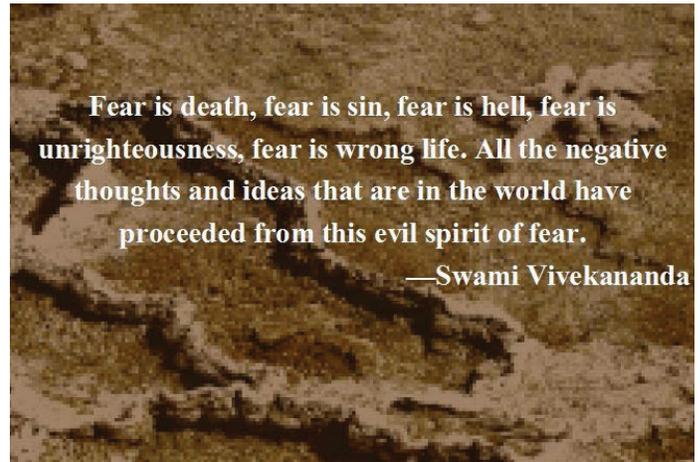
Be a hero. Always say, I have no fear Tell this to everyone Have no fear.

Be brave! Be strong! Be fearless! Once you have taken up the spiritual life, fight as long as there is any life in you. Even though you know you are going to be killed, fight till you are killed. Don't die of fright. Die fighting. Don't go down till you are knocked down.

Be not afraid, for all great power throughout the history of humanity has been with the people. From out of their ranks have come all the greatest geniuses of the world, and history can only repeat itself. Be not afraid of anything. You will do marvelous work.

Be perfectly resigned, perfectly unconcerned; then alone can you do any true work. No eyes can see the real forces; we can only see the results. Put out self, forget it; just let God work, it is His business.

Be strong! You talk of ghosts and devils. We are the living devils. The sign of life is strength and growth. The sign of death is weakness. Whatever is weak, avoid! It is death. If it is strength, go down into hell



and get hold of it! There is salvation only for the brave. "None but the brave deserves the fair." None but the bravest deserves salvation.

Be strong! Don't talk of ghosts and devils. We are the living devils. The sign of life is strength and growth. The sign of death is weakness. Whatever is weak, avoid! It is death. If it is strength, go down into hell and get hold of it! There is salvation only for the brave.

**Readers are requested to send their management related questions.**

**IMPACT will get replies from management experts.**

**Send your questions to:**

**[impactjournalindia@gmail.com](mailto:impactjournalindia@gmail.com)**

# Amul's Diversification Strategy: A Pizza for Rs 20!

In early 2001, Gujarat Cooperative Milk Marketing Federation (GCMMF) planned to leverage its brand equity and distribution network to turn Amul into India's biggest food brand. Verghese Kurien, Chairman of GCMMF, set a sales target of Rs.10 bn by 2006 as against sales of Rs 2.3 bn in 2001. In 2001, GCMMF entered the fast food market in India with the launch of vegetable pizzas under the brand name SnowCap in Ahmedabad, Gujarat. GCMMF was also planning to launch its pizzas in other western Indian cities like Mumbai, Surat, and Baroda.

Depending on the response in these cities, GCMMF would decide to introduce its pizzas in other cities in India. The pizzas were offered in four flavours: plain tomato-onion-capsicum, fruit pizza (pineapple-topped), mushroom and 'Jain pizzas' (pizzas without onion or garlic). GCMMF launched the pizzas in the Rs.20-25 price range. The existing players in the pizza market, like Domino's, Pizza Hut and Nirula's offered pizzas at nothing less than Rs.39. (Refer Exhibit I). Analysts felt that GCMMF's move would force the existing players to reduce their prices in the long run.

GCMMF planned to open 3,000 pizza retail franchise outlets all over the country by 2005. The pizzas would be made at the retail outlets. The technical training and the recipe for the pizza would be provided by GCMMF. It would also negotiate with bulk suppliers of vegetables to get these at wholesale rates. These would be provided to the retailers.

The main cost component of the pizza is the mozzarella cheese. GCMMF would offer the cheese at a bulk rate of Rs.140 per kg, compared to the market price of Rs 146 per kg, thus saving the retailers Rs.6 per kg. GCMMF on its part would have a ready market for its cheese products.

## A Pizza for Rs 20! Contd...

Analysts felt that the supply of cheese products by GCMMF at a cheaper price would enable the retailers

to price pizzas lower than that of the competitors. R S Khanna, General Manager-North zone, said that GCMMF intended to do to pizza what it had already done to ice cream. He said, "We want pizzas to become a mass consumption item. And as in the case of ice cream, we will force pizza manufacturers to slash prices. Eventually, this would expand the market for cheese."

## Background

In 1996, B M Vyas, Managing Director, GCMMF, commissioned the Indian Market Research Bureau (IMRB) to conduct a consumer survey to identify the products consumers wanted from Amul. Based on the findings, Amul entered into the following areas: ice cream, curd, paneer, cheese, and condensed milk. (Refer Exhibit II for Amul's product portfolio). In 1997, Amul launched ice creams after Hindustan Lever acquired Kwality, Milkfood and Dollops. Positioned as the 'Real Ice-cream,' Amul Ice cream was one of the few milk-based ice creams in the market.

With GCMMF gradually expanding its distribution reach, Amul was all set to strengthen its share in the ice cream segment. (Refer Exhibit III for market share). In August 1999, Amul launched branded yoghurt in India for the first time, when it test marketed "MastiDahi" in Ahmedabad first and then introduced it all over the country. "MastiDahi" was plain yoghurt sold in plastic cups. Each 400 gm cup was priced at Rs 12.

In January 2000, Amul re-entered the carton milk market with the launch of "AmulTaaza" in Mumbai. AmulTaaza was non-sweetened, plain, low fat milk. The product was positioned as a lifestyle as well as functional product. It was targeted at the upper middle class housewife who could



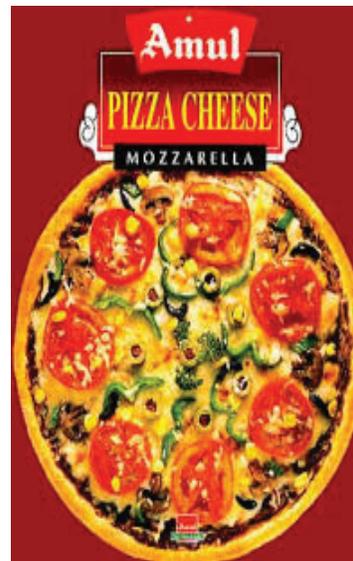


use it for different occasions. Amul was targeting sales of about 0.1 mn litres per day. In November 2000, Amul decided to promote mozzarella cheese, which was used in pizza.

The growing demand for mozzarella cheese from pizza making companies like Pizza Hut and Domino's Pizza was expected to give Amul's cheese sale an additional push. In July 2001, Amul planned to enter the instant coffee market through a tie-up with Tata Coffee. GCMMF had a strong national distribution network while Tata Coffee had expertise in manufacturing and marketing coffee. As a part of the tie-up, Amul was to source the instant coffee from Tata Coffee and distribute it.

The domestic coffee market was estimated at Rs.11bn, with the instant coffee segment being around Rs.4.5bn. In August 2001, Amul decided to enter the ready-to-eat stuffed paratha, cheeseburger, cheese and paneer pakoda, and cheese sandwich segments. The products were to be marketed under the SnowCap brand. The SnowCap brand would also include tomato sauce and ketchup.

Amul was also restructuring its chocolates business. Seven of its brands that were withdrawn from the market were to be relaunched soon. Amul tied up with Campco, the cocoa and arecanuts farmers' cooperative in Karnataka and Kerala, for the supply of cocoa beans. Amul marketed Milklairs, which was manufactured by Campco. This tie-up was expected to help Amul in the expansion of its chocolate business.



### Why Diversify?

With the liberalization of the Indian economy in the early 1990s, and the subsequent entry of new players, there was a change in lifestyles and the food tastes of people.

The new team that took over the management of the GCMMF in the mid-1990s hoped to take advantage of the change. The management adopted Total Quality Management (TQM) and set for itself higher benchmarks (in terms of growth). They also diversified the Amul portfolio, offering a range of food stuffs

such as ketchup, jam, ice-cream, confectionaries, cheese, and shrikhand.

According to some analysts, this diversification was probably not entirely demand-driven. Being a cooperative, GCMMF was compelled to buy all the milk that was produced in Gujarat. And with milk production having increased since the mid 1990s, GCMMF had to make use of additional milk, and hence the pressure to make and market more and more processed-milk products. Amul had to expand the consumption base of milk-based products in India. It planned to make its products (butter and cheese) a part of the regular diet in most households.

Amul launched its new products with the intention of increasing the offtake of its basic milk products, including cheese. This in turn was expected to increase the earnings of the farmers. The pizzas were expected to increase the sale of its cheese. The entry into the confectioneries market was another avenue for increasing milk consumption. This flurry of launches helped Amul broaden its appeal across all segments. Price was an advantage that Amul enjoyed over its competitors. Amul's products were priced 20-40 % less than those of its competitors.

Analysts felt that Amul could price its products low because of the economies of scale it enjoyed. Amul created two new distribution set-ups: a cold chain for ice-cream, and another for limited life fresh foods like curd. Expecting the demand for ready-to-eat foods to grow, Amul prepared to leverage the ice-cream cold chain for a new range of frozen foods, beginning with pizza. However, some analysts felt that as the pizza's would be made by the retailers, Amul would have little control over the quality of the pizzas. That was why Amul was marketing the pizzas under the brand name SnowCap. Said S K Bhalla, Chief of Quality Control, "The product has received premature hype. Meeting

## Amul Pizza Mozzarella Cheese

- Amul, which is the largest selling brand of Cheese in India, has introduced genuine Mozzarella Cheese
- Amul Pizza Cheese has Moist, Soft, Elastic texture and has a very timely surface sheen and when fresh, it has a slightly salty blandish taste and pleasant aroma. Because of its stretch ability, i.e. ability to form strings when hot, this cheese is ideal for preparing Lasagna, and as a topping on pizzas.
- When baked along with pizzas, it melts uniformly, beautifully engulfing all other ingredients of the pizza surface.
- Mozzarella is an excellent source of milk proteins, which are palatable
- Because of its stretch ability, i.e. ability to form strings when hot, this cheese is ideal for preparing Lasagna, Veal Outlet, Alla Parmagna and as a topping on pizzas.

consumer expectations will be a challenge, until we make the frozen pizza in our own facilities." According to some analysts, Amul's obsession with keeping down manpower costs and dealer commissions could be a weakness. In ice-creams for example, Amul's retail commission in Ahmedabad city was 17.5% which was 10% lower than what competitors offered.

They also pointed out that Amul might not have the financial muscle that multinationals had to achieve rapid growth. However, all said and done, Amul seemed to be all set to make steady progress in the coming years with its products having become quite popular in both rural and urban households. Said Vyas, "We've handled liberalisation and globalisation far better than our transnational rivals. It has made us fitter than ever."

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