

KNOWLEDGE



BEANS

THIS MONTH

OD CONNOISSEURS' ORATE



Rajendra Belgaumkar expounds on start and scale up India.

OD ENTHUSIAST'S ORATE



Praseed TV deliberates on challenges of creating scalable organizations.

FOUNDER'S ARTICLE



Niket Karajagi shares thoughts on art of scaling up.

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OD CONNOISSEURS' ORATE | Rajendra Belgaumkar.....

START AND SCALE UP INDIA

In an acknowledgement of the critical role that entrepreneurs and their respective startups will play in India's march towards growth that will lift many more millions out of poverty through job creation, the Government of India announced its ambitious Startup India Action Plan on January 16, 2016. *next page ►►*

Rajendra Belgaumkar is an engineering graduate and an MBA in Finance with fifteen years of experience in interest rate risk management in banking in the USA. Raj, since 2005 is an entrepreneur in Belgaum, India and offers consulting to businesses on strategic and financial issues. He manages a leading B-School in Belgaum as its Honorary Chairman.



THE EDITOR'S MESSAGE

The theme for this month focusses on '**Creating Scalable Organizations a Real Time Challenge**'. Growth is the primary objective of every business enterprise set up in any part of the world. However, organizations thus created reach a 'steady state' swiftly and then grapple with the innumerable challenges of growth. There certainly are ways to deal with these challenges.

The topic for next month is '**Crafting Successful Startups**'. Conducive eco-system consisting of excited and passionate entrepreneurs; partners and clients who bring along domain expertise and business lessons from previous entrepreneurial/intrapreneurial initiatives, is imperative. Meticulous execution of the plan is the game changers which is a result of listening to the customer, continuous iterations and staying focussed on the final goal.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 300 word article with your brief profile along with your photograph in jpeg format to atyaasaaeditor@atyaasaa.com

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For individuals planning to pursue the startup path, a focus on the following is recommended:

- 97% of startups fail within first 1000 days and those who tenaciously persist through this period have good chance to survive.
- To dramatically improve survival chances, identify and seek knowledge partners in areas outside of your core competency. Build a team around you that can build confidence in your stakeholders and improve your survival quotient by letting you focus on your core competency.
- Diligently built eco-system which closely integrates the produce, supply chain and market which will enable the venture to thrive.
- Startups eventually reach a "steady state" in their businesses which actually is the zone of comfort for their stake holders. They seldom realize that this is the very zone of peril since soon complacency creeps in their operations. Organizations then discover that their operative costs continue to rise steadily as against a plateau in their revenue. This is where the organizations start pondering over this phenomena and begin to explore ways to scale up and shift orbit.
- Any shift in the business orbit requires providing of huge amount of external "energy" in the form of time, money and effort. "What brought you here, will not take you there" applies here too and humongous gutsy efforts are required to re-orient mind sets towards sustained growth.

- Only a fully aligned team working diligently towards the set growth objectives starts delivering the much desired goal of sustained growth facilitating the expected shift in the business orbit.

Thus, tax benefits alone from Startup India Action Plan, while lucrative, should be a corollary and not the key reason for pursuing this path. A keen desire to scale up further aptly supported by comensurate efforts will allow us to meet the noble objective of job creation. ■



OD ENTHUSIAST'S ORATE | Praseed TV

CREATING SCALABLE ORGANIZATIONS

Scalability is not merely a technical or an architectural issue, rather its people and process issue as well. Building scalable and sustainable factors within an organization is a huge challenge. High growth fosters higher uncertainty. Below are some more areas in which organizations face challenges in different ways:

- Control is a challenge - things one can control are the easy part, what takes time are the changes over which organizations have no control. Changes can be either internal or external and either ways collateral damage needs to be minimized.
- Balance is another challenge. An organization is required to balance the needs of its business - growth, cash flow, new opportunities - with employees' needs. Creating sustainable business model and bridging areas of work with younger employees, presents a whole new set of challenges and also opportunities for controls and metrics to ensure all projects run profitably.
- Culture perpetuation has to be embraced in companies expanding globally. Adding new locations and people brings cross cultural challenges. To assimilate these diversities and still maintain a uniform company culture is the real challenge.
- Capacity is an interesting and hidden challenge and surfaces only when organizations try to grapple with needs versus demand both internally and externally. Some companies successfully build demand in their markets but efforts fail when it comes to ensure availability of right people to execute the demand. Other organizations have the right people onboard but they lack the capacity to build and expand their demands within the market challenges.
- A combination of brilliant talent, understanding the organization's internal needs and market demands and getting the people up to speed, effectively and productively is the biggest challenge.

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Praseed TV is senior business Project Manager working with a global leader in digital marketing and digital media solutions in the USA. He has over fourteen years of experience as subject matter expert and Programme Manager. He has worked with leading Fortune 500 companies. A 1993 IIT Mumbai alumni, Praseed is an avid off-road driver and certified Jeep Marshall from the Jeep (USA) and has participated in numerous driving adventures which he claims releases stress and helps rejuvenate oneself when in contact with nature.



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- Lastly cash flow. Staying on top of who owes you and who you owe and then prioritizing those payments and all the while pushing for more growth is more challenging than any Sudoku puzzle.

True, there are numerous other challenges viz. right talent, systems, planning, embracing change. Every business faces its own unique set of challenges. The goal is to constantly learn, unlearn and re-learn in today's challenging world. **E**



FOUNDER'S ARTICLE | Niket Karajagi

SCALING-UP IN TURBULENT TIMES : EVERY ENTREPRENEUR'S ULTIMATE OD CHALLENGE

It's every entrepreneur's infinite dream to accelerate the shift of business orbits and expand the reach of his creation. It is a whim that every entrepreneurial spirit cherishes while passing through the unpredictable continual risks and turbulence of business cycles.

It is also necessary to remember that "scaling of business" is an outcome of our past's most successful actions. Thus, factors important for scaling up organizations amidst frequent business turbulences are:

- 1 **Perpetual optimistic intent** coupled with **tenacity of persistence** is necessary for creating new reality.
- 2 It is imperative to have an ability of **inventing through abstractness** rather than predictive tools. Scale-up most of the times is a pure intuitive decision.
- 3 Scaling up happens only when each important customization is **productized**.
- 4 Crunching time through a template based effort and keeping track of **inefficiencies** in the system is the path to success.
- 5 Technology plays a vital role here.
- 6 Quality of leadership is the key driver of change, however, most of the time it is wired to deliver in a specific orbit only. Scaling up requires strategic and execution skills combined with insatiable appetite for ambiguity and risks. Only the ones with high **mental resilience and obsession for growth** can take the pressure of this journey. Choose the "orbit shift" team appropriately.
- 7 Rid the baggage of **complex processes**. The strength of the process lies in providing a robust support for the scale-up planned. So keep simplifying.
- 8 **Deep pockets** are a must. When the organization shifts orbits the earlier orbit will stall the journey to the next orbit. At this stage the focus must be on the end goals and desire to hold and hoard cash must be relinquished.

Niket Karajagi is the Founder Director of Atyaasaa which contributes to the top corporate brands globally. He is a business psychologist, a coach and an organization transformation facilitator with niche areas of expertise and contributions. Niket is an authority on creativity and innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding management processes.



- 9 **Re-invent** the model of the organization. The current model only suits the current orbit. One must have the grit to disrupt the model that created the past successes. This is difficult and one may get tempted to rely upon growth mentors.
- 10 Finally remain focussed on your **core business intent and parameters of scale-up**. Cut the flab of unplanned and defocussed past expansions and question every revenue stream. Scale-up only happens in narrow niches. Know very clearly who your key high potential customers are and build products and eco-system continually to support them.

Remember every scale up must result in higher profits for the organization. Use turbulence as an aiding force to scale up. An early stage business reversal drives scale up and after that it becomes a natural occurring. **E**



ABOUT ATYAASAA

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BEANSTATEMENT

Each business cycle comes with accentuated potential for scale up, waiting to be monetized.