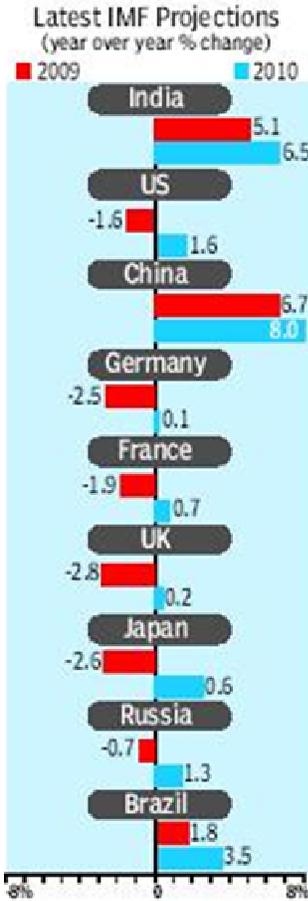


Recession is good



The spectre is here.

Some call it recession.

Let us look at some facts.

Indian farmers are reaping their second bumper harvest in a row.

The IMF's update to its World Economic Outlook estimates that the Indian economy is expected to grow at 5.1% in 2009. It is estimated that the world economy will only grow at 0.3%.

Thereafter the recovery will start.

For 2010, IMF foresaw an impressive global recovery to 3% growth, with China's 8% and India's 6.5% leading the way. The US will bounce back to grow by 1.6%, the Euro area will grow by a minuscule 0.2%, the UK by a similar rate and Japan by a somewhat better 0.6%.

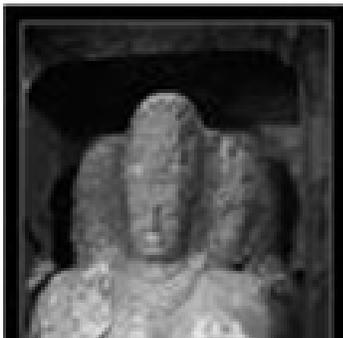
Reference: TOI 30th January 2009

The economists say that these events of growth & decline are cyclical.

Let us call it a phenomenon.

Some call it untimely.

We have a mythological trilogy of Brahma, Vishnu & Mahesh.



The ancient wisdom had recognised the inevitability of this cycle.

It is a phase whose time is due, an economic event which has chosen to unfold at this time.

Let us call it an event.

Some call it a problem.



The problem is not the event.

The problem is that we were not prepared for this event.

Even bigger problem is our readiness (or lack of it) when the next cycle greets us.

We have no control over the existence & timing of such events. But we do have control of over our response to an event.

The problems are like daggers that this phase is throwing at us. We can choose to hold it from blade & bleed. Or, we can choose to hold it from the handle & voila, it is an opportunity.

Let us look at this event as an opportunity.

It is the **opportunity** to position ourselves & our organisations for becoming:



How should we respond to this opportunity?



There are three main components to a business enterprise.

People, Product & Process

All three components will need to change for an effective response.

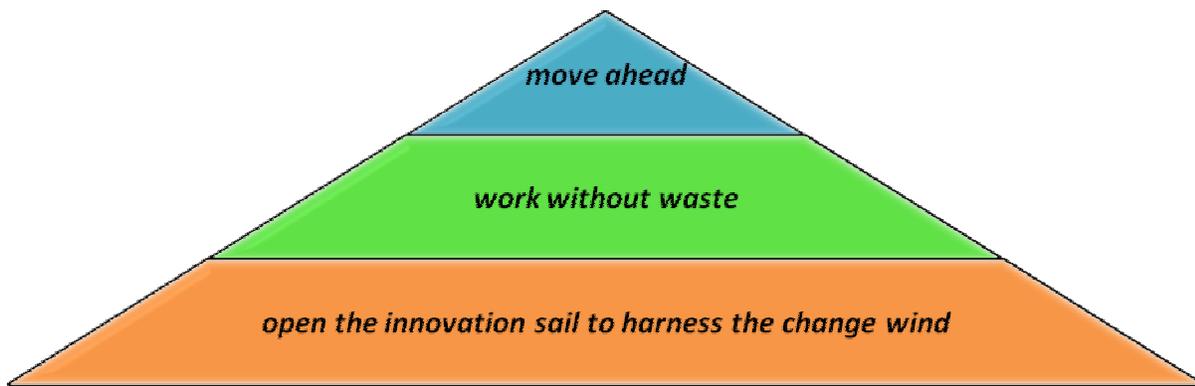
Let us look at one hypothetical response that covers the spectrum.

Opportunity		Response
Competitive	People	Train & engage
Responsive	Processes	Reduce waste
Cost efficient	Products	Improve value

What are we doing as our contribution to an effective response to the current events?

Opportunity		Response	Way to respond
Competitive	People	Train & engage	Build skills at operating level
Responsive	Processes	Reduce waste	Lean management
Cost efficient	Products	Improve value	Value analysis & value engineering

We have launched a trilogy, a three pronged response with focus on capability building.



1. Rekindling change orientation & innovation at senior & middle level of organisations through a programme titled “**open the innovation sail to harness the change wind**”. It is focussed on identifying & creating opportunities for value creation.
2. Sensitising the senior & middle level of organisations’ management through a programme titled “**work without waste**”. It is focussed on Lean approach to management.
3. Energising & guiding the operating level through an initiative titled “**move ahead**”. It is focussed on identifying improvement opportunities & taking initiative to make improvements in work place.

Capability building is a good response in the current scenario.

capability building

- Utilises the organisational resources
- Helps to harness the available opportunity
- Makes us ready for coming opportunities which are yet to unfold