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Editorial

Dear Readers,

“No man can know where he is going unless he knows exactly where he has been and exactly how he arrived at his present place.”-Maya Angelou.

In the light of this quote from a great poetess, the study of business history becomes very relevant. Business history gives an insight into how people have arrived, where they are and what conditions and circumstances have been responsible for the present state of business.

Business never works in vacuum. It not only influences the economic trajectory of a country or a place, but also influences the social and cultural life. The business influence what we eat, what we drink, what we wear, where we live, how we ‘treat’ others and how we ‘think’ and act! In fact, business influences each one of our lives every minute. Business creates wealth, facilitates distribution and sometimes concentration of wealth in few hands! In this background, it is necessary to study the influence of business. At least, the study would help us to reduce the damage.

The proper understanding of the business history also helps all those involved in businesses to arrive at better decisions and understand the various circumstances. Business history helps to understand better ways to manage business. It is popularly said history repeats itself and if it does repeat, the study will help to learn from the past. If not, history keeps us better informed and well prepared to understand different manifestations of micro and macro environmental factors.

In history, business history has been neglected in most part of the world. Business history of India, particularly of South India has been one of the lesser looked upon areas. In this context, the present edition of AMBER focuses on Business History of South India.

Papers that explore the reasons behind the need for the study of business history to papers that explore certain sectors of relevance pertaining to a particular industry have been included in this special edition. Papers have also been included that highlight the various economic aspects in the ancient times drawn from the writings of renowned ancient texts. Historical places of relevance have also been looked into for their significant development and the way they have been sustained themselves and grown into centers of economic relevance. Thus, this journal gives a multifaceted view to south Indian business history.

I thank the contributors of this volume for their encouraging response. Their effort is well appreciated. My special thanks are due to the Management for their constant encouragement and interest in the publication of AMBER. I also thank the co – editor, Prof. Pala Suriya Kala for being able to coordinate the publishing efforts and assist the editorial work.

Dr. H.R. Venkatesha
Chief Editor

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Useful Past: Indian Business History as a Forward Linkage in Decision Making*

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Abstract

Events do not take place in isolation. There are always circumstances preceding any event as well as consequences. Any understanding of a phenomenon or a situation will usually have to be based on a knowledge and appreciation of the trajectory of circumstances which have lead up to it (O'Brienm, Remenyi 2004). Thinking historically is not an easy process. It definitely requires an appreciation of the dynamic nature of change in human systems, which of course are highly complex. Business history can be turned into actionable knowledge for decision making.

Business history of a nation has its own role in shaping the way its policymakers think about future desired goals related to economic, human and entrepreneurship development. The decisions made in the past limit or expand the available solutions. The business history serves as a potential tool for decision making. Other uses of business history can be using relevant past to unite and inspire people, to plan forward and to leave a legacy. However, research in Indian business history and its usage is still in its infancy (Tripathi, 2014).

This paper attempts to look at several perspectives on business history and progress of the scholarship in Indian business history. The paper also tries to propagate the potent uses of business history as a decision making tool, and suggest decision makers to encourage

development and usage of Indian business history to script India's future. For this conceptual paper, the research undertaken is exploratory in nature with relevant secondary data.

Keywords: India, Business history, Past, Future, Policymaking, Decision making tool

Introduction

No man can know where he is going unless he knows exactly where he has been and exactly how he arrived at his present place.

- Maya Angelou¹

"There is absolutely no need to dig into the past. What really matters is future." We hear many a time a version of this statement from many of the decision makers who decide on economic, social and human developments.

At a time when India is poised to script its aggressive growth story, all efforts are channelized towards building a future that a nation dreamt to attain. At a time when India is planning to take large-scale correctional measures to paint a desired future scenario, is it desirable to look at the past? At a time when many of the long-used practices and assumptions of Indian policy makers have fallen under severe threats, academicians and practitioners alike have required to take a serious view at how they understand the challenges and responsibilities of management. To what extent has practice become a victim of easy formulae? How far has the obsession of quick fix solution disrupted complicated choices? In what way has the temptation to view future as

¹ Maya Angelou, born as Marguerite Annie Johnson, is best known for her series of seven autobiographies and was credited with more than 50 honorary degrees.

simple extrapolation of past played fatal with decisions made today?

If the quality of policymakers' judgment is to improve and if the policymakers are to be able to infer from wisdom and experiences of others, they must first know how to draw understanding from that experience. Study of business history can offer the businesses and policy makers an opportunity to acquire a rich understanding of situations and the context in which they exist (O'Brien, Remenyi 2004). Knowing the background to any situation or to any issue enhances our comprehension and improves our ability to see what is important and what is not. In the words of Elton (1989), "Historical knowledge gives solidity to the understanding of the present".

In the following sections, the paper attempts to compile various perspectives on business history, look at the progress of investigation into Indian business history, and propagate how business history could be used as forward linkage for decision making. The paper, through certain recommendations in its later section, makes an attempt to suggest policymakers to encourage development and usage of Indian business history to script India's future. For this conceptual paper, the research undertaken is exploratory in nature with relevant secondary data.

Perspectives on business history

Business history has had a mixed bag of responses from protagonists who appreciate its undoubted value and antagonists who question its application.

Marwick (1979)⁴ pointed out that:

History is attacked, from the intellectual heights, as being vague, cliché-ridden and devoid of basic standards, and, from the popular lowlands, as being pedantic and over concerned with the detailed persistence of the insignificant.

Most of the cynics may say that all we learn from history is that we never learn from history. Wittgenstein (1915)⁵ objected to the idea that

the history of an issue will in some way dictate our present or future policy or attitude towards it. The danger, he argued, lies in believing that history or tradition not only informs the present but dictates to it. Business history is not a popular research paradigm in business and management and consequently it has generally not been given adequate attention as a specific academic research activity. This was highlighted by Bannister (1992) in his paper which surveyed the use of historical works in the field of information systems management. Of course there are some formal and many informal works in this field which draw on history.

Arnold (2000) suggested that "all history in some way wishes to say something about its own present time" and "the need to interpret the past, not simply present it", offers a basis for contextualizing historiography within business and policymaking alike. Events do not take place in a vacuum. There are always circumstances preceding any event as well as consequences. To understand an event or situation and to evaluate it, it is critical to know about what has led to it. In fact, any understanding of a situation will have to be based on a knowledge of the series of circumstances which have lead up to it. Thus, any true appreciation of the present requires an understanding of the history of the situation. Those who know the history of the situation can more fully appreciate what is currently happening and the context in which it is happening. This implies a continuum in our existence and assumes not that in some respects the present or the future looks something like the past but that the present or the future will be informed by the past. It is this ability of the past to inform the present and the future which makes business historical studies interesting to the business and policy makers of a country. (Refer Fig 1)

Neustadt and Ernest (1986) addressed the importance of the contextualization of any issue. They point out that only when knowledge is contextualized may it be used effectively.

Understanding the history provides the contextualization. In this respect knowledge of business history may be seen as having practically a substantial potential.

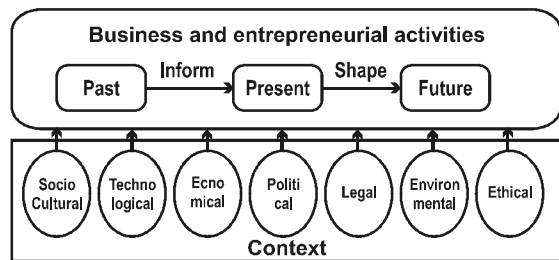


Fig 1. Various factors contextualize the issue

Carr (1967) argued that learning from the past is never simply a one-way process. He pointed out:

To learn about the present in the light of the past means also to learn about the past in the light of the present. The function of history is to promote a profounder understanding of both past and present through the interrelation between them.

History is a way of thinking – a way of searching for questions for answers. It is a way of searching for patterns and attempting to see if such patterns recur from one event to another. It helps one to understand about the parameters of what is possible. It is definitely a search for pattern.

This sentiment can really be applied to business history too. Knowledge of a phenomenon or a situation will usually have to be based on an understanding and appreciation of the trajectory of circumstances which have lead up to it.

According to Barraclough (1955)⁶:

The history we read though based on facts, is, strictly speaking, not factual at all, but a series of accepted judgments.

Facts and their interpretation can be so intertwined that they are almost inseparable and although a business historian may try to be objective and unbiased, this is not always

achieved. Carr (1967) reinforces the idea of the subjectivity of history when he said:

Study the historian before you study the facts.

Thinking historically is not an easy process. It definitely requires an appreciation of the dynamic nature of change in human systems, which of course are highly complex. Philosophy of using relevant past demands an understanding of the particularity of problems and the unintended consequences of their solutions. With an emphasis on the relationship of cause and effect, it rejects formulaic approaches, because no two situations are ever identical neither in detail nor in context. An old saying, attributed to Mark Twain, is “History does not repeat itself, but it often rhymes.” That is why business historians must search for useful analogues in history. It is in the patterns, or rhymes, that we can find perspective on the dimensions of our challenges and on the questions we must pose in order to progress.

Business History as decision making tool

Business is an important element in our lives. Whether one is a liberal, conservative, Marxist or non- Marxist, one can't escape the fact that business is a very important part of national life. It is important to know the roots of business to understand the tenets of business. Most of the businesses and policymakers, due to their indifference to concept of business history pose the question: to what extent does business history have any value for practitioners and policy makers? As Maielli (2006) pointed out that this questions is connected with the very nature of business knowledge as opposed to business historical knowledge. Business historical knowledge is based on the ex-post analysis of the past events. History, as a field of enquiry, contributes to the socio-cultural identity of organizations, structures, institutions and countries, and helps to explain the origin of the present. While, business knowledge enables manager to make decisions in the present that will impact business in the future. Decisions taken

⁶ Geoffrey Barraclough was an English historian, known as a medievalist and historian of Germany. His first two books on historiography, 'History in a Changing World' and 'An Introduction to Contemporary History' are collections of essays. With scholarly authority, Barraclough served as editor of The Times Atlas of World History

on the basis on ex-ante analysis of alternate scenarios will influence the future strategy, whose success will be evaluated ex-post. Therefore, the question: 'how can understanding of business history add value for policymakers or businesses alike' can be rephrased into more specific question 'to what extents can the ex-post analysis of the past help policymakers in taking ex-ante decisions for the future?' Business history can be turned in to actionable knowledge for decision making. According to McDonald (1986)⁷, business history is not useful just as a kind of academic or intellectual exercise. It has to do with an established set of facts – in the same way that a financial exhibit has to do with established set of numbers. Business history has important use in simply getting things, events and facts into shared memory. Marwick (1997) points out that Adam Smith's seminal work, *The Wealth of Nations*, is essentially historical in its approach to the study of man's economic activities. Joseph Shumpeter (1947) pleaded in his famous article 'Creative Response in Economic history':

Economic historians and economic theorists can make an interesting and socially valuable journey together, if they will.⁸

His main purpose was to call for the extensive use of historical methods in the study of entrepreneurship. It is a known fact that historical perspectives have played a role in the theoretical development of entrepreneurship since the very inception of the concept.

In a quest to establish business history as one of the important tools in decision making in the field of management and administration, few business historians created and contributed immensely to the body of knowledge on business history. '*Strategy and Structure*' of Chandler⁹ (1962) had a profound and lasting influence on research in management or administration as it was known at the time. Acceptance of business history as a tool for decision making was given a boost when Harvard Business School established a chair in Business History as early as in 1920s. The

phenomenon got widespread in Europe, where business historians were affiliated with business schools and large institutions to create and contribute knowledge on business history. Policymakers, administrators and practitioners started taking interest in business history and using it as a forward linkage to make decisions for the future. George Stigler published his famous article 'The Economics of Information' in which he argued that the information, like other goods, is costly and that it has consequences for decisions. This article was published simultaneously with Chandler's 'Strategy and structure'. Treating information of past like any other scarce resource has many critical implications. Simon (1944,45)¹⁰ addressed the fact that decision makers will generally not choose to acquire all the information available, any more than they will want to have all of any other good or service in the economy. He further argued that the decision makers may not want, or even be able, to process all the information to which they have access.

Study of business history helps our students and the public as well as historians understand the issues and problems with which policy makers, businesses and administrators struggled in the past and how these struggles impacted the society. Business history provides historical insights and perspectives that also come from our ability to enquire and hold up to light the ways in which policy makers and society dealt with past business-related matters and situations that are similar to the ones we face presently.

Business history in India

Research in Indian business history and its usage is still in its infancy. Business history has been a neglected field in both history and economics. One major reason for this is the dearth of resource material. Many businessmen including Naval H. Tata left a will instructing that their papers be torn to pieces after they passed away. Many corporates have allowed the papers be destroyed once books were written on them. F.H Harris, after

⁷ Refer a round table discussion on 'Why history matters to managers' published by Harvard Business Review in 1986.

⁸ Reference taken from working paper of Geoffrey Jones and Daniel Wadhvani on 'Schumpeter's Plea: Rediscovering History and Relevance in the Study of Entrepreneurship'

⁹ Alfred DuPont Chandler, Jr. (September 15, 1918 – May 9, 2007) was a professor of business history at Harvard Business School and Johns Hopkins University, who wrote extensively about the scale and the management structures of modern corporations. His book, 'Visible Hand' won him Pulitzer award.

¹⁰ Simon, Herbert A., *Administrative Behavior*, New York: Cambridge University Press, 1945

writing the biography of Jamshetji Nusserwanji Tata¹¹ destroyed all the papers and records. At the Indian Congress History in 1965 one historian remarked 'Let the task (of writing business history) be better left to the businessmen themselves'¹². Till 1960s, studying business history was beyond the historian's legitimate function. Business history was not grown as a separate area of research then and historians rarely chose to dig into the business past. External factors like non-availability of business records and absence of carefully preserved business archives were also acting as impediments to explore the field of business history. Notwithstanding these limitations, the man who designed the path forward for business history in India was Dr. Dwijendra Tripathi. His founding this discipline of business history at IIM-A in a way provided the necessary impetus to the growth of the discipline as the need was felt to study the character of Indian business and policymaking historically. His starting the IIM-A Seminar Series on Business History in 1980s proved as an important milestone in journey of Indian business history. He initiated four seminars between 1982 and 1989 stimulating discussions on variety of themes exploring evolution of business communities, socio-cultural aspects of business behaviour, influences of macro situations on business practices at micro level and relationship between the state and the business. His constant efforts in this direction led to a passage of a resolution in 58th Session of Indian Historical Records Commission (Resolution VI). This resolution stated that all necessary steps must be taken to identify and list Business Houses that may be willing to make their records available for building knowledge on business history.

Substantial progress in this field of the last few decades offers hope for the future. Indifference to studying business history by Indians was understandable. Normally the problems business historians wish to investigate spring from the environment that surrounds them. And, before independence, while India was utterly engaged

in the struggle against British colonialism, the environment offered little scope for researching into business-related issues. Then, the primary concentration was on political and social. And after independence, Indian historians became occupied with enquiring into colonial consequences for the Indian economy and society (Tripathi, 2014). Researching on how colonialism impacted business development could have enriched analysis of historians. Today, a whole generation of Indians has grown up with minds that are decolonized and liberated. They also have not had the good fortune of studying history and business history in particular. They surely want to know.

It is the extent of ground the research in business history had covered and acceptability the subject has gained in the last few decades that a reputed publisher like the Oxford University Press brought out comprehensive volumes covering the entire gamut of Indian business history. Also, Business History Review of Harvard University released a special issue on Indian Business History in 2014 in recognition of the fact that research in Indian business history has attained a certain level of maturity. Penguin Books has also launched a series under the title, "The Story of Indian Business," using contributions from noted authors including Tirthankar Roy of London School of Economic and other seasoned experts in this discipline. Much of the knowledge on business history through this series is spread over ancient, medieval and modern Indian business history dating from 3rd century B.C to the first half of the 20th Century. Round table discussion organized by NSRCEL¹³ at IIMB¹⁴ in 2009 brought together distinguished experts from the domain of business history to converse about potentiality of business history in Indian academics and addressed challenging research questions within the field.

The paradigm shift in business history aided Indian corporate world to start appreciating the subject. The shift was reflected in the publication of appreciable number commissioned business

¹¹ Jamshetji Nusserwanji Tata was an Indian pioneer industrialist, who founded what would later become the Tata Group of companies. Jamsetji Tata is regarded as the legendary "Father of Indian Industry"

¹² Read more about contribution by Dwijendra Tripathi (an article written by Vrunda Pathare of Godrej Archives) at http://www.archives.godrej.com/assets/pdf/Designing_way_forward.pdf

¹³ N.S. Raghavan Centre for Entrepreneurial Learning

¹⁴ Indian Institute of Management-Bangalore

histories of business houses or enterprises. Tatas and Godrejs took initiatives and established archives of their private papers and record. They even furthered the action by inviting expert scholars to deliver lectures on themes based on Indian business experience.

Contribution by scholarship in India in the area business history is manifested mainly in domains: viz. general business histories; industrial histories; economic histories; in-house histories of different companies; souvenirs of various chambers of commerce and industries; histories of business houses; and autobiographies and biographies of businessmen.

India has one of the largest growing populations of new business class. It is important to understand India's entrepreneurial energy. India has always been a nation with adventurous traders and smart businessmen. There must be great business ideas that may have historically emerged in this country. One must remember that one of the country's oldest texts is Arthashastra.¹⁵ Seen clearly are the attempts being made to create appreciable pool of knowledge on Indian business history that will act as linkage for taking decisions for the future. However, compared to the achievements done in Europe and US in the discipline of business history, achievements in Indian sub-continent are disappointing. There exists a total responsibility on all stakeholders to create and contribute to the knowledge of country's business history. For an illustration, studying business models of the early Buddhist Monastery will look at how a monastery functioned as a corporation, how it made money and spent it and what were the principles that governed it as an enterprise¹⁶. The business historians can research in to ancient texts as the basis for the work. Utilizing the useful part of business history, they can bring out great business ideas that are relevant today.

Business history as a future linkage

The business history of enterprises or business houses or a community or for that matter a country can instill a sense of identity and purpose. It can suggest the goals that will resonate (Seaman, Smith 2012). As most would agree, the job of leaders is to inspire collective efforts and devise effective strategies for the future. Business history can surely and profitably be employed for both of these goals. In its most popular form, as a narrative of the past, business history is a rich tool with which people can make a case for change and motivate others to face challenges. Indian states of Punjab and Bengal among other few states took to early struggles against colonialism as compared to other states. The reason for their early action was attributed by scholars to the rich awareness the people of these states had about their history, heritage and legacy. Awareness of the past established in the communities a sentiment of not losing their rich heritage. The business history serves as a potential tool for decision making.

Panagariaya¹⁷ (2011) revisited the analysis of India's economic past and contemplated India's future as global economic power. He utilized the method of using history as forward linkage to project India's future standing in the global economy. In last paragraph of his article published in 1994, 'India: A New Tiger on the Block', he predicted;

Will India accomplish in the next decade what China did in the previous one? It is overly optimistic to respond affirmatively, a 6% to 7% annual growth rate in India can't be ruled out. The world should not be surprised if, in a decade's time, it sees another tiger on the block.

His prediction based on using past as forward linkage did come as reality. India grew at an average of 6.2% during decade spanning 1994-1995 to 2003-2004.

¹⁵ The Arthashastra of Kautilya is an ancient Indian treatise in Sanskrit that offers an outline of the entire legal and bureaucratic framework for administering a kingdom.

¹⁶ Excerpt from interview of Gurucharan Das, author and former P&G India Chairman conducted by Malini Goyal.

¹⁷ Read more: <http://forbesindia.com/interview/special/once-up-on-a-time-history-of-indian-business/16392/1#ixzz3Pe3a9aew>

¹⁸ Arvind Panagariya, professor of Indian Political Economy at Colombia University's School of International and Public affairs, wrote two articles in regard to contemplating the future by revisiting the past.

Other uses of business history can be using relevant past to unite and inspire people, to plan forward and to leave a legacy (Seaman Jr., Smith 2012).

Using Relevant Past to Unite and Inspire People

A shared history is an integral part of what binds individuals into a community. According to David Carr, an acclaimed philosopher and historian, “the present gets its sense from the background of comparable events to which it belongs. Discovering or rediscovering the story, picking up the thread, reminding ourselves where we stand, where we have been and where we are going—these are as important for groups as for individuals”. Once leaders and policymakers recognize this very deliberation of how history shapes culture, the importance of learning lessons from the relevant past attains clarity.

According to a great historian, Carl Becker, “The past is a kind of screen upon which we project our vision of the future.” Even when no clear picture of the future can be dictated by the past, policymakers can use their histories to explain how they have arrived at a critical need for change through no fault of present situations, and why necessary steps that follow are needed in a larger process of change and adaptation. Other important use of business history for policymakers is that they can use it to put adversity in context and to help heal rifts.

It is a known fact that we are all historians when it comes to decision making process. While building aspirations for future, the ability to identify opportunities or problems in the present grows out of personal experience supported by our broader societal knowledge of what has been our past.

Learning from Relevant Past to Plan Forward

Any conventional problem solving process starts with interrogation on two fronts: What is the problem? And how is problem fixed? Rarely is it asked, how we got to this point. Without asking

this question, one runs a risk of ignoring the past. Michael Watkins, who has written on the best use of an executive's first 90 days in office, explains;

You risk tearing down fences without knowing why they were put up. Armed with insight into the history, you may indeed find the fence is not needed and must go. Or you may find there is a good reason to leave it where it is.

Business history of a nation has its own role in shaping the way its policymakers thinks about future goals related to economic, human and entrepreneurship development. The decisions made in the past may limit or expand the available solutions.

Leaving a Legacy

Leading with a sense of history is not to be a slave to the past but, rather, acknowledging its ultimate power of informing the present and future. Every nation has a store of business experiences - its evolving culture and capabilities, its development within the broader contexts in which existed, and its interactions with international economies and other forces. This store of experiences shapes the choices policymakers have to make and influences how stakeholders think and act about the future. Policymakers must respect this truth about business history. Though they may not view themselves as business historians, they may find it useful to think and talk in the present time about the relevant past and its usefulness for painting future scenario. They may find in it a rich source of experiences that can motivate stakeholders to embrace change even in the worst of times. In doing so, policymakers don't simply manage situations more effectively; they find their own place in history by leaving a legacy.

Future of Business History in India

In early '90s cumulative impact of developments made by scholars in the area of business history of India, the field ceased to be an outcast. When, by 1991, the autarkic economic regime got

dismantled and new private enterprise-friendly was created, the new environment provided impetus to further investigation into Indian business history. The investigation that came out in liberalized, privatized and globalized India focused in two directions. One was with an objective of expansion. Researchers expanded the already existing valuable content of Indian business and economic history. On the other hand, they explored new areas and themes such as social expansion of business class, exploitation of Indian businesses in international market places before independence and increasing presence of Indian enterprises beyond borders. Researchers belonging to other countries started showing interests in Indian business history, which has been an encouraging trend.

It is undoubtedly clear that Indian business history will find a strong foothold in the comity of scholarship. With sentiment of acknowledging its power of informing the present and influencing decision making, the Indian policymakers must consider and develop supporting ecosystem to enhance the pace of investigation into and use of Indian business history. Key action plans are suggested for Indian policy makers to move in this direction of creating deserved future for business history in India.

Know where we are now in the journey of Indian Business History

A survey is needed to be encouraged to know what is known and understood about the business history of India. This will help separate the facts from fiction and recognize the missing parts to address. This will enable understanding how history shapes perceptions about the present business situations. Business history helps decision makers till it is relevant. The useful and relevant part of the history needs to be researched. A survey in this regard on assessing where do we stand in accumulation of information about such past is a must. Benjamin and Rath (2005) of Gokhale Institute of Politics and Economics, a pioneer institute in investigating into business

history of India¹⁸, conducted an exhaustive bibliographic survey of Indian business history and concluded that low pace in to enquiry of Indian business history could be attributed to dearth of relevant source material.

Encourage business world to create and contribute

The policy makers and administrators must encourage business enterprises, houses and associations of commerce and industries to establish archives as part of creating pool of business historical knowledge. It is already mentioned in this article on how Tatas and Godrejs had taken initiatives in doing so. Increased participation by corporate world will only enhance the value of business history. The enterprises doing so must also be encouraged and incentivized to share the archives and past records with expert researchers to create relevancy to the past enabling the decision makers to build vision, strategies and policies.

Continue encouraging the case of Indian business history into academics

Usage of case study method in management education has been adapted long ago in many of the European and other western management institutes and business schools. The heart of curriculum of many reputed business schools has always been the case study, and the case study is exactly what a business historian does or what a business historian is trained to do. The adaption proved to be successful and was radiated in right direction leading to imparting business historical knowledge to management students. Present students, who may turn out to be future policymakers, must be trained to study with historical perspective. One of the immediate things one does when looking at an issue is to define the environment and context in which to place the issue. Only then does the issue begin to take on real meaning or point the needle towards ways of possible solutions.

It is seen in recent times a huge jump in number of case studies originating from India attributed

to an increasing demand for domestic cases in local business schools and institutions and similar expectations from prospective employers. Complementing this, there has been a appreciable increase in total cases used internationally from Ivey Business School's India case collection mirroring this growing need among global business community to understand the historical and present knowledge about unique business and entrepreneurial environment, consumer psyche and cultural differences of India. The case-studies usage numbers from the association of ISB and Ivey Business School, one of the two top case study publishers globally, have gone up to over 20,000 in 2013 from 310 in 2010¹⁴.

Indeed, having seen the taste of adapting usage of business history in academics among top business schools and other institutions, rest of the 3000 business schools must heed to increasing relevance of teaching through business historical methods.

Also, rarely, very few business schools and institutions have included business history as an area in their curriculum attributed to either lack of sentiments towards this area or non-availability of expert faculty in this domain. It is suggested that the stakeholders in education related policymaking to ignite and drive the mission of enhancing adaption of business history in management institutions.

Recognizing business history as a specialized area carved out from, but as a complementary of, economics and history

Business history has been stuck between economics and history. Much of this discipline continued to provide narrative history of business enterprises, industries and entrepreneurs. The intention is surely of not underestimating such an approach. In social sciences, the case studies continued to be accepted methods. Insistence of much of business history scholarship on singularity of the events it described rejected possible generalizations. This is due to the fact that most of the business historians were trained

as historians, either in the departments of history or economic history departments, and having little or no exposure to other social sciences. Much of the business history, commissioned or non-commissioned, is directed at non-academic audience.

Also, even if the scholarship in business history did attempt to interact with other academic audience, they tended to use economics for empirical focus and conceptual frameworks. There is absolutely no wrong with utilizing concepts from economics. Economics has undoubtedly influenced management literature. Outside its own field, economics seems to have done little good to business history.

Concluding remarks

Research in business history of India has not attained a level of maturity. Aiding the process of change, or probably aided by it, this subject has gained much appreciation in the Indian corporate and academic world. Even when no clear picture of the future can be dictated by the past, policymakers can use their histories to explain how they have arrived at a critical need for change through no fault of present situations, and why necessary steps that follow are needed in a larger process of change and adaptation. Policymakers and other decision makers must seek historical perspective before every major decision. Apart from being used as potent tool for decision making, business history can surely be used to unite and inspire people, plan for future, leave a legacy and put adversity in context and to help heal rifts.

To contribute to and use business history, the policymakers must take steps to understand where are we now on the journey of investigation of it, encourage stakeholders, especially corporate world, to establish and contribute to business history archives, make it accessible to researchers, and continue to motivate academics to use business history as part of pedagogy and learning methods. No future story of India can be scripted neglecting potent uses of Indian business history. One can recall a saying by Martin Luther King.

¹⁴ Initiatives to investigate Indian business history during early year of independence were taken by Pune-based Gokhale Institute of Politics and Economics, headed by respected scholar D. R. Gadgil, when its faculty wrote two brief monologues – Origins of the Modern Indian Business Class and Business communities in India. Both got published in 1951 by Institute of Pacific Relations, New York

'We are not makers of history, we are made by history'

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Euro-Centric approach in understanding Indian History sans the evolution of Indian civilization, if not, Indian nation is not complete. Again the latter, is a European identity which began with the emergence of the rise of nation-states in Europe. Italian and German nationalism as well as countries which aspired for nationhood in Europe, later the process of decolonization has created this necessity of understanding newly emerged states under nation-state concept. However, oldest living civilizations defy this Euro-centric concept. Nevertheless, it is all the more essential to understand the parameters that constituted a composite cultural geographical division to function as a nation-state in the European sense of the term. Though it is not that simple to make any rapid conclusions, through historic process one can choose certain parameters which made this pan Indian identity a reality. Undoubtedly, even before the idea of nation or modern nation state emerged in India cross cultural assimilation and understanding of the geography, resources, markets and the polity took place in a silent but sure manner to create a cultural ethos which provided the foundation for the modern state in India breaking the physical and cultural barriers.

Breaking Barriers

South India was divided into certain well-marked territorial divisions, e.g. Kuntala. Andhra, Tondaimandalam, Chola, Pandya and Chera. The people of each division inclined to develop and cherish separate traditions and habits of their own. These local identity did not by any means prove

an obstacle to the formation of larger political units, as happened under the Chalukyas of Badami and Kalyani, the Rashtrakutas, the Cholas and Vijayanagar; and they played a great part in mitigating the evils which resulted from the break-up of the larger units. However, in the process of the formation of a pan Indian ideology stemmed largely out of trade contacts between north and the south. The progress of such interactions between north and the south is reflected in literature and legend. Until about 600 B.C. works composed in the North exhibit little knowledge of India south of Vindhyas, but acquaintance increased with the progress of the centuries.²

First, there is the mention of Cheras in the *Aitareya Aranyaka*. Similarly, The *Sutta Nipata* of the Buddhist canon records that a teacher Bavari left Kosala and settled in a village on the Godavari in Dakshanapatha.³

Katyayana, the grammarian of the 4th century B.C. who was probably a southerner and who supplemented the aphorisms of Panani to bring his grammatical system up to date, makes mention of the countries of the extreme south, Pandya, Chola and Chera. Similarly, Baudhayana, one of the earliest law givers, noted in his *Dharmasutra* five customs peculiar to the people of the south.

Thus, it is evident that starting somewhere about 500 B.C. the movement of the people of north India into the South proceeded more or less steadily and peacefully. Even the slightest

² Mahavir Singh, (2005) *Home Away from Home: Inland Movement of People in India*, Anamika Pub & Distributors, New Delhi, p. 102.

³ Nilakanta Sastri, K.A. (1955), *A History of South India*, Oxford University Press, Chennai, p. 62.

consideration shows that it is this large movement of the people of north into south that provides the historical basis for the Agastya legends which figure prominently in the epics and the *Puranas* as well as in Tamil literature.

However, there is no mention of Agastya either in the *Tolkappiyam* or in the preface to it by Panambaranar. The earliest reference to the *Agattiyam* occurs only in the 8th century A.D. The renowned Sanskrit epics the *Raamayana* and the *Mahaabhaarata* also speak about the Tamil country and in particular the importance of Madurai as the capital of the Pandya kings. Megasthenes, who came to India during the period of Chandragupta Maurya, refers to the Pandya country and its polity. The edicts of the famous Indian Emperor Asoka also mention that during his rule the Tamil kings in the far south of India enjoyed political independence.⁴ This has been further substantiated by the Hatigumpha Inscription of the 1st century AD, where there is reference to 118 years old triumvirate of Tamil Kings [Chera, Chola and Pandya]. Sangam Tamil kings had titles such as Immayavaramban [one who had boundary up to the Himalayas]⁵, Aryapadaikadantha Nedunchelian [who crossed barrier of the Aryan army]⁶

In the historic past, Sanskrit played the role of a communication language among the scholars, who lived in different parts of the Indian sub-continent. It is equally true in the case of Tamil scholars to think that theories and ideas found in Sanskrit were alien to Tamil.⁷

Commerce and Pan India Identity

There are concrete evidences in literary and inscrip-tional evidences that constant migration had taken place from north to south from the time of Mauryas. We know from the Asokan inscrip-tions of the third century B.C. that the great rival kingdoms of the Pandyas, Cheras and Cholas were already in existence in the South. It has been speculated that with the rise of the Chera and Chola kingdoms, the Pandyas, who had

previously been oriented primarily towards maritime trade, shifted their administrative headquarters inland to protect their territory.⁸

There is no means of forming a reliable estimate of the population at any time during this long period we are now reviewing; even the Cholas, although they kept a minute record of property in land, never thought of taking a census of the population. In the ports on the seaboard, and in the capitals of kingdoms, particularly in Vijayanagar, there were undoubtedly considerable numbers of foreigners, including Arabs, Jews, Persians, Chinese, people from Malaya and the eastern archipelago; and later the Portuguese and other Europeans. The presence of Parsis were also noticed around fourteenth Century by Friar Jordanus . Necessarily and obviously, however, the bulk of the population was always and everywhere Hindus organized in castes. There was some connection between caste and occupation, but this was by no means unalterable, and the pressure of new factors and situations was always bringing about changes, in spite of protests from conservatives and even occasional attempts on the part of the political authority to stop them.

There are considerable evidence in Sangam Literature for the earliest inland and overseas trade and commerce. It is also very interesting to note how the Tamils were aware of the north's geography and resources. The enormous wealth accumulated by the Nandas was well known to the ancient Tamils, and became proverbial. Mamulanar, one of the poets of the Sangam Age, puts these words into the mouth of a lovelorn lady: "What is it that has attracted my lover more than my charms and kept him away from me so long? Can it be the treasure accumulated in prosperous Pataliputra and hidden in waters of the Ganges by the great Nandas victorious in War?"⁹

The *Arthasastra* of Kautilya gives some information of value about the trade between the north and south in the age of the early Mauryan empire. Expressing views contrary to his teacher

⁴ Dikshitar, V.R.R., (1957), *Pre- Historic South India*, Madras, p.218.

⁵ Srinivasa Iyengar, P.T., (1929), *History of the Tamils from Earliest Times to A.D 100*, Madras, pp. 33-43.

⁷ Ekambaranathan, A. 'Jainism under the Early Pandyas', 14th SIHC Proceedings, p. 111.

⁸ Ibid

⁶ Nilakanta Sastri, op.cit., p. 76.

⁹ Nilakanta Sastri, K.A. (1998) *Age of the Nandas and Mauryas*, Motilal Banarsidass Publisher, New Delhi.p.253.i

(acharya) Kautilya says that “the Dakshinapatha abounds in conch-shells, diamonds, precious stones of other kinds, pearls, and articles of gold. Moreover, the southern trade route across Dakshinapatha traverses a territory rich in mines and valuable merchandise, is frequented by many [traders] and easy to travel by.”¹⁰ This passage almost brings before our eyes the large-scale opening –up of trade with the south which the foundations of Nanda and Mauryan empires brought about. Similarly, Megasthenes’s *Indica* refers to the pearls from Pandiya country and the social life in the Tamil country which could have been possible only through the information given by the traders.¹¹

Corporate Trading Communities

One of the more important but less understood areas of economic activity in Medieval South India is that of the corporate trading communities often called ‘guilds’. The term ‘guild’ immediately conjures up the image of an association of professionals with a well-defined structure, a carefully framed code of conduct or rules and membership governed by certain regulations and qualifications. It is hard to get indisputable evidence of such an organization from the South Indian records, although the term *Bananju dharma* is the nearest to a code of rules that existed and was adhered to by the itinerant merchant bodies. Hence, it is rather a matter of convenience that the term guild has been used to denote these merchant bodies; for there is hardly and similarly between them and the European merchant guilds or the *Hang* of China in Sung and Yuan times or the *Karimi* of Egypt.¹²

Merchants were generally organized in powerful guilds and corporations which often transcended political divisions and were therefore not much affected by the wars and revolutions going on about them. The most celebrated guilds from fairly early times were the *Manigramam* and the *Nanadesis* or *Ainnurruvar*.¹³ The records of the merchants of Kakatyas speak of the merchants of

the home country (*svedesabeharulu*) merchants of another country (*paradesabeharulu*), and merchants from different countries (*nanadesis*). The first were the local merchants organized into local guilds (*nagarams*). The second were like the first, but that they came from another country—perhaps combining pleasure with business while on a visit to their neighbours, or possibly acquiring religious merit by attending folk rituals and festivals in famous shrines. The last were the powerful guilds already mentioned which included merchants from all countries, with branches spread across different countries and perhaps playing a prominent part in the foreign trade.¹⁴

The name Manigramam is generally explained as a corruption of Vanik-gramam, ‘an association of merchants’, and this may well be correct. They are mentioned in many early South Indian inscriptions and in a Tamil inscription at *Takua-pa* (Siam) of the reign of Nandivarman III, Pallava. The fact that this merchant guild had established itself on the opposite coast of the Bay of Bengal with sufficient permanence for it to be put in charge of a Vishnu temple and a tank gives a clue to the existence of the organizational structure and functions of ancient south Indian trade and commerce.

The Ainnurruvar, often styled the Five Hundred *Svamis* of Ayyavolepura (Aihole), were the most celebrated of the medieval South Indian merchant guilds. Like the royalty of the age, they had a *prasasti* of their own which recounted their traditions and achievements. They were the protectors of the *vira-Bananjudharma*. e. the law of the noble merchants. *Bananju* being obviously derived from Sanskrit *Vanija*, merchant. This dharma was embodied in 500 *vira-sasanas*, edicts of heroes. They had the picture of a bull on their flag and were noted ‘throughout the world’ for their daring and enterprise. They claimed their descent from the lines of Vasudeva, Khandali and Mulabhada, and were followers of the creeds of Vishnu, Mahesvara and Jina. Among the countries

¹⁰ Kautilya, (2000), *The Arthashastra*, UK, Penguin.

¹¹ Chaudhuri, K. N. (1979), *Economy and Society: Essays in Indian Economic and Social History*, Oxford University Press, New Delhi, 1979 p. 326.

¹² M. Abraham, *A Medieval Merchant Guild of South India*, *Studies in History*, IV, no 1, 1982, p.1.

¹³ Kanakalatha Mukund, (1999), *The Trading World of the Tamil Merchant: Evolution of Merchant Capitalism in the Coromandel*, Orient Blackswan, New Delhi, p.76

¹⁴ Nilakandasastri, K.A., (2013), *A History of South India from Prehistoric Times to fall of Vijaynagar*, Fourth Edition, Oxford University Press, Chennai, p.300

they visited were Chera, Chola, Pandya, Maleya, Magadha, Kausala, Saurashtra, Dhanushtra, Kurumba, Kambhoja, Gaulla, Lata, Itarvvara, Parasa (Persia), and Nepala.¹⁵ They traversed land-routes and water-routes, penetrating all the countries of the six continents. They traded in elephants, bloodstock, sapphires, moonstones, pearls, rubies, diamonds, lapis lazuli, onyx, topaz, carbuncles, emeralds and other precious articles; cardamoms, cloves, bdellium, sandal, camphor, musk, saffron, malegaja and other spices and perfumes. They either sold either wholesale or hawked them about on their shoulders; they paid the *sunka* regularly and filled the royal treasury with gold and jewels, and strengthened the king's armoury; they bestowed gifts on pandits and sages versed in the four *samayas* and six *darsanas*. There were among them sixteen *settis* and of the eight *nads*, who used asses and buffalos as carriers and many classes of merchants and soldiers, viz : *gaveras, gatrigas, settis, settiguttas, anakaras, biras, biravanijas, gandigas, gavundas and gavundavamis*. A fragmentary Tamil inscription from Sumatra (1088) and a temple of Vishnu which they erected at Pagan and which was still flourishing in the thirteenth century attest the truth of their claim to trade with foreign countries beyond the seas. In the Chola country they had their own settlements called *vira-pattanas* where, with the sanction of the local powers and the central government, they enjoyed special privileges in matters of trade. Historians have generally tended to ignore the effect of trade on the outlook of the people of those comparatively remote times. There is no doubt, for instance, that the continuous meeting and intermingling of people of diverse social backgrounds tended to create a liberal and cosmopolitan, as opposed to an insular, attitude to life.

The maritime trade of South India in the early centuries of the Christian era had been very active. In the Chinese annals of the fifth, sixth and seventh centuries, all the products of Ceylon and India are mentioned along with those of Arabia, Africa, and Persia. The direct sea-route between India

and China, however, is known to have come into common use by the fifth century; Fa Hien travelled from Ceylon in a merchant ship which carried no fewer than two hundred Indian and Ceylonese merchants; and I-tsing mentions the names of thirty-seven of his contemporaries who took this route to India at different times. There were Brahmin temples and merchants in Canton in A.D. 750. It was only through such overseas trade that ultimately the Europeans arrived and the English East India Company, the French and the Portuguese changed the political and socio-economic equations of Southern India as well as India as a whole.

Early trade and commerce brought cultural unity in India, the modern European trade led to colonization and sowed the seeds of the rise of modern nation-state in India.

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ABSTRACT:

RMC is a readily available product any time and every time now a days in major metros and towns across India and it is replacing traditional site mixed concreting at construction sites across India due to its various advantages. The RMC industry is witnessing a sweeping changes in the customer mindset that large number of concrete users are migrating the Ready-mixed concrete from the traditional site-mixed concrete across the country and not much importance is being given to the cost factor due to the product advantages and easy availability in all the important cities across India.

Today ready-mixed concrete as a product is continuously evolving and moving forward by not only replacing traditional SMC but also giving a lot of value addition to the construction industry by offering new generation special green concrete products through continuous innovation, research and product development by the RMC Companies in India and green marketing is gaining more significance day by day

This pilot market study concept research paper aims to bring out the growth of RMC Industry in India and customer preference on smc vs rmc and recent developments and availability of new RMC special green products in the market using greener industrial by products like Flyash and GGBS as partial replacements to OPC Cement which is not so eco friendly . The benefits and the value additions of these products to the end

consumers is also highlighted with focus on the green marketing initiatives for growth for these products in future.

Key Words: *SMC,RMC, High Strength Concrete, Flyash, GGBS, High performance Concrete, Self compacting Concrete, Fiber Reinforced Concrete, Site Mixed Concrete.*

INTRODUCTION

Concrete is one of the main raw materials used for civil engineering construction works in India and as well as all over the world and one of the best material invented by man kind in the human history which has found its place as the second most consumed material after water .Ready-mixed concrete is used in most of the major building construction and projects in India to save time in construction and achieve better quality and durability.

Concrete is a very versatile building material, and can be designed and placed to the most exacting structural demands or the most discerning aesthetic requirements. It also ranks as one of the more sustainable building material through the use of secondary supplementary materials like GGBS and Fly ash.

India being second largest producer of cement in the world, the use of Ready-Mixed Concrete(RMC) as a product vis-à-vis traditional and manually made Site mixed concrete (SMC) in the construction sector and infrastructure projects has come a long way ever since the first commercial

ready-mixed concrete plant was established in Pune in the year 1992. Since then the industry is on a continual growth path. The entry of major commercial ready-mix concrete companies from India and abroad in 1993 has made the industry grow leaps and bounds and as we see today the industry is growing very fast and geographically spreading to all the corners covering metros, tier 2 and tier 3 cities and even major district head quarters of the country.

RMC has been very popular in developed countries for the last seven to eight decades with the establishment of first commercial RMC plant in United Kingdom in the year 1936 and it is the most popular method of production of concrete there.

1.1 GREEN MARKETING

Green marketing is the marketing of products that are presumed to be environmentally preferable to the consumers. Thus green marketing incorporates a broad range of activities, including product modification, changes to the production process, sustainable packaging, as well as modifying advertising. Thus the sole aim of green marketing is promotion or advertising of products with environmental characteristics, Recyclable, Refillable, cost effective and eco friendly.

Green marketing involves developing and promoting products and services that satisfy customers want and need for Quality, Performance, Affordable Pricing and Convenience without having a detrimental input on the environment

1.2 EVOLUTION OF GREEN MARKETING

The term Green Marketing came into prominence in the late 1980s and early 1990. The green marketing has evolved over a period of time. According to Peattie (2001), the evolution of green marketing has three phases. First phase was termed as “Ecological” green marketing, and during this period all marketing activities were concerned to help environment problems and

provide remedies for environmental problems. Second phase was “Environmental” green marketing and the focus shifted on clean technology that involved designing of innovative new products, which take care of pollution and waste issues. Third phase was “Sustainable” green marketing. It came into prominence in the late 1990s and early 2000.

1.3 NECESSITY OF GREEN MARKETING

As our natural resources are limited and human wants and requirements are unlimited, it is important for the marketers and producers of products to utilize the resources efficiently without waste as well as to achieve the organization’s objective of profitability, sustainability and carbon footprint laid down by the govt. So green marketing is inevitable. There is growing interest among the consumers all over the world and in India regarding protection of environment. Worldwide evidence indicates people are concerned about the environment and are changing their behavior. As a result of this, green marketing has emerged which speaks for growing market for sustainable and socially responsible products and services for consumers.

1.4 NEED FOR GREEN MARKETING IN THE CONSTRUCTION INDUSTRY

Concrete is the most widely used construction material. It is said that per capita consumption of concrete is next only to Water because it is resistance to environment elements easy to produce and can be formed in to any shape easily.

Concrete is widely considered as the backbone of the construction industry, with a current consumption of 1 cubic meter per person per year (Gartner E, 2009). Ordinary Portland cement (OPC) has been used for around 200 years now as a binder material. However OPC has high embodied energy of 4.2MJ/kg (Peng J et al, 2014; Huang Li C et al, 2011; Huntzinger DN et al, 2009). The contribution of OPC is approximately 5–7% of global man made CO₂ emissions (Huntzinger DN et al, 2009; Meyer C et al, 2009).

High CO₂ emissions arising from OPC manufacturing are from calcination of limestone, and high energy consumption during manufacturing (Gartner E et al, 2009).

During the recent past many alternatives to OPC concrete have been proposed to reduce green house gas emissions which are **Blended Cement Concretes**, comprising OPC that has been partly substituted by supplementary cementitious materials, as binders for concrete. Commonly used substitutes include fly ash, a fine waste residue that is collected from the emissions liberated by coal burning power stations, and ground granulated blast furnace slag(GGBS), a waste by-product from steelmaking. According to Flower and Sanjayan use of blended cements results in reduction of CO₂ emissions by 13–22%. These estimates vary according to the local conditions at the source of raw materials, binder quantity and amount of OPC replacement, type of manufacturing facilities, climate, energy sources, and transportation distances.

2. LITERATURE REVIEW

2.1 Concretes and types of Concretes

It is a mixture of portland cement / cement and secondary cementitious materials (PFA.GGBS, Microsilica,etc), water, aggregates, and admixtures.The cement and water form a paste that hardens and bonds the aggregates together.Concrete is often looked upon as “man made rock”.

Site Mixed Concrete (SMC):

Site mixed concrete is the concrete prepared manually at site using the raw materials like cement, water, sand and aggregates.

Ready Mixed Concrete (RMC)

- Ready mixed Concrete is the type of concrete that is manufactured in a factory or batching plant, according to a set recipe, and delivered to a work site by truck mounted transit mixers.

Concrete consumption pattern in India

Even today the concrete consumption in India is predominantly through site mixed route except in the major metros and tier 1 and tier 2 cities where ready mix plants are established and major projects have captive RMC plants where in concrete is mechanically produced with advance methods. the current concrete consumption pattern in India is mentioned below

Indian Concrete production as on Feb 2015	Statistics
Concrete Consumption	450 – 475 m m ³
Ready Mixed Concrete	90 m m ³
Site Mixed concrete	350 m m ³
Pre-cast Concrete	15 m m ³

Data Source: Mr.Jose Kurian ,ICI –KBC Concrete panorama and Deminar 2015,Seminar document

2.2. Ready Mix Concrete Industry in India

The Ready mix concrete business in India is in its infancy but it is having a steady growth in the last two decades. For example, 70% of cement produced in a developed country like Japan is used by Ready Mix concrete business there. In Europe and USA it is about 60%. Here in India, Ready Mix Concrete business used around just 2-3 % in the beginning of the 90’s and presently the commercial RMC is at 9-10 % of total cement production with another 10% estimated to come from project based captive RMC plants totally taking the mechanized RMC Production to 20 % of the cement production in India and there is still a lot to catch up in terms of growth and convection of Site mix Concrete to Ready mixed concrete.(Manjunatha L.R. ,etc 2013,)

As per the earliest efforts to count the number of RMC Plants in India by Mr. A. K. Jain and as per the publications in the Concrete journal of India ,November, 2000,the of the number of RMC plants in India is listed as per table 1 below.

TABLE-1
RMC Plants in India (June 2000).

No	City	Number of RMC Plants	Apprx production of RMC: Cum/month
1	Mumbai/Navi Mumbai	9	40000
2	Hyderabad	4	14000
3	Delhi/Gurgaon	2	6500
4	Calcutta/Haldia	2	5500
5	Bangalore	4	15000
6	Chennai	4	12000
7	Pune	1	1000
8	Indore	1	2000
	TOTAL	27	95000 CUM

Source: CJI, Novmber 2000.

Since the year 2000, there was not much efforts in studying the growth of RMC industry in India and the current research work and survey is in the direction for estimating the number of RMC plants operating in the Indian cities and the spread of the Industry though out the country through Authors data collection through open source and market survey

2.3 Advantages of Ready Mixed Concrete (RMC) Vis –a-Vis Site mixed concrete (SMC).

In India, concrete has traditionally been produced on site with the primitive equipments and use of large labour force. Ready mixed concrete is an advanced technology, involving a high degree of mechanization and automation. A typical RMC plant consists of silos and bins for the storage of cement and aggregates respectively, weigh batchers for proportioning different ingredients of concrete, high efficiency mixer for thorough mixing of ingredients, and a computerized system controlling the entire production process. The quality of the resulting concrete is much superior to site-mixed concrete

Technologically speaking, ready mixed concrete (RMC), which is a building material of paramount importance, is certainly advancement over the age-old site mixed concrete. The benefits of RMC in terms of quality, speed, life-cycle cost and

environmental friendliness are overwhelmingly superior to those of site mixed concrete (Suresh Rao, etc 2013).

An added advantage of RMC is quantity of cement can be reduced in Ready Mixed Concrete by replacing a portion of cement by supplementary cementitious materials like ground granulated blast furnace slag(GGBS), Fly ash, Silica fume with are Industrial by products which otherwise would have been solid waste products and cause environmental Issues.

Ready Mixed Concrete has higher durability as there is better process control and monitoring of raw materials. Addition of supplementary green cementitious materials such as fly ash, silica fumes, GGBS reduces permeability in concrete making it more durable, sustainable and a green product. Some of the secondary cementing materials which are either waste or by products of manufacturing industries which find application in the concrete industry to enhance the properties of concrete are as follows.

- Fly ash
- Silica Fume
- Finely Ground Slag
- Ground Granulated Blast Furnace Slag (GGBS)

- Rice Husk Ash
- Metakaoline
- Lime Stone Powder



Fig.1 Traditional site mixed concrete under usage in India- the most primitive methods of concreting



Fig.2 A modern eco friendly RMC plant with advanced manufacturing process and technology for producing quality ready-mixed concretes

2.4 MARKETING MIX FOR GREEN MARKETING IN CONCRETE INDUSTRY.

When companies come up with new innovations like eco friendly green products, they can access new markets, enhance their market shares, and increase profits. Marketing mix of green marketing consists of 4ps. They are buttressed by three additional Ps, namely people, planet and profits. (Heena Dua, 2013)

PRODUCT:

The concrete products have to be developed depending on the needs of the concrete customers who prefer environment friendly building products. Products can be made from recycled or industrial materials. (Heena Dua, October, 2013) Efficient concrete products not only save resources, energy and money, but also reduce harmful effects on the environment like CO_2 emissions. The concrete marketer's role in product management includes providing concrete manufacturing companies and technical managers and concrete technologists with market-driven trends and customer requests for greener concrete product attributes such as energy saving, lesser emissions of CO_2 , local sourcing of raw materials, etc., For example, the

concrete products have to have the right features like good quality in terms of workability in the fresh state (Slump, cohesiveness and pumpability) during the delivery stages and give good 7 days and 28 days compressive strengths as per requirement of Indian standard (IS 456 -2000) after the placement. Apart from the above the Concrete has to have desirable durability, impermeability properties which are generally difficult to achieve by using manually made Site mixed concrete (SMC). RMC Concrete emphasize that it has reduced wastage and used environment-friendly materials like Fly ash , GGBS, Silica fume, M-Sand etc.

PRICE:

Green pricing in concrete industry takes into consideration the people, planet and profit in a way that takes care of the health of employees and communities and ensures efficient productivity. Value can be added to it by changing its performance, functionality and through customized special concrete products. The price must be right for the customer when RMC is being sold in place of SMC. Customers will need to buy in large quantity of RMC to construct their buildings or projects.

RMC Prices are a little over 15-20% costlier than SMC due to the Local VAT Taxes, and newly imposed excise duty and transportation and pumping costs, but the good product features and advantages of RMC vis-à-vis SMC should make the target customers to choose RMC instead of SMC and also it is good to use RMC for eco friendliness and to earn green points.

PLACE:

Green place is about managing logistics to cut down on transportation emissions in the concrete and construction industry, thereby in effect aiming at reducing the carbon footprint.

The RMC Products must be in the right place at the right time. Making sure that the Ready Mixed Concrete arrives when and where it is wanted by the customer.

To operate a Ready-Mixed Concrete plant/business in a particular area, the following parameters have to be satisfied. This is done with a proper market survey.

1. There should be sufficient construction activity happening in that particular city/region to support the minimum business and price realization
2. Availability of good source of raw materials, road net work and sufficient industrial land or area to set up the manufacturing plant.

Hence RMC as a product is generally available in cities and not in rural part of India in comparison with SMC which can be produced anywhere and everywhere manually with the availability of raw materials.

PROMOTION:

Green promotion in construction industry involves configuring the tools of promotion, such as advertising, marketing materials, signage, white papers, web sites, videos and presentations by keeping people, planet and profits in mind.

The target customer group needs to be made aware of the existence and availability of the RMC

products which are green and sustainable through promotion and advertising once they start their operation in a city/region. Successful promotion helps an RMC manufacturing company to spread costs over a larger output.

Promotional activities in RMC business include, Product Launch programs, Technical awareness programs to Architects, Engineers, Contactors and customers on the advantages of using RMC vis-à-vis SMC through Demos and presentations.

Plant visits to customers are organized by the RMC Companies to show the customers that the RMC concrete they get is superior quality, durability and sustainability in comparison with SMC by the use of mineral additives like GGBS and Fly ash which are industrial by products and sustainable materials like M-Sand.

3. SCOPE FOR RESEARCH

3.1. RESEARCH GAP

The Indian ready-mixed concrete industry is totally an unorganized sector . There has been the use of green products like Fly ash GGBS and M-Sand for making the RMC products more durable , sustainable and Eco friendly and many consumers of RMC are not aware of the new developments in concretes like special eco friendly concretes and concepts.

- *Since the year 2000 there is not much work has been done to estimate the approximate number of RMC plants in India being operated and how much approximate volumes are being produced in India and what is the scope for green marketing of green building raw materials like Fly ash , GGBS and M-Sand and customer awareness about these green products etc*
- *What are the innovations and newer green concrete products available in the RMC markets and their scope.*
- *The availability and usage of secondary cementitious materials (SCMS) like Fly ash,*

GGBS ,etc to make the RMC Concrete products more sustainable and durable and the scope for green marketing.

- What are the preferences and expectations of RMC Consumers from the RMC Suppliers
- This research work will analyze the above GAPS and brings out the possible solutions.

The research design is the plan or model for the conduct of formal investigation. It is the overall operational pattern on framework of the project that stipulates what information to be collected, from which source and by what procedure.

3.2 STATEMENT OF THE PROBLEM

Traditionally concrete is always made at construction sites (SMC) using manual methods and now a days RMC is being used predominantly in many cities throughout India as many Ready-mix Concrete plants have come up. Apart from the above the captive batching plants are set up at major project sites to cater to the huge requirements for mega projects which demand timely completion and there is usage of industrial by products like Flyash and GGBS in the production of concrete at RMC plants and there is not much awareness about the benefits of using RMC as well as the sustainable green products like flyash and GGBS among the construction industry fraternity in Bangalore and hence this research work has been taken up for study the importance of **Green marketing in construction industry “ A comparative study of Site mixed concrete and Ready mixed concrete” in the city of Bengaluru, India, with reference to the use of green building materials like Fly ash and GGBS.**

3.3 .OBJECTIVE OF THE STUDY

1. To study the construction industry customers preferences on the products RMC vis-à-vis SMC.
2. To study the consumers perceptions on quality, service ,brand and cost of the RMC they are getting from the RMC Companies.

3. To study the consumers awareness and knowledge on the use of industrial by products like flyash/GGBS which are green and sustainable in Concrete productions as replacement of opc cement.
4. To study the different types of special concretes which are sustainable which are being marketed .
5. To study and estimate the green marketing potential for products like GGBS and Fly ash for use in concrete production .
6. To suggest appropriate marketing and advertising tools for RMC Companies and green products manufacturing companies in India to maximize the use of sustainable products like GGBS and Flyash for durability and sustainability in constructions.

The above research design called for decisions on data sources, research approaches, research instruments, questionnaire, sampling plan and contact methods.

4. RESEARCH DESIGN

The study of green marketing in the construction industry is fairly new topic with very little available literature. Hence the research design consisted of clearly two stages.

- An initial exploratory stage aimed at identification and crystallization of research questions and,
- A formal study involving statistical tools and procedures to test the hypothesis.

4.1. Objectives of the Exploratory study:

The exploratory study was conducted with the following objectives in mind.

- Establish the research questions.
- To estimate the size of RMC Industry in India and number of RMC Plants and cities of establishment.
- Establish the hypothesis.

4.2. Method of Exploratory study:

In this research work the exploratory study is qualitative in nature and was executed by:

- Secondary data analysis
- Experience survey and open source information.

Secondary data involved extensive literature review which includes articles and publications in the national and international journals related to the study topic. Additionally the Indian construction industry magazines and journals like, ICI Journal, ICJ Journal, Master builders Magazine, Built expressions ,EPC Magazine, Indian cement review, Civil Engineering and Construction review, news paper articles, Annual Reports of RMC and cement companies, reports of Cement manufacturer's Association, Ready mixed concrete manufacturers' Association(RMCMA),NRMCA-USA ,trade journals became source of information which helped to frame and crystallize the research questions.

Experience and open surveys which were designed to seek out important information on the presence of RMC plants, their current quality and service levels and their geographical locations. The participants in the exploratory survey were the top executives from RMC, Cement, Admixture, construction, architects and consultants companies .

The study helped to understand the various aspects of RMC Production and usage like quality, service and cost effectiveness and the usage of various green building materials like Portland puzzolana cement, Port land slag cement, Fly Ash, GGBS and M-Sand in the production of concrete both at RMC Plants as well as at construction sites while making Site-mixed concretes.

According to them the factors influencing the use of green products in concrete making was mainly to reduce the cost of concrete production coupled with making the concrete production in India more durable and eco friendly .

Clarity on the benefits and advantages of use of green products in concrete and constructions and specifications and approvals from consultants ,Govt and architects to use these products while making and production of concrete and construction at jobsites are some of the things which will influence the use of more and more green eco friendly raw materials in constructions.

4.3 Descriptive study:

The primary objective of the descriptive or formal study here is to test the hypothesis and answer the posed research questions. The second objective is to establish a correlation among various variables that are responsible for need for thrust to promote green marketing in the construction industry especially in the RMC Industry.

4.4 Primary Data:

Primary data was gathered through the use of sampling survey. For the above research data is collected through sample survey using the designed on line questionnaire.

5. SAMPLING

Stratified random sampling was adopted to conduct the pilot market survey by using well designed questionnaire on online format (Questionpro.com).

5.1. Sample Size.

The questionnaire was administered on line and it is attempted by 59 people and completed by 58 people with the completion ratio of 98.31% and average time taken to complete the questionnaire was 14 minutes.

The Sample size is 58 and with different domains of concrete customers and B2 B customers, consultants and Govt agencies etc and the sample was drawn from the city of Bangalore.

5.2. Sample Frame:

The sample frame for the proposed research work was taken from the builders/contractors/architects/

engineers, Individual house builders and end users across different parts of Bangalore.

5.3. Scale and Design:

The questionnaire instrument is intended to be a tool for the study of green marketing in the construction industry and the use of green building materials in SMC and RMC with the objective of understanding the factors that influence the use of green products in the construction industry. Additionally it aims at gathering information about

- a. The customers preference of RMC –vis-à-vis SMC.

- b. Customers concrete procurement pattern.
- c. The customers rating of SMC and RMC in terms of quality, service and costing
- d. The awareness and product knowledge about the green building materials.
- e. The buying behavior of the reference group and the B2B Customer.

6. Data Analysis and Findings:

The authors have compiled the data through open sources, personal contact methods and visits to many cities in south India and have studied the spread of RMC Industry in cities of south India and come with the following compilations.

TABLE 2: CITY WISE RMC PLANTS COUNT AND COMMERCIAL READYMIX INDUSTRY VOLUME- KARNATAKA

TABLE 1- CITY WISE RMC PLANTS IN KARNATAKA COMMERCIAL READYMIX INDUSTRY

No of Locations	City	No of RMC companies- all India count	No. of RMC Plants	Approximate production of RMC/Month in cum
1	Bangalore	55	99	510000
2	Mysore	3	8	22000
3	Shivamogga	2	3	6500
4	Hubli	3	5	18000
5	Mangalore	8	22	43000
6	Gulbarga	1	1	1500
7	Belgaum	2	2	5000
8	Tumkur	1	1	1500
9	Davangere	1	1	2000
10	Bellary	1	1	2500
11	Manipal	1	2	6000
12	Harihar	1	1	1000
13	Hospet	1	1	1000
14	Gadag	1	1	1000
15	Haveri	1	1	1200
KARNATAKA	15	82	149	622200

Source : Data compiled by Authors through survey and open source.

As per the table 2, data compiled by authors for Karnataka, the RMC Industry has grown very fast in Bengaluru having 55 companies operating 99 rmc plants producing approximately 5.1 lakh cum per month and also cities like Mangalore and Mysore are using RMC in a big way.

TABLE 3: TAMIL NADU RMC PLANTS COUNT AND COMMERCIAL READYMIX INDUSTRY STATISTICS.

No of Locations	City	No of RMC companies- all India count	No. of RMC Plants	Approximate production of RMC/Month in cum
1	Chennai	25	55	141200
2	Madurai	3	5	10000
3	Trichy	6	7	19460
4	Karur	0	1	2500
5	Tanjavur	1	2	4000
6	Salem	1	1	3000
7	Tuticorin	2	3	6000
8	Tirpur	3	3	8000
9	Coimbatore	10	14	30000
10	Hosur	0	2	5000
11	Pandicherry	2	2	6500
12	Erode	2	4	7000
13	Namakkal	1	1	2000
14	Tirunalveli	1	1	2000
15	Palani	1	1	1500
16	Tiruvarur	1	1	2000
17	Pudukottai	1	1	2500
18	Villupuram	1	1	1500
19	Velur	1	1	4000
20	Dharmapuri	1	1	2000
21	Chidambaram	1	1	1000
TN	21	64	108	261160

Data Source : L.R.Manjunatha & others, ICI-KBC Concrete Panorama and Deminar 2015 seminar Document, Feb 2015, pp 99-106

As per the table 3, data compiled by authors for Tamilnadu, the RMC Industry has grown and has spread to maximum number of cities and towns among all the states in India. The RMC industry is present and operating in more than 21 cities across the state.

TABLE 4 – TELANGANA AND AP RMC PLANTS COUNT AND COMMERCIAL READYMIX INDUSTRY STATISTICS.

No of Locations	City	No of RMC companies- all India count	No. of RMC Plants	Approximate production of RMC/Month in cum
1	Hyderabad	20	49	191000
2	warangal	2	2	9000
3	Kurnol	1	1	3000
4	Nelgonda	2	2	5000
5	Mahabubnagar	1	1	3000
TS	5	26	55	211000
1	Vizag	7	12	30000
2	Vijayawada	8	13	25996
3	Rajamandri	2	2	5500
4	Guntur	2	4	10500
5	Nellore	1	3	10500
6	Ongole	2	2	5000
7	Kakinada	1	1	2000
8	Tirupathi	1	2	5000
9	Eluru	2	2	6000
AP	9	26	41	100496

Data Source : L.R.Manjunatha & others, ICI-KBC Concrete Panorama and Deminar 2015 seminar Document, Feb 2015,pp 99-106

As per the table 4,data compiled by authors for Telangana and Andra pradesh, the RMC Industry is steadily growing in many cities and towns and we expect a very big jump in the number of RMC plants in the New state of AP due to the announcement for the construction of new capital for AP near Vijayawada.

TABLE 5– KERALA STATE RMC PLANTS COUNT AND COMMERCIAL READYMIX INDUSTRY STATISTICS

No of Locations	City	No of RMC companies- all India count	No. of RMC Plants	Approximate production of RMC/Month in cum
1	Kochi	3	5	16580
2	Trivandrum	2	6	11000
3	Trissur	3	4	15000
4	Kannur	2	2	3000
5	Palkhod	1	1	1500
6	Kottam	1	1	1500
7	Pandelam	1	1	1500
8	Calicut	1	1	4000
Kerala	8	14	21	54080

Data Source : L.R.Manjunatha & others, ICI-KBC Concrete Panorama and Deminar 2015 seminar Document, Feb 2015,pp 99-106

As per the table 5,data compiled by authors for Kerala state , the RMC Industry is steadily growing in many cities and towns and we expect further expansion of the Industry in the near future due to demand

Table 6 - South India and Goa Commercial RMC plants Statistics as on JAN 2015

No of Locations	City	No of RMC companies- all India count	No. of RMC Plants	Approximate production of RMC/Month in cum
Karnataka	15	82	149	622200
Tamil Nadu	21	64	108	261160
AP	9	26	41	100496
Telangana state	5	26	55	211000
Kerala	8	14	21	54080
Goa	3	5	14	30227
TOTAL	61	217	388	1279163

Data Source : L.R.Manjunatha & others, ICI-KBC Concrete Panorama and Deminar 2015 seminar Document, Feb 2015,pp 99-106

TABLE -7

Western and Central India Locations				
Locations	City	RMC companies	No. of Plants	Industry Volume(m3) /Month
1	Ahmedabad	16	40	99500
2	Surat	9	37	70000
3	Vadodara	9	19	46000
4	Wapi	1	2	5000
5	Rajkot	7	9	18000
Gujarat	5	42	107	238500
1	Mumbai	27	110	302220
2	Navi Mumbai	20	45	125000
3	Pune	37	63	95000
4	Nashik	3	8	18100
5	Nagpur	3	7	15200
6	Kolhapur	0	1	2800
7	Shirdi	1	1	2000
8	Sholapur	1	1	2500
9	Aurangabad	2	2	6000
Maharastra	9	94	238	568820
1	Indore	8	11	40000
2	Bhopal	7	18	20000
3	Jabalpur	2	2	5000
MP	3	17	31	65000
1	Raipur(chatisgarh)	3	6	14188
2	Durg(chatisgarh)	1	1	3000
3	Goa	5	14	30227
City Locations	18	161	396	916735

Data Source : L.R.Manjunatha & others, ICI-KBC Concrete Panorama and Deminar 2015 seminar Document, Feb 2015,pp 99-106

Table- 8

North India RMC Industry

Locations	City	rmc companies	No. of Plants	Industry Volume (cum)
1	NCR-Haryana	45	120	250000
2	NCR-UP	35	70	125000
3	Lucknow	16	20	45000
4	Mohali	2	9	35000
5	Jaipur	5	12	25000
6	Amritsar	3	6	13000
7	Ludhiana	4	8	20000
8	Jalandhar	5	7	17000
9	Kanpur	3	4	6000
10	Derabassi	6	12	30000
11	Agra	1	2	6000
12	Varanasi	1	3	6000
13	panipat	1	2	4000
14	meerat	2	2	7000
15	Gorakhpur(UP)	2	2	6000
16	Jammu	2	2	7000
17	Allahabad	3	3	5000
18	Batinda	3	3	7000
19	Rudrapur	1	1	2500
20	Deharadun	2	2	4000
	20	142	290	620500

Data Source : L.R.Manjunatha & others, ICI-KBC Concrete Panorama and Deminar 2015 seminar Document, Feb 2015,pp 99-106

Table -9 East India RMC Industry

City locations	City	rmc companies	No. of Plants	Industry Volume(cum) per month
1	Ranchi(Jharkand)	4	5	10000
2	Bhubaneswar	8	13	30000
3	Jamshedpur	2	2	7000
4	Durgapur(WB)	1	1	3000
5	Agarthala	2	2	4000
6	Guwahati(Assam)	8	10	20000
7	Rurkela	2	2	5000
8	Kolkata(WB)	20	35	65000
9	Patna	4	5	14000
CITY Locations	9	51	75	158000

Data Source : L.R.Manjunatha & others, ICI-KBC Concrete Panorama and Deminar 2015 seminar Document, Feb 2015,pp 99-106

Table 10, All India Commercial RMC plants and production Statistics as on JAN 2015

Region wise	city locations	No. of companies	Total RMC plants-All India	RMC Production/ month in Cum
South India	58	212	374	1037936
Western & Central	18	161	396	916735
North India	20	142	290	620500
Eastern India and North East	9	51	75	158000
TOTAL	105	566	1135	2733171

Data Source : L.R.Manjunatha & others, ICI-KBC Concrete Panorama and Deminar 2015 seminar Document, Feb 2015 pp ,99-106

From the above data it is very much evident that the growth of RMC industry is more in the southern part of India compared to the rest of India and also it shows the better conversion ratio from SMC to RMC in southern cities than rest of India. From the table 6 and 7 it can be inferred that south India produces almost equal to 45 to 50 % of the total commercial RMC in India and the commercial RMC Penetration is very high in south India compared to rest of India.

Table 11

Period of survey and plant count state wise and city wise	June 2000	April ,2013	January 2015	% growth between Jan 2000 and April 2013	% growth between April 2013 January 2015
No of cities the RMC plants	8	88	105	1000 %	19.31%
Approx production of RMC: Cum/month	95000	2246262	2733171	2264%	21.67 %

As per the table 11, data compiled by authors for all Indian markets, the RMC Industry is spreading very fast to many small towns and cities in many states due to its advantages over site mixed concrete. As of January 2015 India had a spread of commercial rmc plants in 105 cities producing approximately 2.73 million cum of concrete every month and there are about 566 RMC companies operating 1135 commercial RMC plants in India.

The above list of number of RMC plants in number of cities and RMC Production growth shows a big leapfrog jump in numbers and growth of RMC Industry in just 15 years as compared to the listing of RMC plants and cities as per the earlier study and survey and published articles the construction journal of india (CJI), Novmber 2000, Volume 3,Issue 4.[5] and ICDC 2014 Conference research paper (L.R.Manjunatha & Dr.Sandya.R.Anvekar)

Techniques of Analysis used for the questionnaire for research findings.

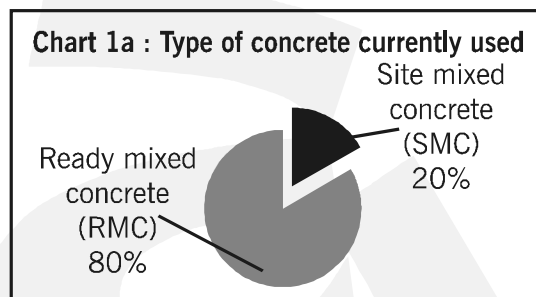
Data Analysis is done on survey techniques, Interviews and customer satisfaction surveys using the simple tabulations and percentage techniques. The demographic profile of the respondents is indicated in the table 12

Table 12: Demographic profile of pilot survey respondents

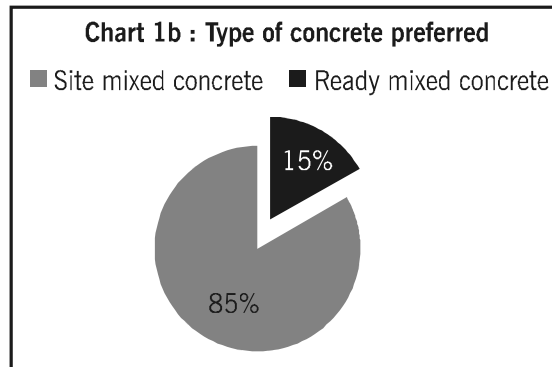
Year of Experience	%	Domain Area	%	segments	%	Turn over	%
< 5 Years	11.86%	Architect Structural Consulting Engineer	6.25%	Residential	14.94%	< 5 crores	36.96%
6-10 years	10.17%	Project Management Consultant[PMC]	18.75%	Commercial only	3.45%	10-20 crores	19.57%
11-15 years	11.86%	Contractor	10.00%	Both Residential & commercial	24.14%	20-50 crores	10.87%
16-20 years	28.81%	Construction / Infrastructure company	15.00%	Industrial	14.94%	50 -100 crores	8.70%
20- 25 years	37.29%	Builder	16.25%	Infrastructure & Govt.	9.20%	100- 500 crores	6.52%
-	-	Govt	8.75%	Institutional & IT	6.90%	> 500 crores	17.39%
-	-	Individual House builder	3.75%	All the above Segment	22.99%	-	-
-	-	Academic / research and Others	2.50%	Individual Houses(IHB)	3.45%	-	-
-	-		18.75%				

6.1 Types of Concrete used:

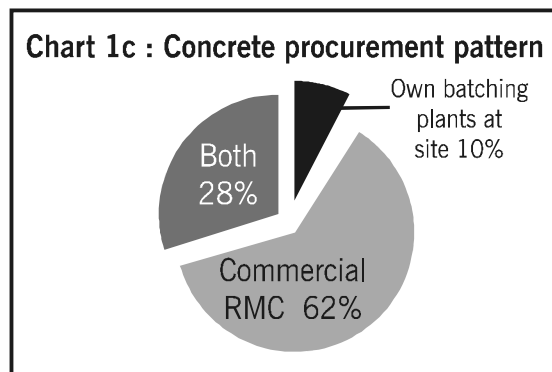
Based on the economic conditions and time constraints customers choose either RMC or SMC or both (Chart 1a) shows that currently about 80% of the respondents are using RMC. Further all companies with turnover greater than 10 Crores use RMC, as large projects consume larger quantities of concrete, RMC is procured. Smaller companies and individual house builders are also seen to be procuring RMC, but also use SMC. For large quantities like slabs, beams and footings RMC is used while columns and minor components are built with SMC



Even though 20 % people use SMC, 85 % people would prefer to use RMC as it is more convenient in terms of time and service (Chart 1b).

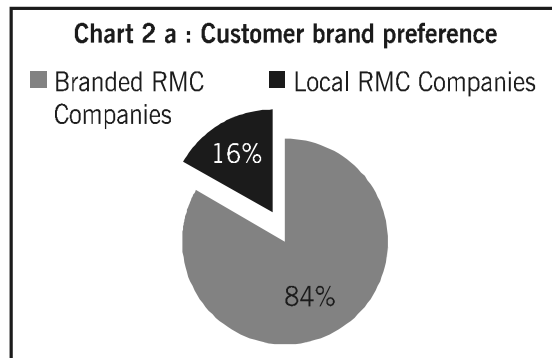


Of the RMC users, 18% use concrete from their own batching plants and 70% from only commercial batching plants. The rest procure from commercial plants only when the demand for concrete cannot be met by their own plants. Also it can be seen that all the respondents using concrete from their batching plants are from companies that have a turnover on more than 50 crores

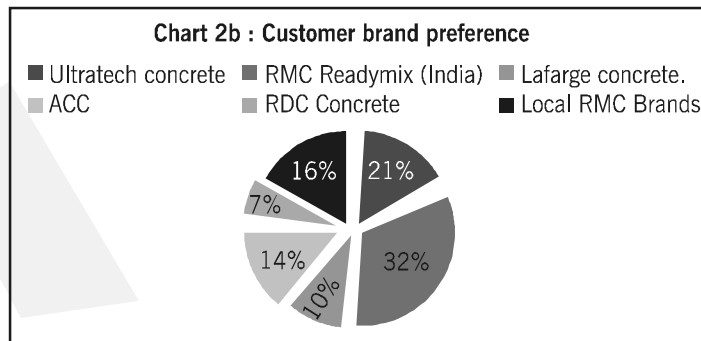


6.2. Customer brand preference:

Even though 16% of the respondents procure RMC from local manufacturers, only 10% are advised by their engineers/architects to procure RMC from branded companies (Chart 2a).



From Charts 2a and 2b, it can be seen that RMC INDIA is the most preferred brand, followed closely by Ultratech, ACC and Lafarge. 10% of the respondents recommend local brands as well. This goes to show that local suppliers are doing satisfactorily as well.

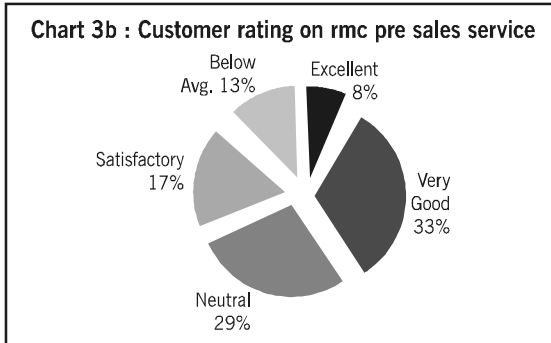


6.3: Customer rating on RMC Quality/price/after sales service

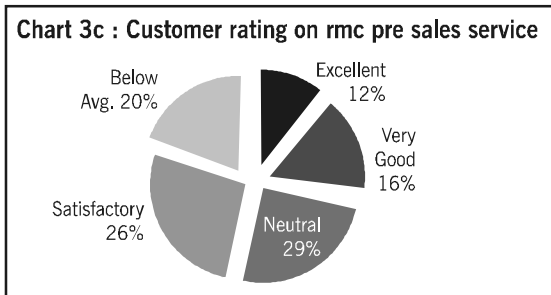
The respondents were asked to rate the quality, services, cost and punctuality of RMC suppliers in the City. The following charts depict the responses given by them.

Majority of the customers about 33% felt that the RMC pre sales service is Very Good

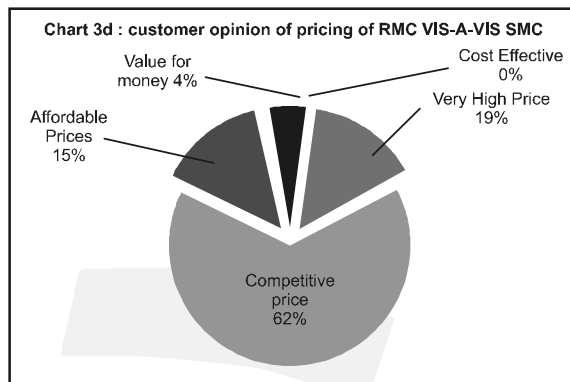
29% of the customers were neutral, 17% felt it was satisfactory and 13% felt it was below average. About 8% felt that the pre sales service was excellent for Ready Mix concrete.



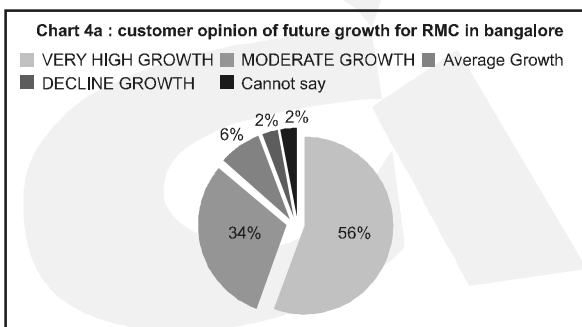
The respondents have rated the presale services are better than the after sales services in the RMC Industry ,which needs improvement in future to retain and keep the customers.



As per Chart 3d,majority of 62 % of the respondents are said that the RMC price is very competitive compared to SMC and willing to buy and use RMC at their project sites

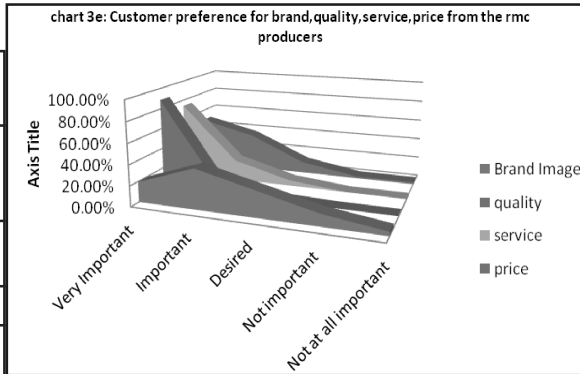


As per the table the respondents have said that there is very good growth for RMC and green products in the construction industry for better quality, service and sustainability.

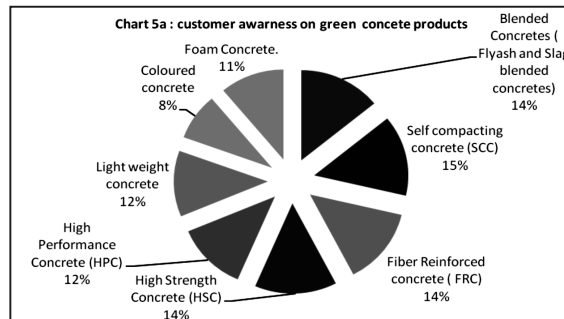


Customer preference for brand, quality, service and price for RMC

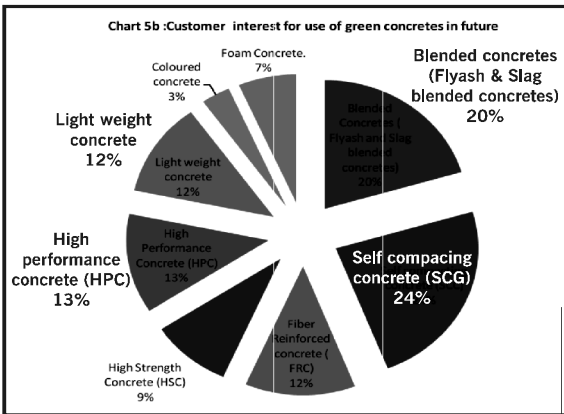
Scale (5-1)	Brand Image	quality	service	price
Very Important	19.61%	88.68%	74.07%	49.06%
Important	39.22%	9.43%	20.37%	35.85%
Desired	25.49%	1.89%	5.56%	11.32%
Not important	11.76%	0.00%	0.00%	1.89%
Not at all important	3.92%	0.00%	0.00%	1.89%



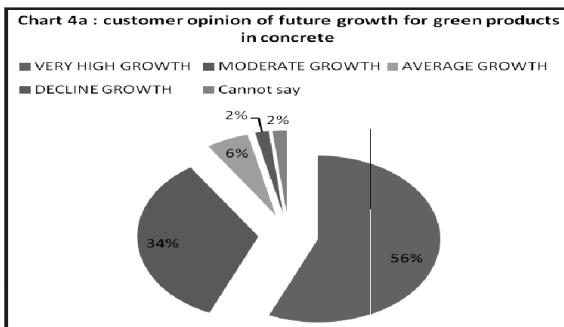
Only 14 % Respondents were aware about the use of green concrete products (Blended concrete products) with Fly ash and GGBS .Which means lot of customer education is required for promotion of Green marketing in the construction Industry.



As per the Chart 5a & 5b and survey results, there is increased interest among the respondents to know more about and use the greener concrete products like blended concretes, Light weight concretes, SCC, Foam concrete etc and only more and more awareness has to be created.



Respondents have opined that there is very high growth opportunity for RMC as well as green blended concrete and special products in future



7. Conclusions

- This survey has revealed that most consumers of concrete have accepted RMC as an alternative to SMC in the cities like Bengaluru and other cities .
- The growth of RMC Industry has been study since its inception in Pune in the year 1992 and had a hockey stick growth in terms of city wise growth and number of plants through out India.
- The increased usage of green substitute materials like Fly ash, GGBS has made RMC a sustainable alternative to SMC.
- Branded RMC is preferred more comparatively than the local RMC Companies.
- Based on IS codes cement can be replaced by fly ash up to 35% and GGBS up to 70%. For making the green blended concretes in India
- From the above research ,it may be inferred that, southern market is the major market for promotion and marketing of Green products like GGBS, Fly ash and M-Sand and special concrete products etc
- Majority of the people are not aware of sustainable green concretes but the sustainable concrete recipe is made by adding 15-60% of the supplements like fly ash and GGBS based on the grade of concrete.

There is an increased interest to use green concrete products made out of supplements like fly ash/ggbs in concrete in future and there is very good scope and growth for making green concrete products and green marketing in India.

By knowing the numerous advantages of industrial byproducts, Ready-mixed concrete (RMC) industry in India especially in south Indian metros and towns have started using and partially replacing OPC cement with GGBS, which are by-products of steel industries. Currently over 40-45 % of the

concrete supplied by RMC companies in India has a replacement of either Fly ash or GGBS.

The research made has given a new dimension to green marketing of building products to the Ready mix concrete industry and construction sector in the Indian cities as a emerging market and also to Ready mix concrete manufacturing companies, Readymix concrete buyers (B2B Customers) and there by to the civil engineering and construction industry field on the aspects of RMC as better replacement product vis-a-vis Site mix concrete (SMC) in terms of quality, service, durability environmental friendliness ,faster work and customer satisfaction.

Green marketing is based on the premise that businesses have a responsibility to satisfy human needs and desires while preserving the integrity of the natural environment. Green marketing should not be considered as just one more approach to marketing, but has to be pursued with much greater vigor, as it has an environmental and social dimension to it. There are significant indications that environmental issues will grow in importance over the coming years and will require imaginative and innovative redesign and reengineering of existing marketing efforts on the part of many businesses.

Marketers also have the responsibility to make the consumers understand the need for and benefits of green buildings for a healthier living through awareness programs and continuous education programs.

7. Limitations:

1. The research work is primarily limited to the construction industry consumers and consultants in Bengaluru city and some samples from other south Indian cities only.
2. The research work will be primary limited and based on the information obtained from the secondary data and the sample size survey taken in the primary data.

8. Implications:

Implications for future research: Since not much research/study work has been done in India on green marketing aspects on Ready mix concrete and other green cement replacement products, the research done has helped and become a reference for the future researchers to carry out more research and publications on the subject in cities and metros in India on the green initiatives in the construction sector for sustainability.

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A Historical enquiry on the Development of industries in Sivakasi town

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INTRODUCTION

The economic advancement of a country is measured in terms of its industrialization. Small industrial sector including the village and cottage industries which is presently known as Micro Small and Medium Enterprises (MSMEs) functions as a powerful instrument for rapid, diversified, inclusive and sustainable growth of a country like India. In India at present there are many such towns and cities which have been actively taking part in the industrial activities of the country. Among them, Sivakasi is one of the prominent industrial centers in southern part of India especially in Tamilnadu State. It is a small town well known all over India for its industrial contribution by way of small scale industries which mainly comprises of fireworks, match Industries, and printing Industries. Sivakasi contributes to 80% of India's production of safety matches as well as 90% of India's total fireworks production. Sivakasi provides over 60% of India's total offset printing solutions and ranks as one of the highest taxpaying towns in India. It also is a 100% employed town.¹

NEED FOR THE STUDY

The study of small business had long been overlooked by the business historians community and there was little interest in pursuing the field by business historians.² But these small businesses (MSMEs) contribute nearly 8 percent of the country's GDP, 45 percent of the manufacturing output and 40 percent of the

exports.³ The study of small business would increase the validity of business history theories and research. Sivakasi town has been contributing to the economy of the country by establishing viable and sustainable small scale industries in large numbers. There is an old saying that future is just an extension of past. Exploring the history of concentration and development of small industries in the said region will help in further development of the industrial development of the area under study.

REVIEW OF LITERATURE

Business history has been a neglected area in both Economics and History due to various reasons. However, some scholars have attempted to write books on business history basing upon whatever material they could lay their hands on, whereas some others have written individual corporate histories, which are usually sympathetic accounts of the perspective corporate houses and are of restricted circulation.⁴ Anyhow little notable literature available on the topic has been presented below.

Reference may also be made to **M.J.Seth's** Armenians in India (**New Delhi, 1983**) (which includes an account of their business activities) and **D.W.Rudner's** Caste and capitalism in colonial India: The Nattukottai Chettiars (Citation not available).

Venkatesan and Karunanidhi (1989) in their report on "Development of Industries in Sivakasi Town – A Historical Enquiry" have stated that the

¹ http://en.wikipedia.org/wiki/Economy_of_Tamil_Nadu ² http://members.tripod.com/~dary_l_williams/index1.html

³ <http://msme.gov.in/Accelerating%20Manufacturing%20in%20the%20MSME%20Sector.pdf>

⁴ N. Benjamin and Prabhash Narayana Rath, Modern Indian Business History: A Bibliographic Survey, Gokhale Institute of Politics and Economics, Pune, www.gipe.ac.in/pdfs/working%20papers/wp6.pdf

development of match works goes to prove the fact that what is an immense hurdle to the weak happens to be a source of inspiration to the strong willed persons.⁵

More, J.B.P., (1997) wrote a book by name “Political evolution of Muslims in Tamilnadu and Madras 1930-1947”. This book narrates the history and development of Tamil Muslim traders during the years 1930 to 1947.

Times of India (2010) in its article titled “Two men made Sivakasi a fireworks hub” documents the history of fireworks and safety matches in Sivakasi town and states that Mr. P Ayya Nadar and his brother Mr. Shanmuga Nadar made history when they went to Kolkata in 1923 to learn the art of match-making. They returned eight months later, established match industries in the name of Anil brand and Ayyan brand, imported machinery from Germany, and taught the labourers to make matches. They later mastered the art of making fireworks as well.⁶

Jeeva Priya and Joseph Xavier (2014) have made an attempt to measure and highlight the growth and performance of the industrial units functioning in three industrial estates in Virudhunagar District - SIDCO Industrial Estate, Virudhunagar, SIDCO Industrial Estate, Rajapalayam and Sivakasi Co-operative Industrial Estate, Sivakasi in terms of their production, turnover and exports. The researcher found that the industrial units in the industrial estate are less innovative. Certainly the development of industrial units in industrial estates is important not only for its contribution to GDP but also for its adorable performance in exports and development of Indian Economy.⁷

P.Stella Muthu Rajam and Ms.G.Sathiabama (2015) in their article “A Case Study in Environmental Constraints, Causes and Remedies of Industrial Town Sivakasi” studied three important aspects as the major environment destroyers namely population, pollution and waste management. This paper analyzes the people’s diseases and health costs. They advise to prepare

an environmental atlas under which pollution data for air, noise, population and solid waste disposal are marked using recent methodologies, which create public awareness in the study area.⁸

OBJECTIVES OF THE STUDY

- To understand the history and development of small industrial units in Sivakasi town.
- To explore the major reasons for the concentration of three major industries namely fireworks, safety matches and printing in the study area.
- To study the relationship between the Nadar Community and business development in Sivakasi town.
- To offer valid suggestions and recommendations based on the findings of the study.

METHODOLOGY

Basically this study is exploratory in nature and tracing the development of the business in Sivakasi town on historical background and the various reasons for the same. Since this study is a historical enquiry, this is mainly based on the secondary data collected from the history books and the various web portals containing the data relating to the concept of the study. The Researcher as far as possible correctly documents the evidences from the published and unpublished records in the history connecting to the topic chosen for the study.

LIMITATIONS OF THE STUDY

- This study is historical in nature
- This is based on the information from the history books and websites
- This is not based on any quantitative data analysis
- The information given in the sources may be subject to some bias

⁵Venkatesan, A. and Karunanidhi, G., “Development of Industries in Sivakasi, Town – A Historical Enquiry” Journal of Madura College, (Autonomous), No.8, 1989

⁶ <http://timesofindia.indiatimes.com/city/chennai/Two-men-made-Sivakasi-a-fireworks-hub/articleshow/6471038.cms>

⁷ Jeeva Priya and Joseph Xavier, Growth of Industrial Units Functioning Under Industrial Estate Programme in Virudhunagar District, Indian Journal of Applied Research, Volume : 4, Issue : 3, Mar 2014

⁸ PStella Muthu Rajam and Ms.G.Sathiabama, A Case Study in Environmental Constraints, Causes and Remedies of Industrial Town Sivakasi, International Journal of Humanities and Social Science Invention, ISSN (Online): 2319 – 7722, ISSN (Print): 2319 – 7714 www.ijhssi.org Volume 4 Issue 1 A January, 2015 A PP:34-39

HISTORY OF SIVAKASI TOWN

Sivakasi is situated in Virudhunagar district of Tamilnadu state of Indian subcontinent. As industries are well developed in this town, it was nick-named as “Little Japan of India (in Tamil ‘Kutty Japan’) by Mr. Jawaharlal Nehru, first Prime Minister of India⁹. When Hindus just hear the very name ‘Kaasi’, it evokes religious sentiments with them, because ‘Kaasi’, is a place where every devout Hindu is expected to visit once in their lifetime. It is like MECCA for Muslims. Apart from that there are two other Kasi’s in Tamil Nadu - Tenkasi (meaning the Southern Kaasi) located near Courtallam, close to Kerala and Sivakasi (Kaasi of Siva) located at South of Madurai. It is interesting to note how Sivakasi came to be called so.

Sivakasi was established during the early 15th century. So it has a history of more than 600 years. Its story starts from the 14th century. Between 1428 and 1460 AD, Harikesari Parakkirama Pandian then King of Tenkasi ruled the southern region of Madurai, with his capital at Tenkasi. As per Hindu legend, he wanted to construct a temple for Hindu god Shiva at Tenkasi and went to Kasi to bring a lingam (an iconic representation of Shiva) and brought a Sivalingam from there. While returning to his place with the prized Linga a few miles past Madurai, he took rest under a grove of Vilva trees. The cow which carried Sivalingam, refused to move and also the King’s wife (the Princess) attained puberty that night, which prohibited the carrying of the Linga to Tenkasi. He found that it was hard to reach Tenkasi in time, to install the Sivalingam and he realised that the wishes of Lord Siva were different from his own. As events thus overtook auspicious time for the already proposed plan of consecrating the Linga at Tenkasi, the king reverentially placed the Linga in the place where he had halted and proceeded to Tenkasi. The place which was sanctified by the “Sivalinga brought from Kasi”, henceforth came to be called Sivakasi. Later on King Pandia and King Thirumalai Naicker did a

lot for this temple, named it “Kasi Viswanatha Swamy” Temple. The period of construction was between 15th and 16th century. Aanaiaappa Gnani reconstructed this temple. Under the rule of King Naickers, the temple developed. In 1659, the Ratham (the chariot) was constructed by Muthu Veerappa Naicker. And thus, Sivakasi was a part of Madurai region during the 16th century. Madurai became independent from Vijayanagar Empire in 1559 under the Nayaks. Nayak rule ended in 1736 and Madurai was repeatedly captured several times by Chanda Sahib (1740 – 1754), Arcot Nawab and Muhammed Yusuf Khan (1725 – 1764) in the middle of 18th century. In 1801, Madurai came under the direct control of the British East India Company and was annexed to the Madras Presidency.

The Sivakasi municipality was established in 1920. After India’s independence from the British in 1947, Sivakasi continued to be a municipality under the Madras state and later a part of Tamil Nadu. It was promoted to first-grade in 1978, selection-grade in 1998 and special-grade in 2013. Over the decades after independence, Sivakasi grew as an industrial town specializing in firecracker, match and printing industries. Several incidents of fire and blasts have been occurring in the firework factories.

PROFILE OF SIVAKASI TOWN

Sivakasi town is located in Virudhunagar district of the South Indian state, Tamil Nadu, at a distance of 74 km (46 miles) from Madurai. Sivakasi is located to the east of Western Ghats and to the west of Sattur. The topography is almost plain, with no major geological formation. It is located at 9°27'20.03" N 77°49'20.03" E \approx 9.45°N 77.8167°E \approx 9.45; 77.8167 and has an average elevation of 101 metres (331 feet) from sea level. There are no notable mineral resources available in and around the town. The soil types are black and red that is conducive for cotton, chillies and millets. These crops are predominant because of poor ground water supply

and soil type. Sivakasi experiences hot and dry weather throughout the year. The temperature ranges from a maximum of 39 °C (102 °F) to a minimum of 23 °C (73 °F). Like the rest of the state, April to June is the hottest months and December to January are the coldest. Sivakasi receives scanty rainfall with an average of 812 mm (32.0 in) annually, which is lesser than the state average of 1,008 mm (39.7 in). The South west monsoon, with an onset in June and lasting up to August, brings scanty rainfall. Bulk of the rainfall is received during the North East monsoon in the months of October, November and December. The average humidity of the town is 76.2% and varies between 65.6% and 79.2%. The municipality covers an area of 6.8 km² (6,800,000 m²).

Sivakasi has a dry weather, making it suitable for dry crops like cotton, chillies and millets. Badhrakali Amman temple is the most prominent landmark of Sivakasi, and the temple festivals constitute the major festivals of the town. AJ Indoor Stadium has a coaching center for badminton and is the major sporting venue of the town. Sivakasi is a part of Sivakasi constituency and elects its member of legislative assembly every five years, and a part of the Virudhunagar constituency that elects its member of parliament. Sivakasi is a special-grade municipality which covers an area of 6.8 km² (2.6 sq mi). Roadways are the major mode of transport to the town, while there is also railroad connectivity. According to the 2011 census, the taluk of Sivakasi had a population of 427,072 with 211,932 males and 215,140 females.¹⁰

HISTORY AND DEVELOPMENT OF SMALL INDUSTRIAL UNITS IN SIVAKASI TOWN

During the 1800s, Nadars, then aspiring business community, established their commercial base in the town. By the end of the 19th century, the Nadars' rapid rise as a business community and pursuit for higher social status caused resentment in higher castes, such as the Maravars. The mutual confrontation between the Maravars and Nadars

reached its peak in 1899, leading to a series of riots which

came to be known as the Sivakasi riots. A total of 22 people were killed and as many as 800 houses were burnt during the riots.

There's a slice of history that is little known which can claim its beginning in 1900. Like any other small town in Tamil Nadu, Sivakasi too would have been struggling to provide livelihood opportunities if not for two men from this region, who went to work in a match factory in West Bengal to seek fortunes. They returned, armed with the skill of making matches, and decided to set up a factory in their dry native soil. Besides being known for its thriving match industry, the town is a major fireworks hub, generating annual revenue of Rs 1,000 crore.

P Ayya Nadar and his brother Shanmuga Nadar made history when they went to Kolkata in 1923 to learn the art of match-making. They returned eight months later, established match industries in the name of Anil brand and Ayyan brand, imported machinery from Germany, and taught the labourers to make matches. They later mastered the art of making fireworks as well.

Their activities were curtailed during the World War II, but in 1940, the Indian Explosives Rules were enacted whereby a system of licensing was introduced for manufacture, possession and sale of fireworks. Thus came about the first organized factory in the year 1940, governed by several safety precautions and measures. What began as a tiny industry in 1923, the number rose to three in 1942, and by the year 1980 the number of factories was 189. By 2001-end, the total number of factories was 450 in Sivakasi alone and today it has (2014) touched 640.

And thus the safety matches, fireworks and printing industries constitute a great quantum for the history and development of the industrial town Sivakasi which are briefly and carefully documented in the pages to come.

¹⁰ https://en.wikipedia.org/wiki/Sivakasi_taluk

MATCH INDUSTRY

Match Industry in India

Match industries are of utmost necessity in the everyday life of human beings. The origin of the match industry dates back to new stone-age (10,000 B.C. to 5,000 years). Match industry has mass production and provides employment opportunities to the society. It plays a vital role in building up the economic structure of the society. Safety matches are a century old in India. Amrith Match factory at Bilapur and Gujarat match factory at Ahmedabad were set up with the technical assistance from Sweden in 1894. A family venture has been behind the growth of the match industries in Sivakasi town of Virudhunagar district.

Match Industry in Sivakasi

In 1922, P. Ayya Nadar and A. Shaunmuga Nadar were sent to Calcutta, (Where a few families from Japan engaged in the field of Match production of a small scale by using simply and manually operated machines) to learn about safety matches production from a Swedish Multi-National firm which was the sole manufacture of safety matches in India at that time. They returned to Sivakasi with all the requisite expertise and jointly established the First Match Unit called "The South India Lucifer Match Industry" in 1923.

Characteristics of Match Industry in Sivakasi

- Match Industry in Sivakasi needs only very simple technology.
- Production can be undertaken both in the Mechanized and labour intensive methods. Capital investments in the non-mechanized sector are comparatively small.
- As it is labour intensive in character, employment opportunities have been brought to the every doorstep.

Present Position of Match Industry in Sivakasi

Now Sivakasi meets about 55% to 60% of India's requirement of safety matches. The market is

estimated to grow at an average of 10% of per annum. Nearly 55% of workers are employed in the match sector. About 3500 Match works are situated in in and around Sivakasi. They are started with a modest capital of Rs.25,000/- and are generally managed by women including house wives as men were involved in selling the products. Around 30,000 persons are directly employed.

FIRE WORKS INDUSTRY

Sivakasi is the natural choice for fireworks production. Low rain fall and a dry climate prevailing in the Sivakasi area contribute to unabated production. What could have been consumed in three hours of the Diwali Day came to be produced in 300 days, almost with overtime jobs throughout the year.

In Sivakasi the first fireworks industry was started in the early 20th century. Having achieved a measure of success in Safety Matches, Colour Matches and Star Matches, Mr. A Shanmuga Nadar and Mr. Iya Nadar ventured upon the making of sparklers –then the most popular item in the Small Fireworks family, which were at the time imported from the UK and Germany.

The germinal seed for the making of modern family Fireworks or Small Fireworks was planted in the year 1934 when the Central Excise Duty on Matches was promulgated. Until the outbreak of World War II in 1939, there were only a handful of factories in Sivakasi, Trichur and rimjalakuda in Kerala State. From 1938 to 1944 the import of fireworks and firecrackers was obstructed by war. This shortage gave a fillip to the indigenous industry, which was in its infancy.

During the year 1940, the Indian Explosives Rules were enacted whereby a system of licensing was introduced for manufacture, possession and sale. Thus came to be set up in the year 1940 the first organized factory with several precautions and safety measures.

The shortage in the market helped these, then seasonal, factories to work even during off-season

and build up stocks. With World War II coming to an end and the gateway for import of raw materials having been reopened, the indigenous industry enlarged itself.

Not only the existing factories broadened their efforts, there came into existence several new units, of which National Fireworks, Kaliswari Fireworks and Standard Fireworks were prominent in the year 1942. These three factories started marketing their products throughout the length and breadth of India. These were later supplemented by new units at the average of 10 per year. What started as 1 or 2 factories in 1923, rose to 3 in 1942, and by the year 1980 the number of factories had risen to 189. By the end of 2011 the total number of factories was 450 in Sivakasi alone.

PRINTING INDUSTRY

Sivakasi is India's printing hub. Sixty percentage of India's offset printing solutions are produced in Sivakasi. The printing industry was started in Sivakasi during early 20th century. Mr. S. Kaliappa Nadar, Mr. N.R.K. Rajarathna Nadar, Mr. Arunagiri Nadar were the pioneers of printing in Sivakasi. Printing units were started mainly to cater the local needs and after further expanding their capacity the companies started to get customers from other parts of the country. The printing units and allied industries have formed a cluster in Sivakasi that contributes to the high quality cost effective printing solutions to the customers. The printing industry in Sivakasi is worth about 1000 crores. The market for printing is growing at the rate of 10% per annum.¹¹

Sivakasi houses largest number of printing machines in the world next only to Guttenburg in Germany. All kinds of printing jobs are undertaken in Sivakasi including security jobs like printing bank Cheque books, flight tickets and lottery tickets. Most of the leading presses are exporting children's books, notebooks, magazines, greeting cards, calendars, trade labels and cartons throughout the world. More than 50,000 workers

are engaged in printing and allied industries. The town has a school of printing technology. The printing industry in Sivakasi is worth about 1000 crores. The market for printing is growing at the rate of 10% per annum.

REASONS FOR THE CONCENTRATION OF THREE MAJOR INDUSTRIES

The development of industry in the study area (Sivakasi town) is attributed to the following reasons mentioned here.

- Dry weather
- Failure of Agricultural activities
- Need for the livelihood
- Born Entrepreneurs
- Availability of Cheap Labour
- Cooperation and hard work of Nadar Community and
- Government Policy and political support

RAISE OF NADAR AND DEVELOPMENT OF SIVAKASI

Nadars are predominant in the southern districts of Tuticorin, Kanyakumari, Tirunelveli and Virudhunagar of Tamilnadu state. Sivakasi is a taluk in Virudhunagar district in which the raise of such community and the development of the city are closely associated. The social and economical development achieved by the Nadars in independent India have evoked academic interest. According to N.S.Ramnath, Forbes, the Nadars are a close knit, powerful community. The Nadars, who were once predominantly not allowed to enter Hindu temples built by castes above them, now occupy respected positions as Trustees in many Hindu temples of Tamil Nadu. They are financially strong and are politically influential in the Southern districts of Tamil Nadu. A political observer points out that there is a Nadar leader in almost every political party. The community has influential Tamil media houses, such as Dina Thanthi. Crawford Young has said

¹¹ http://www.sivakasionline.com/printing_history.php

that Today, the Nadars are recognized as an “advanced” community – a status reversal accomplished over the past century through caste horizontal mobilization of caste solidarity, challenge to servile traditional ascription through ritual transformations, effective utilization of modern opportunity through education and commerce, and skilful communal exploitation of the political arena.

CONCLUSION

The researcher has made a modest attempt to provide a comprehensive historical scenario of

industrial development of Sivakasi town without making any critical assessment. He has collected these titles from the libraries, publishers, commercial bodies, corporate organizations and private collections. It was attempted to make the careful entry with respect to the association between the Nadar community and business development of the study area. It is strongly noted here that there is a significant contribution by the Nadar community business leaders for the development of the industrial Sivakasi. It is not possible to document the critical assessment which itself is a separate area of further research.

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A Historical study on Thirukural with special reference to Economic and Management concepts, issues and challenges

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Key Words:

Sangam Literature, Thiruvalluvar and his philosophy, Palm Leaf Manuscript, Economic and management in Thirukural.

Introduction:

Thiruvalluvar's Thirukural has today come to be documented as a classic in the literature of the entire world. In Tamil "**Thiru**" means "**holy**" or "**sacred**," and "**Kural**" means a short poem. Thirukural is in a couplet form and each Kural is composed of 7 words spread across 2 lines (4 & 3 words). In fact, it is the shortest form of poetry in the Tamil language.

Thirukkural was written by Thiruvalluvar, who is believed to have born years before Jesus Christ. The Tamil Calendar is dated from that period and referred as Thiruvalluvar Aandu (Year). We find Thiruvalluvar as a moral philosopher, political scientist and master of public administration in the first two parts of Thirukkural. We find him to be a creative artist in the third part, depicting the fascinating aspects of lovers. Thirukkural's immortality and universality are unquestionable. Its ethics and values are applicable to all religions, countries and time. It has been translated in over 60 languages of the world. This paper attempts to throw light on these fundamental concepts and bring the Indian thought on the relationship among supply, demand and price, Wealth, Education, HRM, Finance from Thirukkural which is more than 2000 years old

but yet relevant even to this day! It also proposes four basic economic laws from Thirukkural.

Sangam Literature:

Thirukural is a discourse on the art of living, a set of healthy principles of the guidance's for the variety of segments of the civilization for a pleasant-sounding combined living. Thirukural belonged to the epoch of Sangam literature. Tamil Sangam was a 'court of the congregation of poets held under the patronage of a King. The poems belonging to the Sangam literature were composed by Tamil poets, both men and women, from various professions and classes of society. This literature creates by these assemblies was accumulated in the period straddling over 600 AD.

Thirukkural:

Thirukural, the treasures of knowledge, wisdom, and beauty which are enclosed in her literature, philosophy, art, and synchronized life are too valued to be lost. Mankind needs to use them, if he/she is to be a cultured person of modern society. In fact, it is the shortest form of poetry in the Tamil language. The work on knowledge is separated into three major chapters - those that speak about Virtue, **Wealth** and **Love**. The first part deals with Aram (Virtue), the moral value of human life. It has 38 chapters. The second part is on Porul (Wealth), the socio economic values of men in a civilized society. It has 70 chapters. The third part is on Kamam or Inbam

(Love), the psychological values of life. It has 25 chapters. Each chapter in this book elucidates a different aspect of human virtue or human fault. *Thirukkural* is a *cir* formed by combining the two words *Thiru* and *Kural*, i.e. *Thiru* + *Kural* = *Thirukkural*.

Thiruvalluvar and His Philosophy:



There is certain likeness between Valluvar's thought and those of **Buddha, Mahaveera, Plato, Confucius, Kautalya** and **Vatsayna**, these are only justifiable absorptions by a subsequent thinker of ideas, of which he approves from among those that have preceded him and are available to him, or natural similarities in the working of great minds. But there are also basic differences and substantial originality of thought and expression for ahead of his times, particularly in respect of his treatment of Godliness, casteless society, importance of agriculture, taxation with peoples' consent and enabling of physical love.

That is the reason why Thiruvalluvar's *Thirukural* has continued to attract the best minds of the world down the ages. This Holy Book is indicated in some of the other names by which the text is known: **Tamil marai** (Tamil Veda); **Poyya mozhi** (word that does not lie); and **Teyva nool** (divine book), '**Muppal** (Three fold path)', **Pothu Marai** (the common Veda or Creed) etc.

Palm Leaf Manuscript:



Palm leaf is the paper of ancient world. Manuscripts made out of dried palm leaves were served as the paper of the ancient world in parts of Asia as far back as the fifteenth century BC. The significance of this is that the greatness of a work is realized on the basis of not the weight of its manuscript (written on Palm leaves) but the divine qualities of the work which forced the plank to stay afloat. It is said that to the amazement of the critics, the Sangam Plank shrunk itself in size to hold only the *Kural* manuscript and in the process throwing out the rest.

Economics and Management in Thirukural:

Western world has published a lot on history of economics...how it all started with Adam Smith, went on with Ricardo to age of John Maynard Keynes , Milton Freidman and presently Paul Krugman. We Indians also have been a good follower of Lord Macaulay's system of education and rarely look into what has happened to India before that period. 1800 years earlier (than Adam Smith) a bearded man from Mylapore (in Chennai) has spoken about the basic tenets of life which includes economics. He dedicated a whole set of 700 two-liners talking about wealth in simple ways.

All economic problems take their reason to the basic economic variables namely demand and supply of products/services. Thus the first laws in

modern economics become the Law of Demand and the Law of Supply along with the Say's Law. Conceptual clarity is essential for solving economy's problems.

This focuses on

1. Economics and political ideas in Thirukural (Good Governance)
2. Cost Benefit Analysis
3. Employment
4. Education
5. Rules of Law
6. Management Techniques and Decision Making Process
7. Prosperity of a country
8. Removal of poverty
9. Treatise on Wealth
10. Agriculture
11. Water Management

Economics and Political Ideas (Good Governance):

The economic as well as political ideas of Thiruvalluvar are found in Part II of Thirukkural, which is on Wealth (*Porul*). An attempt is made to understand and appreciate Thiruvalluvar's socio-economic and political ideas under fifteen topics and discover their relevance and application to our time.

• **He is a true king who sticks to virtue,**

Removes evils, and is spotless in valour.

"A king is one who possesses the following six things: an army, a people, wealth, ministers, friends and a fortress; he never fails in the following four qualities: fearlessness, liberty, wisdom and energy; he is a man of modesty and virtues, and refrains from all vices"

This section is a lesson on **good governance**. There are three sources of income to the king: unclaimed wealth, taxes which subjects pay, and customs collection from foreigners. In Valuvar's

world, there were three channels of equitable distribution of wealth: Defence; Public works and Social service. These three cover the legitimate public expenditure for distribution.

Cost Benefit Analysis:

Cost Benefit Analysis is a systematic process for calculating and comparing benefits and costs of a project, decision or government policy. This concept is discussed by Thiruvallur in his *Versa* 478

– **No harm if income is narrow if outgoing are not broad.**

It is an excellent principle of public finance and financial administration: "*If the revenue of the State are limited, the king should keep the expenditure within bounds*". Our failure in economic development in India reflects our inefficient planning, administration and implementation at different levels.

Employment:

Employment is a contract between two parties, one being the employer and the other being the employee. The concept of employment is discussed in *versa* 513

– **Loyalty, wisdom, a clear head and contentment**
 – **These four well-possessed are the right qualification.**

Valluvar speaks of right man for right job. Those who are employed should have: pleasing nature to do good; ability to enlarge the resources, increase wealth and prevent calamities. They must be men of wisdom and endurance; their conduct must be examined daily by the king, because their conduct influences the world "if they act crookedly, the world will also act crookedly.

Education:

He discuss the importance of education in Chapter-40 & Chapter- 43

– **Learn well what should be learnt, and then Live your learning**

Here Thiruvalluvar emphasized that Let a man learn thoroughly whatever he may learn, and let his conduct be worthy of his learning.

- **Those who have wisdom have all Fools with all have nothing.**

Those who possess wisdom possess everything; those who do not have wisdom, whatever they may possess, have nothing.

Rules of Law:

In this he explains as to how the king should rule the country. In (559)

- **Where a king is unjust Rains are withheld.**

Valluvar emphasized the Rule of Law. *“When there is rain, the world enjoys prosperity; when the king rules with justice, his subjects prosper”*

In other words *“ As is the world without rain, so is the country with unjust government”*. If the king and his rule ensure “just government”, his kingdom will surely be blessed with seasonal rains and rich harvest, which never fail .

Management Technique and Decision Making Process:

Decision making process is one of the important functions of the entrepreneur. In Chapter-68

- **The end of deliberation is decision: To decide and dawdle is bad**

After considerable thought, planning and analysis, one arrives at a decision. Once a decision is taken, any hesitation or delay is suicidal.

Prosperity of a Country:

If a country wants to attain prosperity, three factors play a important role land, capital and labour. This concept was explained by Thiruvalluvar in Chapter 74

- **Tireless farmers, learned men and honest traders**

Constitute a country.

Three factors are indispensable: farmers (Land), merchants (Capital) and virtuous people (Labour). Valluvar’s economic thought includes what later economic thinkers like Adam Smith (1776) and Alfred Marshal (1880) proposed as factors of production – Land, Labour, Capital and Organization.

Removal of Poverty:

One of the important hindrance of an economy is poverty. Thiruvalluvar discussed this in Chapter 74 & Chapter 105.

- **An ideal land is free of hunger Pestilence and war.**

Valluvar also speaks of the vital need of **freedom from hunger and disease** (“Garibi Hatao”), and **from foreign invasions**. A prosperous nation is one in which there is plentiful harvest, industrial productivity with agricultural inputs, and consequent abundance of production and wealth.

- **There is nothing like poverty But poverty.**

The evils of poverty are personified in kuralas as a sinner and a demon. When the demon takes possession of a person, the latter loses all joy in life. *“Poverty is cruel; it afflicts people; “one may sleep in the midst of fire; but by no means in the midst of poverty”*.

- **The misery of poverty attracts and includes Various miseries.**

We are living in a very challenging environment. 20% of People enjoying 80% of income and vice versa. Besides the critical global problem of poverty, the demographic disequilibrium is another challenge to be faced now.

Wealth:

In Chapter 76 he discussed the concept of wealth

- **There is nothing like wealth To make the worthless worthy**

This chapter is a treatise on wealth, which reminds us of Adam Smith's "Wealth of Nation." According to Valluvar wealth is productive of the joys of this world. "*Wealth makes people important*".

Wealth acquired with proper means will yield virtues and happiness; All despise the poor, but all praise the rich; All honor the poor man when he become rich; Wealth like taxes belong to the government; There is no sharper weapon than wealth to destroy the arrogance of one's enemies.

– **The hoarder deluded that wealth was all
Haunts it as a ghost when dead.**

"He who hoards wealth and does not enjoy it or utilize it to benefit others, is as good as dead and his wealth is a waste".

Agriculture:

One of the important occupations of India is Agriculture. At present 52% of people in India is depending on agriculture sector.

– **Ploughmen are the earth's axle-pin;
They carry the entire world**

Valluvar says that the **world depends on agriculture**. "*Though laborious, agriculture is the best form of craft that sustains all on earth and is the worthiest of crafts. Farmers are the lynchpin of the world; they alone are independent citizens, others are dependent on them.*

Water Management:

Water management is the activity of planning, developing, distributing and managing the optimum use of water resources. In an ideal world, water management planning has regard to all the competing demands for water and seeks to allocate water on an equitable basis to satisfy all uses and demands. This is rarely possible in practice. Valluvar explained this in Chapter 104.

– **Manure more than plough, and after weeding
Guard more than water**

" *Valluvar has emphasized the importance of agriculture and its primacy over all other occupations.* One can also find in the Kurals the elements of "Green Revolution" except high yielding variety of seeds: extent of ploughing, manure and fertilizers, water-management, weeding at the right time, and protection against pests and diseases.

Conclusion:

From the above study, it can be appreciated that Thirukkural is one of the finest and fantastic piece of poetical literature ever written. "Thirukkural has been acclaimed as one of the most precious jewels in world literature. The lofty ideals enshrined in Thirukkural transcend the barriers of race, creed, country and time. It carries with it the comprehensive philosophy of life for all ages. It covers almost every aspect of life in short poems. This literary marvel written by Sage Thiruvalluvar containing of 1330 couplets is noted for its brevity, rich meaning, breadth of vision and choice of diction, all at once noble and elevating.

Erudite contemporary Poets and the great Kings of those days acknowledged the literary greatness of this masterpiece imparting Self- Development Skills, Communication and Public Speaking Skills, Family Management and Parenting Skills, Right Attitudes towards Work, Wealth, Friends and Enemies, Managerial Skills and Good Governance and the skills to make one an ethical and reputed person.

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Ancient Farming Vs. Techno-farming - An empirical study

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Abstract

Ancient farming methods used by farmers throughout the world varied quite a bit. Farmers developed many ways without technology to maintain soils, ward off frost and freeze cycles and protect their crops from animals and others. The largest issue that faced farmers during the ancient as well as the war was the lack of manpower available to work the land due to military enlistments. In response to the demands for labour and labour-saving devices, farmers quickened the pace of the adaptation of new technologies for use on the farm. During this time will promotes to technological expansion, perhaps the greatest innovation of the twentieth century was the adaption of the internal combustion engine to agricultural tasks, most notable in the form of the gasoline or diesel tractor. This has been influenced to change the life of the farmers as well.

In the present scenario, the techno-farmers access the information of the required quality always has the potential of improving efficiency in all spheres of agriculture. The emerging scenario of the deregulated agriculture, thanks to WTO, has brought in a greater 'need' and urgency to make it an integral part of decision making by Indian agriculture community. Information Technology (IT) through inclusive technological growth in agriculture that has a major role to play in all facets of Indian agriculture. In addition to facilitating farmers in improving the efficiency and

productivity of agriculture and allied activities, by providing timely and quality information inputs for decision making towards maximising their yields. This paper provides empirical evidence on how culturally bounded with their old systems of farming when compare to ancient farming to techno-farming and study hoe gradually enhanced economic stability through their farming activities.

Key words: Ancient, technology, enlistments, world trade organisation and efficiency

Introduction

Who knows that when the earth begins, but everybody will remember and confidently risen their voice towards when the agriculture begins in to their daily life. Even in the ancient period as well as present period it is the most significant role played in each and every family for leading and maximising their incomes through agriculture as well as its allied activities. The largest issue that faced farmers during the ancient period the lack of efficient manpower and agro-based technologies available to work the land along with that poor knowledge about latest agriculture. The wages that labourers demanded rose as the number of men remaining in an area dropped. To deal with this, families struggled to continue the work that fathers, husbands and sons left them. Boys took greater responsibility on the farm, lacking the knowledge of farming those fathers and old brothers had earned after years of agrarian employment.

In response to the demands for labour and labour-saving devices, farmers quickened the pace of the adaption of new technologies for use on farm. Chief among these were machines designed for harvesting crops such as hay, wheat and cereal grains. Rather than trying to harvest crops by hand, a process that might take days, farmers made the financial investment in devices that allowed them to work faster. These devices in turn allowed for farmers to increase the size of the crop in question because of the efficiency they added meant faster harvest of larger fields. During this time of technological expansion, manufacturers changed the way that they marketed their goods, would still be able to farm due to modern technology.

Ancient V/S Techno-Farming: An Overview

Ancient farming methods (Mixed cropping, Raised Fields, Slash and Burn Agriculture) used by farmers throughout the world in earlier days. Farmers developed many ways to maintain soils, ward off frost and freeze cycles and protect their crops from animals and other calamities. There is also lot of difficulty in determining the conditions under which the early people of this region lived. Evidence points to a monsoon type crop being raised in this area. Today there is no such crop being raised because of the climatic conditions. Because of this, may have theorized that there may have been a climatic change in this area between early man and modern day.

During the Civil War and also Second World War the manpower shortage is helped to push the adaption of tractors and other new technologies. Farmers required fewer hands for tasks around the farm when aided by a tractor. With the refinement of power take-offs and belt drives, more and more labour for the small farmer.

Beginning in the early 1800's the first agricultural fairs gave rural families an opportunity to see first-hand the latest agricultural techniques, equipments, crops and livestock. Gradually the trends moves towards the nineteenth-century in

America as well as the other countries, the improvement of technology based projects for sustainable developments in agriculture provided mechanism for change and transformation that proved to be central in the formation of nation's economy.

as the twentieth century dawned on the rural America, agrarian society found itself performing the same task as those farmers one hundred years earlier, in a slightly more efficient manner. As long as there were crop in the field, farmers found themselves planting, weeding and harvesting on a cyclical basis. Thanks to revolution in agriculture technology, however, those tasked with these duties could do them sitting down on machine pulled by horses. The latest development in IT that facilitate effective IT penetration to rural India have a major role to play in all facets of Indian agriculture to facilitating farmers in improving efficiency, productivity of agriculture and its allied activities.

Agriculture is the backbone of most developing countries, with more than 60% of the population reliant on it for livelihood. As well as developing improved system for monitoring environmental conditions and delivering nutrients or pesticides as appropriate modern technology (nanotechnology) can improve our understanding of the biology of different crops and thus potentially enhance yields or nutritional values. In addition, it can offer routes to added values crops or environmental remediation.

Literature review of the study

The concept of "scientific agriculture" dates to publications by Liebig in 1840 and Johnston in 1842, which speculated about the role of chemistry in agriculture (Pesek,1993). The concepts of inheritance and Mendelian genetics were soon to follow in 1865 and subsequently stimulated the biological basis for modern agriculture. Food production, habitat preservation , resource conservation and farm business management are not mutually exclusive

objectives. Credible arguments have been advanced to suggest that production of food via high-yield agriculture techniques can meet the nutrition requirement of the global population (Avery, 1995). The balance can be achieved through planning land use- with a considerate analysis of what parcels of land to employ for high-yield agriculture while retaining marginal or poor land for non-agricultural activities or wildlife habitat preserve (Anonymus,1999). Studies to quantify the impact on production of reducing or limiting inputs to agriculture have suggested that yields/hectare would decrease from 35% to 80% depending upon the crop (Smith et al.). To a large extent, the rate of technology development and the degree of innovation in future technologies will greatly influence the stability, and certainly the productivity, of agriculture (Hutchins and Gehring, 1993). The study on role of Information Technology in Agriculture and its scope in India, has concludes that the quality of rural life can also be improved by quality information inputs which provide better decision making abilities. IT can play a major role in facilitating the process of transformation of rural India to meet these challenges and to remove the fast growing digital devices. The rapid changes in the field of information technology make it possible to develop and disseminate required electronic services to rural India. The existing bottlenecks in undertaking the tasks need to be addressed immediately . A national strategy needs to be drawn for spearheading IT penetration to rural India.

Objectives of the study

- 01. To know how culturally bounded with their ancient systems of farming when compare to existing system of farming.
- 02. To know the factors influenced on their conversion of ancient farming to techno-farming.
- 03. To study how gradually enhanced economic stability through their farming activities.

Research Methodology

To conduct the study on ancient farming Versus techno-farming , data has been collected in selected villages of rural Karnataka, through primary source, in order to study the role of technological efficiency in modern system as in ancient period of agriculture, respondents were selected by convenient sample method. As far the selection of family members is concerned, one member was selected from each family by simple random method. For the purpose of data collection, a well structured questionnaire was used to obtain the responses.

Data analysis:- In order to achieve the above stated objectives, the data were collected and analysed by using statistical tools like percentage, ratings and weight points.

Analysis of the study

Table No.01:- Age Group

Age	Response
15-30	16
31-45	19
46-60	21
61-75	44

Source: Field Survey

Analysis: From the above table we can see that, the age belongs to the respondents. Most of the respondents have covered under this study is age old people compared to young and middle age group, because they are the right persons to approach this kind of study. And also they somewhat regarding ancient farming which was followed by their parents, called hereditary based agriculture.

Table No.02:- Literacy level

Levels	Response
Illiterates	39
Primary	25
SSLC	19
Collegiate	17

Source: Field Survey

Analysis: When we go back to pre-independence period number of literates are only few. The table we will get the various level of literacy, but the study replied that 39% out of 100% is illiterate farmers during their farming activities. Then only finger counted people were educate at collegiate. This shows that the respondents are not having such a good knowledge about the marketing opportunities as well as no creativity towards diversified cropping.

Table No. 03:- Occupation

Occupation	Response
Agriculture	31
Labour and agriculture	27
Agriculture and employee	13
Business and agriculture	29

Source: Field Survey

Analysis: The above we can see that, most of respondent's occupation is only agriculture, secondly the study represents business and agriculture is also part of generating incomes. It results that, now a day's people are searching the new ways to generate sustainable incomes. Middle part of table can see that, remaining two occupation also significant part in the respondent's life but only less numbers opted.

Table No. 04:-Income (laks per year)

Incomes	Response
Below 1	29
1 to 1.4	24
1.4 to 1.8	17
1.8 to 2.2	14
2.2 & above	16

Source: Field Survey

Analysis: The truth is shared by the respondents at the period of the study; in the olden days if we want to get one lacks rupee per year is highly impossible by the ancient farmers. The table we can see that, most of the respondents earning

are below one lakh. Secondly the respondents may get forty thousand extra. It clearly showed that, in this modern era of agriculture still farmers are struggling to earn and save money for the future.

Table NO. 05: Showing Indigenous (hereditary based) farmer

Yes	No
89	11

Source: Field Survey

Analysis: The table we can see that, 89% of the respondents are hereditary based farmers. It ensures it is a part of generating economic sources from long-back to till now and future also. But only 11%of respondents were shifted from other kind of occupations to agriculture due to the reasons of advanced technologies are initiating into the purpose of modern agriculture, these are not indigenous farmers.

Table No. 06:- Feeling about ancient farming, when compared to modern system of farming#

Factors	Response	Ratings
Unique system of farming like only one crop per year	82	3
There is no specialised crops for generating incomes for day to day expenses	66	5
There is no good demand because of poor marketing facilities	86	2
No hybridised crops	71	4
They are truly dependent on rain (no water reservoir)	56	6
Absence of technology and zero percent of using chemicals	92	1

Source: Field Survey

Analysis: The above table represents that, feelings about ancient farming, when compared to modern system of farming is the absence of technology and zero percent of using chemicals ranked firstly. Secondly respondents felt about there is no good demand for the agriculture products in the ancient period compared to now because of poor marketing facilities. The remaining factors also vital part of their feeling but not much compared to earlier.

Table No. 07:- Showing agree-ness and disagree

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
27	55	11	4	3

Source: Field Survey

Analysis: The above table we can see that, 55% of respondents were agreed and 27% are strongly for some sort of basic necessities to equip Indian farmers to come together for value additions to their agricultural output. This will get them better returns from their produce and at the same time generate new employment opportunities in the rural sector. This will require systems to produce information to farmers on agro processing industries, aqua culture units, animal husbandry, floriculture etc. It results that present farmers are required information regarding farming's and farm technologies for achieving sustainable developments in the agriculture. In this table also we can see, few are not agreed due to less initiations towards agriculture.

Table No.10:- Technology leads to higher productivity

Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
19	37	29	9	6

Source: Field Survey

Analysis: In the present scenario we can see that, there might be no chance of neglecting technologies in all sectors, if we did that we could not get any sort of returns from such farming as well as any other business. 37% of the respondents were agreed that, the technology lead to higher productivity across all farms, in term if making them economically stable and sustainability in their day to day economical activities. 29% of the respondents are can't say anything, they are neutral. Here few of the respondents were disagreed.

Conclusion

Food is subject to the economic principles of scarcity. Unlike the artificial value of scarce items such as gold, an adequate supply of food is paramount to population survival and skill diversification, making agriculture a first level priority. The study can be conclude that there is a lot of difference between the ancient farming and modern farming in terms of technologies, systems, cropping culture and also in terms of methods used by ancient farmers. Most of the farmers are hereditary based farmers and they have opined that, according to trends has been changed in all most all the sectors is a one type of challenge to us, the reason might be high rate if investments in agriculture infrastructure. Because the farmers cannot run fast how the world is running. In rural places especially this is at the root level, the farmers are only the people directly contributing towards economic sustainability in the nation.

Sustainability is indeed an issue of survival, but is far broader than the concept of habitat destruction and soil erosion. Sustainability included the goal of food production, welfare of the food producers and preservation of non-renewable resources. To that end, technology of all types has been and will be the enabling man-made component that will link these two overriding objectives. Indeed, history confirms that technology has been essential to agricultural productivity/stability; current breakthroughs in technology confirm that the discovery and development of new technologies is a sustainable endeavour, and common sense directs us to the conclusion that technology will enable sustainable agriculture.

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Chronological Evolution and Contemporary Development of Indian Business

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ABSTRACT

Evolutionary process gives rise to phenomenal developments in any country across the world. The trends and patterns of business through the ages bring the story down to modern times when it fuses with nationalism. India's entrepreneurs are drawing attention today across the world so it is very much essential to understand the entrepreneurial energy. The known economic history of India begins with Indus valley civilizations economy appears to have depended significantly on trade, which was facilitated by advance in transport. The history of Indian economy can be broadly divided into three phases pre-colonial, colonial and post colonial. Archaeological evidences suggest that towns and metallic currencies existed in India even during the first century AD. The British rule was firmly established in India by the middle 19th century. They modernized the transport and communication in the country. After India got independence from colonial rule in 1947, the process of rebuilding the economy started. For this various policies and schemes were formulated. After economic crisis in 1991, the central government launched economic liberalization adding value to the development by removing the strength trade barriers. Growth of public and private enterprise after independence, the nature and the scope of business changed in many ways. Large scale industries were started in public and private sector. Foreign investment in industries in various sectors has increased in recent times

. Liberalization paved the way for large scale investment in automobile, information technology, consumer electronics and fast food business. India is attractive to foreign investors due to our excellent track record of rule of law, democracy and respect for human rights.

INTRODUCTION

Evolution is technically defined as "a gradual process in which something changes into a different and usually more complex or better form for the development of Economy". Evolution is any change across successive generations in hereditary characteristics of any nature. This process gives rise to phenomenal development in any country across the world. Business History is an emerging area of enquiry. The trends and patterns of Indian business through the ages bring the story down to modern times when it fuses with nationalism. It firmly establishes the fact that India was not only steeped in spiritualism for which it allegedly remained economically backward but it also had a scintillating saga of materialist doctrines and materialist development. Indian business through ages has brought many changes in the life style of individual in particular and society and economy in general.

India has one of the largest growing populations of new business class. India's entrepreneurs are drawing attention today across the world. So it is very much essential to understand the entrepreneurial energy. Today a whole generation of India has grown up with minds that are

decolonized and liberated .Business groups are an important constituent of many emerging economics. In this paper, focus is on the chronological evolution and contemporary development if Indian business over economic eras. Business activities in India have evolved over a long period of time

INDUS VALLEY CIVILISATION

The known Economic history of Indian begins with Indus valley civilization .The Indus valley civilization. The Indus valley civilizations economy appears to have depended significantly on trade, Which was facilitated by advance in transport .Around 600B ,the Mahajanapadas minted punch-marked silver coins. The period was marked by intensive trade activity an urban development .by 300B.C, The Maurya Empire united most of the Indian subcontinent .The political unity and military security allowed for a common economic system and enhanced trade and commerce with increased agricultural productivity.

For the next 1500 years .India produced its classical civilization such as the Rastrakutas, Hoysalas and western Gangas. During is estimated to have had the largest economy of the ancient and medieval world between the 1st and 17th centuries AD, controlling between one third and one fourth of the worlds wealth up to the time of the Marathas, from whence rapidly declined during European rule.

History of Indian economy

The history of Indian economy can be broadly divided into three phases: pre-colonial, colonial and post colonial.

Pre Colonial: The economic history of India Valley Civilization to 1700 AD can be categorized under this phase. During Indus Valley Civilization Indian economy was very well developed .It had very good trade relations with other part of the world, which is evident from the coins of various Civilization found at the site of Indus valley .Before

the advent of economically independent as all the economic needs were fulfilled with in the village.

Phase of Colonization: The arrival of East India company in India ruined the Indian economy. There was a two way depletion of resources. British use to buy raw materials at cheaper rates and Finished goods were sold at higher than normal price in Indian markets. During this phase India's share of world income declined from 22.3% in 1700AD to 3.8% in 1952

Barter system and Trade

At early stage of evolution life was relatively simple. Communication lived together in small self-sufficient village. They produced what they needed .Rearing of animals ,hunting and fishing were the main occupations. Exchange of goods for goods, Which is known as barter system helped people to meet their limited diverse needs .Exchange under barter system could not take place unless two people need each other 's surplus commodities. This double coincidence of needs and surplus of two persons matching each other's needs were rare and therefore exchange was difficult. Besides, there was no common measure of value. It was difficult to fix the exchange value of one commodity against the other .A commonly accepted commodity like salt or quantity of grains came to be accepted as a medium of exchange .This was an improvement over the barter system. When the importance of money was understood by them, local markets developed and people started coming together at a common place at regular times. Thus it emerges as a convenient meeting point for the people having surplus goods to negotiate or bargain for buying and selling their goods, Some people started buying for the purpose of selling. Gradually trade and trader came into existence

Artisans started small workshop in town .Spinning and weaving, ornament making etc started coming together in towns .Kings introduced metallic currency as a medium of exchange. These currencies with royal emblem facilitated easy

buying and selling of goods. Archaeological evidence suggest that towns and metallic currencies existed in India even during the first century AD.

Trade Centers and Industrial Revolution

Limited overseas trading was carried out during pre-Christian era between Indian Kingdom and the countries in the Middle East. With the opening of trade routes by the Europeans in the 15th century the trading activities became wider. During the subsequent four centuries major European powers opened their trade centers at different places in the country. Industrial revolution in England and in other parts of Europe in 18th century changed the volume of production tremendously. Goods became cheaper and sophisticated. Large scale marketing became essential for the survival of large scale industries. Transport and communication changed due to the invention steam engine and locomotives.

India also had a flourishing textiles industry and handicrafts, and long-standing and extensive trading connections with many countries, both in the East and in the West. India was a formidable exporter of textiles right till the 18th century; it clothed the poor of the west. Those enormous exports couldn't have taken place without business. Britain by the industrial revolution, in turn driven by a number of inventions, notably the semi engine and the spinning jenny and the power loom which gave an impetus to the textile mills. Once that happened there was no stopping the British juggernaut, and the vast Indian resource-base became a haunting ground for the traders interested only in setting up agencies to buy jute and cotton and other material from India and sell manufactured goods to the growing India urban classes.

Decline of Cotton industries and growth of large scale industries

Decline of cottage industries and handicrafts was the side effect of industrial revolution. Large scale industries could produce goods at very low cost

that provided them a competitive advantage. Cottage industries and handicrafts were pushed to the edge by the influx of industrial products. Self sufficient villages of the past became over crowded cities. Need became greed. Simple life style and limited needs changed to complex life style of cut throat competition to feed insatiable greed. The British rule was firmly established in India by the middle of the 19th century. They modernized the transport and communication in the country. Little kingdom historically quarrelling of the first quarter of the 20th century large scale industries producing iron, steel, cement, automobiles, ship, sugar and textiles came in to establishment.

There was a rise of British agency houses in the late 18th century. It was concentrated by three; Forbes in Bombay, Parry's in Madras and William Palmer in Calcutta. They were the premier agencies of that time and gave a flavor of British business in India. They established not only the indigo industry, but also tea, jute, coal and mica. They survived well into the 20th century. They were the most loyal of businessmen, and had a good deal of influence on the British Indian government.

Indian business after independence

After India got independence from this colonial rule in 1947, the process of rebuilding the economy started. For this various policies and schemes were formulated. India has followed central planning for the most of its independence history, which have included extensive public ownership, regulation, red tape, and trade barriers. Yet there was much that was enduring and quite sophisticated in the managerial methods of the business class. To the well-known communication of Jains, Chettiar and Marwaries were added those of the Parsees and the Muslims of the west coast, who built the foundations of the modern company, first through partnership and then trading groups. Subsequently, the managing agency houses that gradually replaced that took over from the string of Scottish and English

businesses which dominated the jute and tea plantations and other commodity-dependent industries and trading ,especially with the UK.

Ashok Desai, former chief Economic Consultant to the Finance Ministry has written about the Paris .He says they were neither better nor worse than other trading communities. What helped their emergence was willingness of the Bombay Paris to serve the British .The Sindh is, Whose business sense and success are, for some odd reasons .The Marwaris have been dealt with by the doyen of India's business historians. No anthology can claim to be complete without a full chapter on Dhirubhai Ambani,Medha Kudaisya and so on.

Business models of the early Buddhist Monastery will look at how a monastery functioned as an enterprise. Some of the early companies, such as parry's and Binny's ,through foreign owned ,originated in India and catered to an internal market while others concentrated merely on feeding the British demand. Since mid- 1991, the top 100 Indian companies grew seven fold and their combined profiles rose from around Rs 7000 to 91000 crores .In any economy in the world ,with the possible exception of chinas, this would be incredible .So, much awaits the historian of the next decade .

Liberalization, Privatization and Globalization (LPG)

After 1991 ,for the first time business is acquiring respect in the society .Industrial revolution began in Europe and US ,200 years back. Their business are in second, third generation .And we see the philanthropic side of the people to it with people like Bill Gates now. After economic liberalization adding value to the development by removing the stringent trade barriers. India has turned towards a more capitalist system and has emerged as one of the fastest growing large economies of the world. The study of evolution of Indian business is not merely fascinating in itself ,but is also a useful preparation for a managerial career .Unfortunately the typical Indian manager ,trained

in science, engineering or commerce ,has never been introduced to the valve of history as a doorway to the present.

Growth of Public sector and Private Sector after Independence

Growth of public and private enterprises after independence, the nature and scope of business changed in many ways, large scale industries were started in public and private sector .Oil, natural gas, locomotive, telecommunication, banking, insurance and all sectors of business achieved tremendous growth after independence. Apart from basic and key industries consumers' durable such as TV, washing machine, refrigerators etc. also achieved substantial progress during the post independence period .The per capita GDP was higher and the institution of grade and banking were well-developed for the time. Indian traders and indigenou bankers not only helped fund international trade but lent money to the company to pay for its wars in India's GDP Growth Rate.

Chart 1; India's GDP Growth Rate

India Gross Domestic Product is worth 1296billion dollar or 2.09% of the world economy, according to the World Bank .India's diverse economy encompasses traditional village farming, modern agriculture, and handicrafts a wide range of modern industries ,and a multitude of services .services are the major source of economic growth ,accounting for more than half of India's output with less than one third of its labor force .The economy has posted an average growth rate of more than 7% in the decade since 1997, reducing poverty by about 10 percentage points.

Foreign investment in industries in various sectors has increased in recent times .Liberalization paved the way for large scale investment in automobile, information technology, consumer electronics and fast food business. India is attractive to foreign investors due to our excellent track record of rule of law, democracy and respect for human rights.

Information Technology Revolution and Outsourcing

Globalization of economics supplemented by technological advances has led to the evolution of the outsourcing industry in India. After the flourishing of information technology (IT) in the late 1990s and 2000s, outsourcing has spread to Indian states. US companies started outsourcing information technology activities to low cost locations in India. Some of the companies also started their offshore facilities in India. The internet business boom is the main drive for this success. Especially two Asian giants China and India are the leaders in providing outsourcing services to the American industries.

Outsourcing dates back to the 1960s from where it has grown to different levels from the time-sharing data process model to Business Process Outsourcing (BPO) and then to knowledge Process Outsourcing (KPO). Recently, companies have adapted a Business strategy of outsourcing entire business activities, such as technology operations, customer relationship, business logistics, finance, document processing, etc. The history of outsourcing started in United States, when it was struck with economic stagnation and rising inflation rates. Since then the US companies started outsourcing their services related jobs to cheaper locations to regain their profitability.

India has been known for its huge talent pool and has proved to be one of the most significant destinations for global companies to outsource

their back office operations. Due to the country's additional edge in knowledge based services, India has emerged as a favorite destination for outsourcing of Knowledge processes too. Over a period of time, the industry has touched everyone from market researchers to accountants to medical professionals. Now BPOs have also started high end consulting jobs.

Over a decade, the industry has grown to a great level and will continue to grow in all the locations. India is considered to be among the most preferred destination in the world. Reasons for preferences of India lay in skilled human resources, best infrastructure and climatic conditions that are suited to the clients' business activities.

Outsourcing to India is cheaper than outsourcing to other locations in the world and this is the main reason for companies outsourcing their business activities to India. Today the outsourcing industry is moving towards a high level of specialization with great competition from low end process to high end process jobs. It has created worldwide opportunities in terms of enhanced revenues, product innovation and economic growth. Maximizing the value of outsourcing efforts will require deep economic and organization-specific business analysis so as to capture a more promised value without putting the rest of the business at risk.



Key Emerging Sectors in India

<p>Education</p> <ul style="list-style-type: none"> ➤ Largest capitalized spaces in India with \$30 Bn of government spend (3.7% of GDP). ➤ Private education is currently estimated at \$50 Bn (14%CAGR over FY08-FY12E); expected to reach \$15 Bn in the next 10 years ➤ 100% FDI allowed through the automatic route. 	<p>Health Care</p> <ul style="list-style-type: none"> ➤ Growth of 9.3% between 2014-20 ➤ Current size is USD 35 billion projected to grow 23% per annum to touch \$77billion by 2020. ➤ Healthcare facilities to contribute to 70% of the total sector touching a figure of \$54.7 billion by 2020. ➤ Investment of \$14.4 Bn needed by 2025 to increase its bed density to at least two per thousand population
<p>Infrastructure</p> <ul style="list-style-type: none"> ➤ Stepping up spending 5% in 2010-2015 to 9% of the GDP by the end of 2020. ➤ Total investment projected –USD\$14 billion (2010-2020). ➤ Increasing share of private sector: <ul style="list-style-type: none"> • From 20% in total spend in 2002-07 to 30% by 2020. • Successful execution in the purchase power parity mode. • Over 60% private sector contribution in ports, airports and telecom. 	<p>Insurance</p> <ul style="list-style-type: none"> ➤ 4th largest Insurance market in Asia excluding Japan. ➤ Rapid growth over years ; Life Insurance at 31% CAGR over the last six years ,General Insurance at 16% over the last six years. ➤ Low penetration with huge potential ➤ Life insurance was 4% of GDP in 2010 up from 1.7% in 2000. ➤ General Insurance was 0.6% of GDP in 2014. ➤ Large untapped rural market.

Suggestions

The Worrying aspect of the trend in globalization and capitalism is the rising social challenges on account of increasing inequality. Then rise in inequality, When absolute poverty levels are still very high, poses a major political and economic political challenges. It needs to be emphasized to balance the economy as whole.

Conclusion

Indian economy, the third largest economy in the world, in terms of purchasing power, is going to touch new heights in coming years .As predicted by Glodman Sachs, the Global Investment Bank, by 2035 India would be the third largest economy

of the World just after US and China .It will grow to 60% of size of the US economy .This booming economy of today has to pass through phases before it can achieve the current milestone of 9% GDP.

Its common saying –first generation makes money, second generation wants prestige and it is the third generation that wants art, culture, status and aspires for respect, History reveals that money for long makes one comfortable and complacent.

With India's global competitive advantages like Multi-cultural experience, history of foreign collaborations, Industrial culture, technically qualified manpower, resource rich country,

English-speaking work force, Information Technology competency; it can be the leader tomorrow for globe in the business establishment and industrial development.

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A Study on “Rich Heritage of Indian Business and its Contribution to the Global Market”

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Abstract

The study of the evolution is not merely fascinating in itself but is also a useful preparation for the managerial career. Unfortunately the typical Indian manager trained in science engineering or commerce has never been introduced to the value of history as a doorway to the present. This paper brings forward the Indian business scenario in past the phases of growth and development of trade and commerce and the contribution of India to the world of business.

Keywords: Indian business, Ancient period, Medieval period, Modern period

Introduction to Indian business heritage

India is known for its rich cultural heritage. However it has known to many that India was a well developed country in terms of its economy and business. Excavation written records literature and above all India's immense wealth that attracted several foreigners to attack India are testimony to this fact. The Indian civilization was not only agriculture based but there was also flourishing trade and commerce both inside and outside the country. It had contributed immensely to the world of business was unique innovative dynamic and quantitatively superior to many other countries of that time.

Indian business in the past

In the early days the Indian economy was totally based on agriculture. People used to produce whatever they required for their self-consumption.

There was no need for sale or exchange of goods. But later on needs of the people increased and so did the production. People began to specialize in producing different luxury and daily use and did not have skills and time left for production. However they were able to produce surplus items with increase in their efficiency. So a system of exchanging surplus items with the items of need evolved. This was the beginning of trade.

It is normally understood that India has proposed a great deal in the modern time, especially after independence in the field of business and trade. Pt .Jawaharlal Nehru used to refer to business studies factories and industries as temples of modern India. India has become a strong country in terms of industrial growth so much that we are able to produce almost all goods of our use indigenously. This however does not mean that there was no growth and development in these fields in the past in India. In fact India has a very rich heritage in trade and commerce which can make any Indian feel proud of.

People will be surprised to know that India began its journey in the field of trade and commerce as back as 5000 B.C . Historical evidence are there to prove that proved that planned cities were available in India at that time and Indian textiles, jewelers and perfumes used to be admired by the people all over the world. Indian traders were using currency for business since a long time. There used to be guilds to protect the interest of traders, artisans and producers. This is an indication of the complex development of trade

and commerce in India. Apart from the strong network of internal trade routes, India had also established trade links with Arabs and Central and South East Asia.

India had been in the business of producing a number of metal items like brass and copper idols, vessels, ornaments and pieces of decoration. India used to export as well as import a number of items to and from different parts of the world. It is also well known that the British first came to India as traders, which led to the establishment of their rule here.

India has also contributed to the world of trade and business in number of ways. The numerical system of calculation used in modern time, was developed in India. The joint family system and division of labor in business have evolved here, which are practiced even today. The modern technique of customer focused business has been an integral part of Indian business since long. Thus, it can be concluded that India has a rich heritage in trade and commerce which has contributed to their growth the world over.

Growth and Development of Indian Trade and Commerce

Indian business used to be mostly need based, with least focus on profit in its initial days. With passage of time, it went through several transformations due to changes in customs and practice and patronage by different rulers. In this paper heritage of Indian business is discussed in three phases.-Ancient, Medieval and Modern.

Phase 1 - Ancient Period (up to 750AD)

The archaeological discoveries at Harappa and Mohenjo Daro point out to the fact that the people of India had a very advanced civilization from the times around 5000BC. These excavations gave clues to the Indus Valley Civilization and are characterized by sophisticated urbanism spread over an area of roughly 4,00,000 sq.km distributed in 70 uniform cities with planned settlements. Kautilya's Arthashastra, world's first comprehensive book on economics and politics,

also gives detailed instructions about establishment of a city. India also developed a most scientific and elaborate system for running the government and managing the economy as revealed by Arthashastra. The king used to have stringent control over the economy. Separate officials were assigned the duty of dealing with mining and metallurgy, metals, mint, salt, precious metals and jewellery and textiles. Land revenue was based on income from land and the rate of revenue was determined according to productivity and kind of soil.

- **Farming and Agriculture**

Tree plantation and preservation of food was very much prevalent in ancient India. There is ample evidence testifying the availability of expert skills in raising crops of wheat, rice, gram, pulses, sugarcane, cotton, pepper and ginger and in growing fruits like pineapple, oranges and mangoes in those days. Agriculture was not dependent on rains alone and special care was taken to provide irrigation facilities to the cultivated lands. The state was required to provide irrigation facilities to the cultivated lands. The state was required to provide sites, road, timber and other necessary items to construct reservoirs. Artificial lakes or tanks for storing water were common in India.

- **Exchange system**

In ancient period trade was mostly practiced under barter system i.e. goods were exchanged for goods. But difficulty in handling goods and fixing the exchange value of the goods led to use of some common items like shells, conches, food items etc. as medium of exchange. During medieval period metallic coins made of bronze, copper, silver and gold became popular among the people. In 1835 the East India company introduced rupee as medium of exchange.

- **Industry, Trade and Commerce**

Harappan relics dating back to 4500 years ago indicate the importance of industrial products and the nature of trade in the area. The economy of

the country was dependent upon agriculture, fishing and trading. The Indus seals authenticate the role of commercial consignment. There were large number of settlements around Saraswati River, which sustained a maritime civilization and a metal-based economy around 3000 BC. Western coast of India has been a scene of great maritime and commercial activity. India had flourishing trade with Babylonia, Egypt, Greece and Rome in 6th century BC. The export includes birds, beast, horses, ivory, cotton goods, spices, cereals and jewellery made of gold and silver, precious stones and above all silk. Since 7th century A.D India developed trade contracts with Arabs. The Arabs gradually became a link between India and Europe. The archaeological discoveries also establish strong linkage between India and Central Asia. The modern day Afghanistan was a big centre for Buddhism and Gandhara art. There were as many as three great Chinese traveler who had come to India and written a lot about it. India's link with South-East Asia is well known. Modern day countries like Srilanka, Indonesia, Malaysia, Philippines, Mauritius and other several other places bear evidences of their linkages with India.

Shipbuilding has been a great industry in India. Indians has been engaged in plying boats and ships; carrying cargos and passengers; manufacturing vessels of all types and dimensions; studying the stars and wind; erecting light houses and building ports, wharfs, dockyards and warehouses. Indian ships used to be considerable size.

Chinese scholar Fa hien returned from India around 400 AD on a ship carrying more than 200 sailors and merchants. This ship sailed directly across the ocean from Indian ocean. India was in forefront in this field and Indians ships flying its flag sailed up and down the Arabian sea, the Bay of Bengal, the Indian ocean and far beyond. River traffic within the country, shipping along the entire length of India's coastline and on high seas, was brisk until recently as the days of East India Company.

Mining and metallurgy have been among the strong points of ancient Indian business. Considerable progress has been made in regard to the metallurgy of iron, copper, zinc and the product of small alloys. The people of Harappa were well acquainted with the technique of production of bronze by mixing copper with zinc. The design of the smelter and its processing not only show a high level of engineering skill, but also a sound knowledge of chemistry. Mining and metallurgical technologies also include the intricate art of ornamentation, metal carvings, bronze idol making, brass utensils and jewellery. Gold and silver ornaments are known since Vedic age for their superior artistic, scientific and engineering expertise of artisans, gold smiths and colorists who used natural chemicals. Extraction of silver is again a far more difficult operation than copper smelting, which the ancient Indians practiced.

Finest quality of cotton and cloth was prepared by Indian weavers and artisans and exported to other countries during the ancient period. Hand spun and handmade Indian muslin was the pride of India. Dyed cotton fabrics were also used. All colors used in dyeing were of natural origin and were enduring. India produced the finest yarn and had a flourishing trade of cotton and textiles with many countries.

- **Guild System**

The guild system was also in practice in India even in the early days to protect the interest of traders, artisans and producers. Guilds were the association of business having common objectives. They had their own rules and regulations to carry on the business honestly and smoothly. The behaviors of guild members were controlled through a guild court. The guild's laws were protected by the state. They had their own seals and banners for their publicity.

Phase 2- Medieval Period (750 to 1757AD)

After about 750 AD, India both in north and south was divided into many independent kingdoms.

So there was a considerable growth in size and number of towns. There was a marked expansion of craft production. Trade and commerce continued both within and outside the country. Various sea routes were discovered during this period. Metallic currency was introduced for the first time. Artisans were at a very high state of excellence.

Business heritage during Medieval Period

• **Trade Routes**

India has been well connected through roadways in the earlier time also. However, the roadways touched its height of glory in the medieval period. During the rule of Shershah Suri, the great Grand Trunk Road was constructed that stretched from Indus river from west to Sonargoan (Bangladesh). It was almost like modern day's highways having rest houses at regular distances throughout the road. During the Mughal period, a number of trade routes existed. There was one from Agra to Patna, another linked Bengal to Bihar through Orissa. In the North West the trade route from Agra linked up with the Central Asian routes at Qandhar via Delhi, Lahore and Kabul. The flow of goods between Gujarat and North India was carried through two main routes- first Surat to Agra via Western Rajasthan and the second Agra to Surat via Malwa and Khandesh. The network of these trade routes indicates the extent to which places in the deep interior were involved in inter-regional exchange of commodities.

• **Administration**

Administration of medieval India was excellent. A lot can be learnt from the administration of emperors like Shershah Suri, Akbar etc. Land revenue and tax system were well devised leaving no room for the citizens to grumble. There was delegation throughout the administration to make management of such huge empires possible. Coinage system which started during this period is continuing in today's time also.

• **Business**

Business was at its peak. Countless traders came to India during this period from all over the world including the British. Indian traders were expert in both domestic and foreign trade. During the Mughal rule, Indians were using indigenous financial instrument called 'Hundi', which is similar to the modern day Negotiable Instruments. It was so popular and authentic that later the Negotiable Instrument Act, 1881 recognized its use as a negotiable instrument. During this period India excelled in the art of perfume making so much so that many Europeans came to India to learn this technique of preparing perfume from natural flowers. Even today we find fragranced hair oils and body oils manufactured using natural flowers.

A number of industries of considerable importance developed during the medieval period. The importance ones were textiles, metal work, stone work, sugar, indigo and pepper. Indian textiles were well known. Indian metallurgy also enjoyed worldwide reputation. Various arts and crafts reached their peak during this period like stone carving, temple architecture, carpet making, utensils made of brass, copper and bronze etc. The state was liberal in giving grants to merchants and industry. The state also established royal karkhanas (workshops) to cater the Sultan and his family. In Muhammad Tughlaq's Karkhanas in Delhi, as many as 4000 silk workers used to weave and embroider different kinds of cloth for robes of honour. Practically every article of royal use, for example caps, curtains, tapestry, waistbands, sashes, shoes etc. were supplied by these Karkhanas. Thus, the Karkhana industry provided employment to large number of workers in the state. With the expansion of trading activities in the Islamic world, India acquired an added importance for west Asian countries. The Indian ports served as cleaning houses for the trade between the South-East India, East Asia and Western Asian countries. The main Indian ports which handled the bulk of India's foreign trade were Debal in Sindh, Broach and Cambay in

Gujarat, Thane in Maharashtra, Mangalore in Vijayanagar empire, Chou and Dabhol in Bahmani kingdom, Calicut, Quilon and Cape, Comorin in Malabar.

Many ports existed for foreign trade. India Exported a large variety of articles. These included both items of luxury and daily use. These articles were jewels, pearls, ivory, sandalwood, clove, pepper, coconut, camphor, brocades, cotton and silk fabrics, jute etc. Articles of imports were silver, raw silk, metals, coral, precious stones, textiles, perfumes, European wines, African slaves, glasswork and China porcelain.

It is learnt that around 1300 A.D. during the rule of Allauddin Khilji, a lot of marketer forms had taken place. In fact, Allauddin Khilji was the first Sultan who undertook market control in a serious and organized manner. The traders were asked to register themselves with the emperor's court regarding their nature and volume of business. Very stringent laws were passed to check unfair trade practices. Even market inspectors were appointed to ensure smooth business practices. Warehouses were constructed only by the royal court and there was public distribution system for distribution of food grains during the times of short supply.

Phase 3. Modern Period

India was under British rule almost for a period of 200 years in the modern period. The British came to India with an ambition to trade, which was gradually replaced with political and economic ambitions. They viewed India with its vast land and large population as a supplier of raw materials as well as a market for British industrial production. This ushered the application of modern technologies in India to facilitate the colonial rule.

Important changes during the British rule that influenced the shape of Indian business.

- **Railways**

Railway revolutionized the Indian transport system. The first railway line in India was constructed between Bombay to Thane in 1853. Within a span of four years many important cities were connected by rail. This mode of communication opened new frontiers for business at distant location. Movement of people and goods fostered the growth of every business.

- **Post and Telegraph**

During the same period telegraph was introduced in India. This played a major role in breaking the barriers of time and distance. Calcutta, Bombay, Madras and Peshawar were all connected to each other through telegraph, Posts and Telegraph were modernized by passing of law, the Posts and Telegraph Act in 1854.

- **Industrial Revolution**

Industrial Revolution refers to the shifting from a traditional agriculture based economy to one based on the mechanized production of manufactured goods in large-scale enterprises. Industrial Revolution occurred in Great Britain during the second of 18th century, which profoundly altered Britain's economy and society. Labor was transferred from the production of primary products to the production of manufactured goods and services. Technical efficiency rose dramatically, and cluster of enterprises within limited areas accelerated the process of urbanization. Production increasingly took place within firms and enterprises rather than in families or feudal estates. Tasks became routine and specialized. New social and vocational classes emerged, distinguished by their ownership or control of the physical means of production. This period was called as period of 'industrial revolution' or 'machine age'.

India became major market for consumption of all these manufactured goods and it was also the major supplier of raw materials. Indian produce

could not stand in competition with British items as they were cheap and of superior quality. Many industries were started in India during this period because of cheap and easy availability of labor. These industries used to be places of exploitation of the workers. Some acts like The Factories Act, Trade Unions Act and The Mines Act etc. were passed to regulate the working conditions and other related matters during this period.

India entered into machine-based mass production yet simultaneously it also inherited all the drawbacks of a large-scale economy. The national economy was shattered, the artisans of India were left with no option but to turn to factories as workers and farmers spent all their money in buying products. Cottage and handicraft industries suffered adversely because the flow of textiles and machine made goods from abroad.

• Modern Industries in India

During the second half of 19th century a few modern industries were introduced in India, which were fully owned and controlled by British companies. Although some industries were owned by Indians but they could not develop fast due to lack of support from British government. Cotton and jute, coal mining, plantation industries were the main industries at that time. The Swadeshi movement, which began in 1905, gave a boost to Indian Industries. With the development of roads and communication and because of the enterprising efforts of the Indian businessmen modern industries like iron and steel, cement, chemicals, automobiles, shipbuilding, sugar and textile mills were started in India during the first quarter of 20th century. J.R.D Tata established the first Iron and Steel industry in 1911 at Jamshedpur. Due to the growth of towns and cities and rise in urban population, the demand for the products also increased. This contributed to the growth of trade and various auxiliaries to trade like banking, insurance, warehousing, communication etc. Different forms of business organization like sole proprietorship, partnership and co-operative societies were very much prevalent in India.

After Independence, Government of India took over the responsibility of promotion of trade, industry and commerce. Government formulated five-year plan which started from financial year 2002-03. A number of large scale industries like iron and steel, chemicals, fertilizers, oil and natural gas, cement, automobile etc. have been set up both in private and public sectors.

Important Contributions of India to the World of Business

India has contributed significantly to the world of business right from the beginning. The modern day mantras of business have their origin in the past practices of India.

Major contributions

• The numerical and Decimal System

The number system of 1,2,3,4 ... referred to as Arabic number system was borrowed by the Arabs from India around 7th century AD. Later on Europeans learnt it from Arabs.

Indians were the first to express the nine numerals together with a zero sign and place notation. The Great Indian Mathematician Aryabhata's (5th century A.D.) text clearly implies knowledge of these symbols. Indians understood the importance of positive and negative quantities, evolved system of extracting square and cube roots and could solve quadratic type of equations. They developed an exhaustive vocabulary for naming numbers to facilitate calculations in addition, subtraction, multiplication and division. Rigveda gives names of fractions such as ardhā (1/2) and tripada (3/4). Maitrayi Samhita mentions Pada as 1/4, Sapha as 1/8, Kushta as 1/2 and Kala as 1/16. Sutras use the terms 'amsa' and 'bhoga' for fractions.

Ancient Indians developed a very high level of mathematics. The oldest Sulva Sutra of Bandhayan (600-500 BC) and Katyan (400-300 BC) formally state the Pythagorean Theorem. Aryabhata states the value of pie (π) 3.146 and the length of the solar year to 365.3586805 days. Both these are remarkably close to modern estimates.

- **Joint Hindu Business System**

Business if done in an organized way, with different individuals doing different things in a systematic manner, gives beneficial results. Indians have been running their business activities in a very systematic manner involving all the eligible members of the family in the business since ages before Christ.

A unique feature of the ancient Indian social life has been the Joint Hindu Family system wherein all the members of the family including the brothers, sons and grand children used to live together under the guidance and supervision of the oldest member of the family. Not only were they a well-knit social unit but they also carried on trade and business as a joint Hindu family. It emerged as a distinct form of business organization separate from the sole proprietorship, partnership or Joint Stock Company. All the male members of the family, including the minors, were the owners of the family business but the Karta (the head of the family) used to manage the business for the benefit of all its members. A person acquires the status of a coparcener simply by birth. In the case of death of any member, there is no succession and the remaining or surviving coparcener continue to be the equal owners of the business. The Karta manages the entire business and distributes the profit equally among the coparceners. He can enter into any contract; take loans and also the pledge the property of the family. The coparceners have no right to interfere in the management of the business; however the Karta may take their opinion or suggestion. Of course the coparceners are free to have separate property from other sources and that is considered as their private property. These private properties are not used to meet the debts of the family business. On the other hand, the Karta is held personally liable and his property can be attached to meet the losses of business if it has resulted due to his negligence. This safeguards the business from being badly managed. The joint Hindu Family

business continues to be an important form of business organization even today and is given a separate status in the Indian Legal System.

- **Division of Labor**

Division of labor is an indispensable ingredient of any organization. It means individuals should be doing that part of any work in which they are expert. In other words, work should be distributed among individuals on the basis of specialization. If we look into the Rigvedic society, we find that it mainly comprised four namely Varnas, Brahmanas, Kshatriyas, Vaishyas and Sudras. This classification was based on worldly occupation of people and not on birth. The teachers or preachers were called brahmanas, rulers and administrators were called, Kshatriyas, farmers, merchants and bankers were called vaishyas and artisans and laborers were called sudras. Within one family all varnas could be found. The Varna system could be referred to as the earliest evidence of division of labor.

- **Hundis**

For credit transactions, an indigenous financial instrument has been use in India since the Mughal period, called 'hundi'. The hundis (like bills of exchange) were used for safe transfer of money without carrying actual cash from one place to another and to raise short term credit repayable at another place. They bore no seal or signature of witness, but were always honored. They facilitated trade through convenient transfer of money.

- **Customer Orientation**

The latest concern of modern business today is how to create and retain customers. For this the focus is now on customers. Starting from designing for a product to after sales of the product, everything now is customer focused. This system was available in India since ancient time. The economy was village based. The traders in the village used to know each individual in the village. So, they had knowledge of their customer's tastes

and preferences. Products were produced keeping in mind who is going to use it. In other words, mostly products were customized. Marketing was relationship based. So, people used to take items on credit and they used to repay it back on the basis of their capacity. There was a close tie between the manufacturer, the middleman and the user. Thus, buyers were assured of the product as well as its future maintenance.

• **Emphasis on quality**

Indians had always given emphasis to quality over quantity. Indian artisans used to produce goods of best quality and paid individual attention to the products. This helped them specialize in producing a typical product, which varied from area to area and earned them Recognition. For example, the ancient Indian tribes used to produce the best variety of steel that prompted even the great King Selucus of Maurya dynasty to send him men to them to learn the art of manufacturing swords. Hand spun and handmade Indian Muslim was the pride of India Colors used by Indian dyers were enduring nature. The blue color was made by Indian dyers from herbs and is therefore commonly called as indigo blue (indikos is a Greek word meaning of India).The famous chikan embroidery work, the appliqué work, brass work, carpet work, Patachitra paintings, silver filigree work and many other are examples of the rich quality items produced by Indian artisans . All this suggests that India not only has rich cultural heritage but it had also contributed a great deal in influencing the system of business and trade to bring it to modern times.

Conclusion

i. India has rich heritage in trade and commerce, dating back to as 5000 B.C. During ancient period, crops, fruits, spices, etc were cultivated .Tree plantation and preservation of food were prevalent. Barter system gave way to use of shells, conches and food items as medium of exchange, India had a trade relations and Babylonia, Egypt, Greece, Rome etc. Ship

building, mining and metallurgy and handloom industries flourished and facilitated trade with many countries. The guild system promoted the interest of artisans, traders and producers in business. With the building of Grand Trunk Road and building of other trade routes trade developed further in the medieval period. Emperors during this period had efficient administration with advanced system of land revenue, tax and management. Business was at its peak. Industries that gained importance during those times were textiles, metal work, stone work, sugar, indigo, and paper, Royal Karkhanas (workshop) catered to the requirement of the sultans like caps, curtains, shoes etc. Indian ports like Debal, Broach, Cambay, Mangalore, Quilon etc. Facilitated trade between south-east India ,East Asia and West Asia .Art and craft (like stone carving, temple architecture , carpet making, metal utensils) as well as export import flourished. There were stringent laws passed during the rule of Allauddin Khilji for the market reforms and to check unfair trade practices . During the modern period, India was under British rule for a period of 200 years. The important events during this time that influenced Indian business were (1) the introduction of railways as a means of transport , (2)posts and telegraph to break the barriers of time and distance and (3) the Industrial Revolution that led to machine-based mass production . During this period Indian industries and artisans were adversely affected by the flow of machine made goods from abroad. But with the Swadeshi movement , development of roads and communication and the enterprising efforts of Indian businessmen, modern industries like Iron and steel, cement, chemicals, automobiles, shipbuilding, sugar and textile mills were started. After Independence, the government took over the responsibility of promoting trade , commerce and industry . Large-scale industries have been set up both in the private and public sectors .Hence it can be concluded that Indian business's deep rooted heritage has been guiding and will help it to give in future years.

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Student Corner

Nishant

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Medimix is an Indian brand of Ayurvedic herbal soap manufactured and marketed by Cholayil, a Chennai based company. The brand was founded by Dr. V.P. Sidhan in 1969. Dr. Sidhan who belonged to a family of Ayurveda practitioners from Trichur, Kerala. His ancestors as Ayurveda practitioners had effectively practiced their profession for generations and the doctor took one of the old formulations that his ancestors used for treating skin diseases and successfully made it soap and a brand name came into existence. Late Dr. Sidhan worked as a physician with the Indian Railways. His education in allopathic medicine and his knowledge of his ancestral skill, combined to produce a performing brand that is Medimix is today

In 2011, Medimix was adjudged the 87th most trusted brand in India and the 15th most trusted brand in the 'personal care' category according to the Brand Equity Survey conducted by the Economic Times. Employees of AVA Cholayil Health Care Pvt. Ltd. starts their day with a 15-minute yoga session.

Ingredients of Medimix soap include:-

- Andropogon muricatus, Hemidismus indicus and coriandrum sativam prevent prickly heat.
- Plumbago resea and Berberis aristata prevent pimples. Holarrtiena antidysentrica, Cuminum Cyminum, Embelia ribes, Celastrus paniculatus, Zingiber Zerumbet, Nigella Sativa and Smilax china Deodorize and beautify the skin.

- Chitraka 225 mg, Vanardraka 108mg, Sariba 12mg, Chopchini 6mg, Nimba Twak 4mg, Dhuru Haridra 2mg, Vacha 2mg, Usheeram 2mg, Dhanyaka 2mg, Jeeraka 2mg, Vidangam 2mg, Yashtimadhu 2mg, Kutaja 2mg, Jyothismathi 2mg, Devadaru 2mg, Krishna Jeeraka 2mg, Bakuchi 2mg, Guggulu 1.75mg. In soap base made from coconut oil, natural oils, and perfume and approved color.
- Cedrus deodara and Melia azadiractita are Natural Antiseptics.
- Acorus Calamus, Psoralea corylifolia and Glycyrrhiza glabra prevent dandruff.

Benefits of Medimix Soap:-

- Prevents skin infection.
- Protects skin from problems like lack heads, pimples, itches, prickly heat.
- Controls dandruffs.
- Controls body odor.
- Safe, effective skin and hair cleanser.

Medimix Poised for Pan-India presence:

The cholayil group, manufactures of Medimix and Cuticura talcum powder, is working out a new business strategy to increase the market share of its brands.

The company plans to enter into newer product categories in the skin – care domain by using the brand extension option for both Medimix and Cuticura.

Mr. MC Anand Kumar, Senior Vice- President , Sales and Marketing, Dorcas Market Makers, A cholayil company that markets Medimix, said: “We are working out an expanding our product offering beyond soaps. We would look to introduce new products in the skin care category in the Ayurvedic domain by the next fiscal.”

Recently, the company re-launched Medimix in a new packaging after 36 years. The objective, Mr. Kumar said, was to make the soap brand contemporary so as to appeal to the younger generation and other consumers, and also to be able to leverage on the brand to include variants and extensions.

The company has also launched a glycerin variant of the Medimix soap, for “dry skin”, in the northern and eastern markets.

Cholayil is also planning a pan- India launch of its products. “We have stepped up distribution of our products in the markets where we have a

relatively smaller presence, mostly the north and east,” Mr Kumar said while Medimix would be made available across the country by July, Cuticura would be rolled out nationally in the next three months.

Presently, Cuticura is available largely in the southern region and in select retail stores in Mumbai, Delhi and Kolkata.

Cholayil’s turnover last year was Rs. 16 crore, of which Medimix soap alone contributed to Rs. 140 crore to its overall business. The company is, however, aiming to make Medimix a Rs. 240 crore brand in the next two years. The rise of ava cholayil health private limited, a traditional business house of South India into one of India’s trusted brands has been phenomenal. This is also an example how traditional companies which are deep rooted in culture offering traditional solutions can also utilize their core competencies and prove that their product is also a successful business proposition.



Case Study

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Key Words: South Indian Business, Automobiles, TVS, SWOT

Introduction

Automobile sector is very fast growing in recent times, as many want more sophistication and comfort. The automotive industry in India is one of the largest automotive markets in the world. It was previously one of the fastest growing markets globally, but it is currently experiencing flat or negative growth rates. In 2009, India emerged as Asia's fourth largest exporter of passenger cars, behind Japan, South Korea, and Thailand, overtaking Thailand to become third in 2010. As of 2010, India was home to 40 million passenger vehicles. More than 3.7 million automotive vehicles were produced in India in 2010 (an increase of 33.9%), making India the second fastest growing automobile market in the world (after China). India's passenger car and commercial vehicle manufacturing industry recently overtook Brazil to become the sixth largest in the world, with an annual production of more than 3.9 million units in 2011. From 2011 to 2012, the industry grew 16-18%, selling around three million units. Annual vehicle sales are projected to increase to 4 million by 2015, not 5 million as previously projected [Source: Society of Indian Automobile Manufacturers (SIAM)].

The Indian auto industry is one of the largest in the world with an annual production of 21.48 million vehicles in FY 2013-14. The automobile

industry accounts for 22 per cent of the country's manufacturing Gross Domestic Product (GDP). An expanding middle class, a young population, and an increasing interest of the companies in exploring the rural markets have made the two wheelers segment (with 80 per cent market share) the leader of the Indian automobile market. The overall passenger vehicle segment has 14 per cent market share. India is also a substantial auto exporter, with solid export growth expectations for the near future. Various initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the Two Wheeler and Four Wheeler market in the world by 2020.

Market Size

Sales of commercial vehicles in India grew 5.3 per cent to 52,481 units in January 2015 from a year ago. Sales of cars also grew for a third month in a row to 169,300 units in January 2015, up 3.14 per cent from the year-ago period. Car market leader Maruti Suzuki India witnessed 8.6 per cent higher sales at approximately 118,551 units in February 2015, out of which 107,892 were sold in domestic market and 10,659 units were exported. Hyundai Motor India Ltd (HMIL) reported a 2.4 per cent growth in total sales at 47,612 units in February, compared with 46,505 units in the same month last year. In the two-wheeler segment, Hero MotoCorp witnessed sales of 484,769 units in February 2015. TVS Motor Co posted 15 per cent higher sales at 204,565 units against 177,662 units. Bajaj Auto sold a

total of 243,000 two and three-wheelers segment [Source: SIAM].

Automobile Companies in India

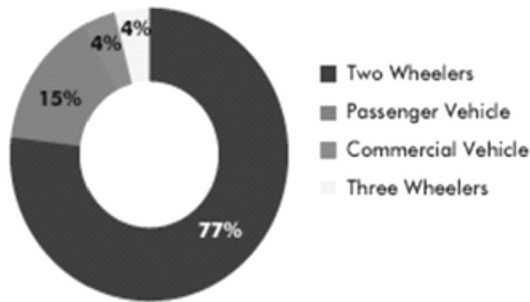
Passenger vehicle exports from India stood at 0.5 million during FY13.



Source: SIAM

Market Share of Indian Automobile Industry by Volume

Two wheelers dominate production volumes; in FY13, the segment accounted for 77 per cent of the total automotive production in India.



Source: SIAM

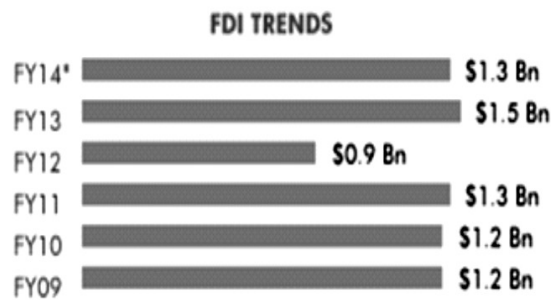
Investments

To match production with demand, many auto makers have started to invest heavily in various segments in the industry in the last few months. The industry has attracted Foreign direct

Investment (FDI) worth US\$ 12,232.06 million during the period April 2000 to February 2015, according to the data released by Department of Industrial Policy and Promotion (DIPP).

FDI in Indian Automobile Industry

FDI inflows in the Indian automotives sector aggregated to US\$ 9.6 billion during April 2000-February 2014.



FY14* - April to February

Source: SIAM

Some of the major investments and developments in the Automobile sector in India are as follows:

- DSK Hyosung has announced to set up a plant in Maharashtra and is planning to add 10-15 dealerships in the next financial year (FY 15-16) mostly in the tier-II cities and introduce more models in the 250cc segment.
- Germany-based luxury car maker Bayerische Motoren Werke AG's (BMW) local unit has announced to procure components from seven India-based auto parts makers.
- Mahindra Two Wheelers Limited (MTWL) has acquired 51 per cent shares in France-based Peugeot Motocycles (PMTC).
- Suzuki Motor Corp is planning to sell the automobiles made in the Gujarat plant, in Africa.

- Tata Motors Ltd, India's largest automobile maker, will sell trucks in Malaysia, Vietnam and Australia to strengthen its presence in the Asia-Pacific region.

Government Initiatives

The Government of India encourages foreign investment in the automobile sector and allows 100 per cent FDI under the automatic route. Excise duty on small cars, scooters, motorcycles and commercial vehicles was reduced in February last year to 8 per cent from 12 per cent to boost the 'Make in India' initiative of the Indian government.

Some of the major initiatives taken by the Government of India are:

- Under the Union budget of 2015-16, the Government has announced to provide credit of Rs 850,000 to farmers, which is expected to boost the tractors segment. The government is aligning to ensure that at least one family member is economically strong to support the family. This is expected to improve the sentiments of entry-level two-wheelers.
- The Government plans to promote eco-friendly cars in the country i.e. CNG based vehicle, hybrid vehicle, electric vehicle and also made mandatory of 5 per cent ethanol blending in petrol.
- The government has formulated a Scheme for Faster Adoption and Manufacturing of Electric and Hybrid Vehicles in India, under the National Electric Mobility Mission 2020 to encourage the progressive induction of reliable, affordable and efficient electric and hybrid vehicles in the country.
- The Automobile Mission Plan (AMP) for the period 2006–2016, designed by the government is aimed at accelerating and sustaining growth in this sector. Also, the well-established Regulatory Framework under the Ministry of Shipping, Road Transport and Highways, plays a part in providing a boost to this sector.

Players in the Automobile Industry in India

Ashok Leyland is the 2nd largest manufacturer of commercial vehicles in India, the 4th largest manufacturer of buses in the world and the 16th largest manufacturer of trucks globally. With a turnover in excess of US\$ 2.3 billion (2012-13) and a footprint that extends across 50 countries, they are one of the most fully-integrated manufacturing companies this side of the globe. Over 70 million passengers use Ashok Leyland's buses to get to their destinations every day while over 700,000 trucks keep the wheels of economies moving. With the largest fleet of logistics vehicles deployed in the Indian Army and significant partnerships with armed forces across the globe, Ashok Leyland help keep borders secure. Headquartered in Chennai, India, the manufacturing footprint spreads across the globe with 8 plants; including one at Ras Al Khaimah (UAE). Their joint venture (JV) partners include Nissan Motor Company (Japan) for light commercial vehicles, John Deere (USA) for construction equipment, Continental AG (Germany) for Automotive Infotronics and the Alteams Group for the manufacture of high-pressure die-casting extruded aluminum components for the automotive and telecommunications sectors.

Bajaj Auto is a part of the Bajaj Group, which was founded by Mr Jamnalal Bajaj in 1926. The Group's footprint stretches over a wide range of industries, spanning automobiles (two-wheelers and three-wheelers), home appliances, lighting, iron and steel, insurance, travel and finance. Bajaj Auto is one of the foremost motorcycle manufacturers of the country. It also manufactures three-wheeler commercial vehicles under the brand name Bajaj RE, which has been in operation since 1977, as well as gearless scooters. At present, Bajaj Auto's turnover stands at around Rs 120 billion (US\$ 1.95 billion). Its product portfolio has expanded and the brand has found a global market. The Bajaj brand is well-known across several countries in Latin America, Africa, Middle East, South and Southeast Asia.

Hero MotoCorp Ltd is owned by the Munjal brothers and was started in 1984 as a joint venture (JV) between Hero Cycles Ltd and Honda Motor Company. It was then known as Hero Honda Motors Ltd, but since 2010 following its separation with the Honda Group, the company is known as Hero MotoCorp Ltd. Presently, it is the world's largest manufacturer of two-wheelers. The two-wheelers are manufactured across three globally benchmarked manufacturing facilities. Two of these are based at Gurgaon and Dharuhera which are located in the state of Haryana in northern India. The third and the latest manufacturing plant is based at Haridwar, in the hill state of Uttarakhand. The company's growth in the two-wheelers market in India is the result of an intrinsic ability to increase reach in new geographies and growth markets. Hero MotoCorp's extensive sales and service network now spans over 6,000 customer touch points. These comprise a mix of authorised dealerships, service and spare part outlets, and dealer-appointed outlets across the country.

Founded in 1945 as a steel trading company, **Mahindra and Mahindra (M&M)** entered automotive manufacturing in 1947 to bring the iconic Willys Jeep to Indian roads. Over the years, the company diversified into many new businesses in order to better meet the needs of the customers. With over 65 years of operations, M&M is still India's premier utility vehicle (UV) company. In addition to making groundbreaking UVs like the Scorpio and Bolero, Mahindra offers cars, electric vehicles, pickups, and commercial vehicles that are rugged, reliable, environment friendly, and fuel-efficient. In 2011, the company acquired the SsangYong Motor Company – a major South Korean utility manufacturer with a presence in more than 90 countries. Mahindra maintains its vast customer base through the construction of excellent components, provision of spares, and commitment to superior service. The company also successfully caters to customers' transportation needs through its expert design,

top-class manufacturing, and top-of-the-line service.

Maruti Suzuki India Ltd (MSIL), commonly referred to as Maruti and formerly known as Maruti Udyog Ltd, is an automobile manufacturer in India. The company is engaged in the business of manufacture, purchase and sale of motor vehicles, automobile components and spare parts (automobiles). At present, the company is sitting on a capacity to make almost 1.5 million cars a year and it is in the process of adding capacity for another 250,000 cars. The company also pledged to invest in new, cost-effective technologies that bring down greenhouse gas emissions of its facilities. The Company is actively supporting the government, in laying down a robust policy framework to promote electric and hybrid vehicles in the country. It is also part of government efforts to introduce corporate fleet emission norms for 2015 and 2020. In the overall passenger vehicle segment, the company has enhanced its market share to over 40 per cent during April-July, FY13.

Established in 1945, **Tata Motors Limited** is India's largest automobile company with over 60,000 employees. The company is the leader in commercial vehicles in each segment, and among the top in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments. It is also the world's fifth largest truck manufacturer and fourth largest bus manufacturer. Tata Motors is expanding its international footprint, established through exports since 1961. It is also listed in the New York Stock Exchange (September 2004) and has emerged as an international automobile company. The company's commercial and passenger vehicles are already being marketed in several countries in Europe, Africa, the Middle East, South East Asia, South Asia, South America, CIS and Russia. It has franchisee/joint venture assembly operations in Bangladesh, Ukraine, and Senegal.

TVS Motor Co is the third largest two-wheeler manufacturer in India and one among the top ten in the world, with annual turnover of more than

US\$ 1.4 billion in 2011-2012, and is the flagship company of the, US\$ 7.29 billion, TVS Group. The business ranges across automobile component manufacturing, components distribution, manufacturing of powered two-wheelers, computer peripherals, financial services, contract manufacturing services and software development. TVS Motor's strength lies in design and development of new products. The company has many firsts to its credit including the fact that TVS launched seven vehicles on the same day - a rare feat in automotive history.

Automobile Sector in India: Road Ahead

India is probably the most competitive country in the world for the automotive industry. It does not cover 100 per cent of technology or components required to make a car, but it is giving a good 97 per cent, according to Mr. Vicent Cobee, Corporate Vice-President, Nissan Motor's Datsun.

As per the vision of AMP 2006-2016, India to emerge as the destination of choice in the world for design and manufacture of automobiles and auto components with output reaching a level of US\$ 145 billion; accounting for more than 10 per cent of the GDP and providing additional employment to 25 million people by 2016 [IBEF].

The Japanese auto maker Maruti Suzuki expects the Indian passenger car market to reach four million units by 2020, up from 1.8 million units in 2013-14.

The automobile industry in India is expected to be the world's third largest by 2016, with the country currently the world's second largest two-wheeler manufacturer. Two-wheeler production is projected to rise from 16.9 million in FY14 to 28.8 million by FY21. Furthermore, passenger vehicle production is expected to increase to 10 million in FY21 from 3.1 million in FY14. Strong growth in demand due to rising income, growing middle class, and a young population is likely to propel India among the world's top five auto manufacturers by 2015. Automobile export volumes increased at a compound annual growth

rate (CAGR) of 17.5 per cent during FY05-14, out of which two-wheelers accounted for the largest share in exports at 67 per cent in FY14.

The government aims to develop India as a global manufacturing as well as a Research and Development (R&D) hub. It has set up National Automotive Testing and R&D Infrastructure Project (NATRiP) centres as well as a National Automotive Board to act as facilitator between the government and the industry.

Alternative fuel has the potential to provide for the country's energy demand in the auto sector as the CNG distribution network in India is expected to rise to 250 cities in 2018. Also, the luxury car market could register high growth and is expected to reach 150,000 units by 2020.

South India: A Potential Business Hub

The Economy of South India is largely agrarian, dependent on monsoons, as are most people in India. Some of the main crops cultivated in South India include rice, sorghum, and ragi. South India was and still is the "promised land" as far as spice cultivation is concerned. Areca, coffee, pepper, tapioca, and cardamom are widely cultivated on the Nilgiri Hills and Kodagu. But frequent droughts in Northern Karnataka, Rayalaseema and Telangana regions are leaving farmers debt-ridden, forcing them to sell their livestock and sometimes even to suicides. Scarcity of water has been a major problem for past few years in these regions along with cities like Hyderabad. Education is highly valued in the south Indian community, and is seen as a gateway to a better livelihood. Many of the nation's most prominent physicists and mathematicians have been South Indians. Kerala, while possessing a literacy rate above 98% also has the highest unemployment rates in India. The population growth rate of these states is also beginning to decline.

Brief History of TVS Motors

TVS was established by T. V. Sundaram Iyengar who was born in 1877 in Thirukkurungudi in the Tirunelveli district of Madras Presidency, British India. He began with Madurai's first bus service in 1911 and founded T.V.Sundaram Iyengar and Sons Limited, a company that consolidated its presence in the transportation business with a large fleet of trucks and buses under the name of Southern Roadways Limited. When he died in 1955, his sons took the company ahead with several forays in the automobile sector, including finance, insurance, and manufacture of two-wheelers, tyres and components. The group has managed to run 33 companies that account for a combined turnover of nearly \$3 billion.

TVS Group has over 90 Companies under the umbrella and spans across industries like Automobile, Aviation, Education, Electronics, Energy, Finance, Housing, Insurance, Investment, Logistics, Service, Textiles. TVS Motor Company Ltd (TVS Motor), member of the TVS group, is the largest company of the group in terms of size and turnover.

TVS Motor Company is the third largest two-wheeler manufacturer in India and one among the top ten in the world, with annual revenue of more than Rs. 10,131 Cr in 2014-15 (around USD 1.6 billion), and is the flagship company of the, USD 7.29 billion in 2013-14, TVS Group. The company has a production capacity of 3 million 2 wheelers & 1.2 Lakh 3 wheelers a year. TVS Motor Company is the third largest two-wheeler manufacturer in India and one among the top ten in the world, with annual revenue of more than Rs. 10,131 Cr in 2014-15 (around USD 1.6 billion), and is the flagship company of the, USD 7.29 billion in 2013-14, TVS Group. The company has a production capacity of 3 million 2 wheelers & 1.2 Lakh 3 wheelers a year.

The company has four manufacturing plants, three located in India (Hosur-Tamil Nadu, Mysore-

Karnataka and Nalagarh-Himachal Pradesh) and one in Indonesia (Karawang).

TVS Motor's strength lies in design and development of new products. TVS deliver total customer satisfaction by anticipating customer need and presenting quality vehicles at the right time and at the right price. The customer and his ever changing need is the continuous source of inspiration. The company has many firsts to its credit including the fact that they launched seven vehicles on the same day - a rare feat in automotive history. More than 28 million customers have bought a TVS product to date. TVS products give a cutting edge over other competitors in terms of Innovative, easy to handle, environment-friendly and backed by reliable customer service.

Review of Literature

M.Nandhini, and D.Siva Sakthi (1995) have analyzed the impact of leverage on profitability of the TVS Motor Company. Their study made an attempt to analyze the impact of both financial leverage as well as operating leverage on the profitability (measured through Earning Per Share "EPS") of the TVS Motor Company. The company has to control fixed cost as well as variable cost to attain adequate profit.

Shashank Shah (1995) has found an acute dearth of real-life cases of leading organisations (especially in the Indian context) and their endeavours towards achieving customer satisfaction, even though a number of variables contributing to customer satisfaction have been identified by experts. The purpose of the Case Study developed by the author on TVS Motors is to highlight the best practices of a leading Indian organisation and bridge the existing gap in the available management literature. The case gives a brief insight into the diverse initiatives undertaken by a two-wheeler industry automobile leader like TVS Motor Company Ltd. for ensuring customer satisfaction. In a matter of just over three decades, the Company is among the top three in

its industry category and has indigenously manufactured some extraordinary products of world-class quality. The philosophy of Total Quality Management adopted by the organisation not only earned it the Deming Quality Prize, making it the only two-wheeler company in the world to have won this distinction; but also the philosophy permeates the organisational culture very seamlessly. As seen in the case, the Company has endeavoured towards customer satisfaction by improving product and service performance in all aspects – technical superiority, unprecedented innovation, superior and personalised pre and after-sales service, dealer training and many more. Some of these initiatives are best practices worthy of emulation by organisations in this industry category, both in India and abroad.

SWOT ANALYSIS

Strengths of TVS Motors:

TVS Motor Company Limited has the following strengths:

- Strategic initiatives of the company
- Assess its prospective partner, vendor or supplier professionally
- Support sales activities by understanding its customers
- Stay up to date on business structure, strategy and prospects
- TVS Motors is the third largest automobile manufacturer in India next to Hero Moto Corp and Bajaj auto. TVS motors is belongs to TVS group which is \$ 2.2 billion. It is the first company to produce indigenous moped and enter into 100 cc two wheeler markets with collaboration of Suzuki.

Snapshot of TVS Financials

Details (in Rs. crores)	2013-14	2012-13	2011-12	2010-11
Sales and other income	7992	7193	7163	6324
Profit before interest, depreciation, amortisation and tax *	532	461	520	491
Profit before tax*	351	254	316	248
Profit after tax*	262	116	249	195
Net fixed assets	1174	1048	1078	995
Share capital	48	48	48	48
Reserves and surplus	1368	1177	1122	952
Networth	1416	1225	1170	999
Total borrowings	527	635	831	768
Earnings per share# (Rs.)	5.51	2.44	5.24	4.10
Dividend per share (Rs.)	1.40	1.20	1.30	1.10
Book value per share# (Rs.)	29.50	25.52	24.38	20.81
EBITDA/turnover (%)	6.7	6.4	7.3	7.4
Profit before tax/turnover (%)	4.4	3.5	4.4	3.9
Return on capital employed (%)	18.5	14.7	19.0	16.4
Return on net worth (%)	19.8	9.7	23.0	21.3

Source: Annual report of TVS

Financials of Competitors

	Details (2013-2014)	Hero Honda	Bajaj
(a)	Sales	25,024.04	20,735.68
	Less: Excise duty	1,655.99	1,009.40
(b)	Other operating revenue	210.98	432.01
	Net revenue from operations	23,579.03	20,158.29
	Other income 364.57	681.81	
	Total Revenue 23,943.60	20,840.10	
	Total Expenses 21,078.89	16,185.23	
	Profit before tax 2,864.71	4,654.87	
	Profit for the year 2,378.13	3,264.77	

Source: Annual Reports of the respective companies

Weakness of TVS Motors

The 19-years long association with Suzuki was to engage in technology transfer and design suiting to Indian market. But, in 2001, they had a strain in relationship in continuing the joint venture which led to a separation.

Back-to-back product launches may lead to bunching up of promotional expenses, implying likely pressure to some extent over the near term. New launches will enable TVS to have a product in all segments, but the company’s renewed thrust on strengthening its product portfolio will need to be synchronized with the right pricing strategy, as most of its products are costlier than those of rivals. Weakness in its product portfolio because of under-representation in certain categories, relatively slower new product launches and premium pricing strategy are responsible for TVS Motor losing market share [source: ICRA].

TVS also suffers from a problem of perception which is a common perception that TVS Motor is largely a south-based company, as per the auto analysts. Whereas the dealers’ opinion was that TVS Motor has never launched the right product at the right time, they are behind competition.

Dealers were under opinion that customer preference should have been taken into account early on in the development cycle and not during the test drive phase when only minor changes can be made which was proved in case of the product - Max 4R which sought to build on the success of the TVS 50 XL Moped. Seeing its wide use by milkmen and vegetable sellers, the company introduced the Max 4R targeted at the rural market and capable of carrying heavy loads. The only problem was that, after the rear was loaded up, the driver found it difficult to mount the vehicle. On the other hand, the company thinks that the market was not ready for their products as they were ahead of rivals in terms of technology.

Opportunities for TVS Motors

Where the two wheeler market in India is concerned, Hero MotoCorp and Honda Motorcycle & Scooter India continue to be in the lead. However, while Bajaj Auto occupied a third spot, its position has now been usurped by TVS Motors, as far as domestic sales are concerned.

Society of India Automobile Manufacturers (SIAM) has disclosed data that indicates sales of TVS

Motors being more than that of Bajaj Auto for the quarter April to June 2014. This is for the first time that TVS Motors leads over Bajaj Auto and follows the launch of TVS Motor's new Jupiter scooter that has seen excellent sales. Sales of over one lakh scooters in the first quarter of this financial year are what have allowed TVS Motors to gain an edge over.

TVS Motors total sales during first quarter of this financial year increased 23%. Total sales stood at 584,440 units as against 475,362 units recorded in the corresponding quarter of previous year. Exports of the company also increased from 26,047 units in June 2013 to 32,290 units in June 2014 while talking exclusively of two wheeler exports, an increase of 26% were reported, increasing from 20,020 units in June 2013 to 25,237 units in June 2014.

Two wheeler total sales increased 23% from 157,351 units recorded in June 2013 to 193,758 units in June 2014, with scooter sales increased 46% and motorcycle sales increasing 27%. Three wheeler sales increased 24% from 6,777 units in June 2013 to 8,419 units in June 2014.

New launches can help the company gain market share. But for products to succeed in the long run, they have to be differentiated. The Chennai-based company expects to regain market share with new launches as per the information given by the Chairman and Managing Director, Mr. Venu Srinivasan. In the past five years, it has used celebrities such as cricketers M.S. Dhoni and Virat Kohli and Hindi actress Anushka Sharma to endorse its products by spending Rs.638 crore.

Threats Faced by TVS Motors

TVS Motor Co. faced a tough task in trying to recapture its sliding market share with new products in a market where demand for motorcycles and scooters is slowing as consumers delay purchases deterred by the high cost of financing.

For many years, TVS Motor was India's third largest two-wheeler maker with a market share of 18-20% until it was overtaken in October 2011 by Honda Motorcycle and Scooter India Pvt. Ltd (HMSI). Since then, TVS has languished in fourth place.

TVS Motors Company is in talks with German automaker BMW AG's motorcycle division, BMW Motorrad, to source technological know-how for developing high-end motorcycles. Bigger rivals Hero MotoCorp Ltd and Bajaj Auto Ltd have signed similar pacts with foreign partners.

Hero MotoCorp is the leader of India's two-wheeler market, the world's largest for motorbikes after China. HMSI, which has gone past Bajaj Auto to become No. 2, and India Yamaha Motor Pvt. Ltd are chasing a greater share of a market where long traffic jams, frequent petrol price increases and more women opting to commute by two wheelers attest to potentially lucrative demand for bikes and scooters.

TVS Motor's market position has been under pressure since 2007-08, the year when the domestic two-wheeler industry sales declined by 8%. That year, the fall in TVS Motor's domestic sales was even sharper at 19%, resulting in a decline in its market share to 16% from 18% in 2006-07. Over the last five years, TVS Motor's market share has slipped even further to 13% in 2011-12. Slower economic growth and high interest rates have clouded consumer sentiment and deterred buyers in recent months. Growth in two-wheeler sales slumped to 4.1% in the nine months ended December, from 14% in the year ended 31 March, 2012.

It takes 24 months to develop and bring out a new product and with the TVS Phoenix, now TVS Motors have a complete range of portfolio, according to Mr. S.G Murali, Chief Financial Officer of TVS Motor. TVS is represented in the premium 150 CC segment with the **Apache** brand. Phoenix is yet to prove a success. In the next

seven months, TVS will launch one executive-class bike and two scooters, a category in which it has been losing out to Honda. In the second quarter of 2012-13, TVS sold 170,000 scooters (down by 23%); Honda sold 320,000 units (up by 71%).

TVS's Scooty brand was popular but Wego, a higher capacity scooter and positioned as a rival to the Honda Activa, didn't take off as the company expected. Over the past six years, the two-stroke bike Flame, the Jive, a bike without a clutch, and the Wego have failed to give TVS Motor a boost. Its most popular offering has been the Victor, a bike endorsed by cricketer Sachin Tendulkar, but the company hasn't been able to replicate that success.

Conclusion

TVS motors broad product categories include Domestic range, Three wheelers, International range. TVS motors is the only two wheeler automobile which has its penetration all consumer segments. They have products like Apache ATR which caters to sports segment, TVS super XL to rural, Scooty pep to young and dynamic women, Flame and Star City to working professional. Hence their product category meets the needs from rural to urban life style. They also have their presence in three wheeler segments. Recently they launched TVS Jive which is first clutch free bike.

TVS motor, a unit of TVS group is which is a 100 year old group is known for its strong values. Their pricing strategy varies according to product category and the consumer segment. The pricing is often economical pricing with focus on quality and Indian pricing values and sentiments.

TVS motors have around 2000 country wide main dealer show rooms and service stations attached to it. Manufacturing plants of TVS are located at Hosur, Mysore, Nalagarh and Karawang (Indonesia). There are also sub dealers who are engaged in selling multiple brands in their show rooms with proper agreements.

The promotional strategies involve placing brand ambassadors for each product specific

to geographic division (North India and South India) - Cricketers like Virat Kohli, Dhoni for North India, Actor Surya and Actress Trisha for south India. The promotional activities include dirt bike rally, MRF super cross championship rally promotional events in Malls etc. TVS Motors majorly concentrates on rural markets. However, the company said 60% of its 800 dealers were outside south India.

Still, new products may help TVS Motor close the gap with its larger rivals provided the company is able to avoid strategic flaws that marred past launches.

Upcoming launches could add incremental volumes of 50,000 units to TVS sales on a monthly basis, improving market share potentially by four percentage points over a period of one-and-a-half years starting in November 2013, moving closer to its nearest competitor Bajaj Auto [Source: ICRA].

The entry of multinational companies has made the motorcycle market highly competitive, increasing the importance of distribution and strategic product positioning.

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Webiography



Business Maharajas

Gita Pirmal

Penguin books India

14th October 2000 - A BOOK REVIEW

Pala Suriya Kala

Associate Professor, Acharya Bangalore B School, Bengaluru

“Business Maharajas” is one of the oldest and trend setting books of Business History. This bestselling book on the leading business tycoons of India was written by Dr. Gita Pirmal a leading author and a historian. This book is being reviewed again though published 15 years back as this is one of the trendsetting books in the area of Business History as mentioned earlier. Born into a business family, she spent the early years of her child hood in the United Kingdom and was educated in London. She did her masters in history and later a Phd from Bombay University. On the personal front Gita was married to Dilip Pirmal, Chairman of VIP industries for twenty years with whom she had two daughters Radhika and Aparna . They were divorced in June 2005 and Dilip later married a Ms.Agarwal from a long standing relationship. Gita had worked as a correspondent to Bombay Times. She also worked as Associate dean with Indian School of Business. She has written for many leading Indian and international publications. She has authored several books which are Business Maharajas, Business Legends ,Managing Radical Change (co-authored with Sumantra Ghoshal) (Delhi Management Association prize for the best management book) ,World Class in India (co-authored with Sumantra Ghoshal, Delhi Management Association prize for the best management book), Business Mantras, Sumantra Ghoshal on Management: A Force for Good (co-authored with Julian Birkinshaw), Smart Leadership (2005), The Smart Manager, managing editor since Feb 2002,India’s

Industrialists, Vol. 1 (co-authored with Margaret Herdeck) . Gita Pirmal thus turned out to be one of the leading authors of Business Management and Indian history.

Gita Pirmal has in her book “Business Maharajas” chalked out the lives of eight business tycoons who are maharajas in their own right, having control to huge businesses and assets. She based her choice of business man who had the best of talent from family businesses. This was because her choice was also contended by many other business tycoons who were no less accomplished.

Many reviewers of the book hold the view that Ms.Gita in the sheer selection of business tycoons for her book cannot be faulted. These tycoons are India’s most powerful tycoons whose combined turnover exceeds 55,000 crores. Gita has chronicled and chalked the growth of these tycoons with many interesting observations and insights to their world of business. These eight business men, Dhirubhai Ambani, Rahul Bajaj, Aditya Birla, R.P. Goenka, Brij Mohan Khaitan, Bharat and Vijay Shah and Ratan Tata are the stuff legends are made of. They have chalked their business by sheer will and determination. After going through the entire book one can say that no two paths of success have been the same.

The chapters give an interesting insight into the lives of these powerful tycoons which makes it interesting to read and gives the readers much to think about. Gita Pirmal has used all her experiences in journalism to be able to tell the story of these individuals. Some critics of the book

also feel that the claim that the book provides insight into the strategies that these tycoons follow to keep their business at the top is not that well justified. The book uses a lot of interesting facts and incidents that have been gathered from various sources and therefore makes an interesting read to the reader but doesn't give insights into strategy and decisions.

Gita Piramal also uses her own background both journalistic as well as the business background to bring about interesting facts and figures in the book. Her connection to the business class as a wife of the chairman of VIP industries, has enabled her to bring about various facets of the personality of the business tycoons and also personality quirks which make it quite interesting as these are not readily available to the public.

Gita herself says in her introduction that the biography might not be completely objective. She says "I don't see how any biography can be objective. Objectivity can, in fact, be counter-productive. For one, it's impossible to be totally detached, impartial and completely well-informed.... Business Maharajas tries to capture snapshots of critical or illustrative episodes in the action-packed careers of eight extremely busy people. It doesn't claim to be definitive or a PhD thesis."

Gita is able to provide insights into the personalities of these men with a lot of flair of a story teller that makes it a real interesting read. She outlines how each individual is unique and how they are different in their own rights. Some interesting facts as to how Ambani could overturn the ploy of investors who really wanted to see his demise and how the tables were turned and how he discovered that public were a great asset to his growth and how he leveraged his growth with their support, are interesting insights that we get to know.

The book also brings out some wonderful quotes like Ratan Tata's quote on alliances "We're too concerned about our individual sovereignty

whereas we should be looking at alliances and aggregation of companies as it so often is abroad. Where partnerships are based on human chemistry and there is a business case, then the two partners really begin to work as one." The following quote of Rahul Bajaj on being swadeshi is a memorable one "I do not want in my own country to share power, authority-making and ownership with a foreigner. I have nothing against foreigners. That is not the point. But General Motors does not have foreign equity. Nor does Sony or IBM. The weak do."

The great take away as Gita Piramal herself says is that none of these individuals resemble each other in any way. They are all unique individuals from being a self made business men with very less support to being born with a golden spoon into a legacy of a business house. Despite all these differences, there were a few similarities among these individuals. At the first turning point in their lives they had a piece of luck coming their way and they all agreed that they had a right break at the right time. These individuals also had a mentor who helped channelize their actions and give the right impetus at the right moment.

The book "Business Maharajas" thus chronicles the growth of these tycoons and gives an insight into the corporate tycoons who have as undisputed kings of their business empires have replaced the Maharajas of yester years. Also this is an interesting contribution to the field of business history which is one of the lesser researched areas of history.

Call for Papers

AMBER-ABBS Management, Business and Entrepreneurship Review (ISSN:0976-3341).

Theme of the Forthcoming Issue “NGO Management”

NGOs are playing a very important role in both developed and developing countries. What Business and Government cannot do is done by NGOs. NGOs also work as watch dogs. NGOs play a key role in developing healthy economy, society and environment. Empowerment of poor, children, women and other weaker sections of the society are the main areas where NGO's are very effective Sustainable Projects and Rural development, Financial Inclusion, Education are the other areas where NGOs are rendering yeoman service.

In this background, it is necessary to empower NGOs. Management of NGOs is one area which has been neglected for a long time. Professional's in management of NGO's and their remuneration is being debated. There is an urgent need for bringing in good corporate practices in Management of NGOs. This issue of AMBER welcomes research article on the broad theme of 'NGO Management'. The articles can also highlight on some of the best practices of successful NGOs.

The important guidelines for authors are as follows:

1. The article or case study shall be original and empirical using specialized concepts, research methodology highlighting key insights and managerial implications.
2. The submission must in MS word 2003.
3. Name of the Author, Designation and Affiliation, and contract e-mail ID must be provided in the first page.
4. The second page must contain the abstract and key words. Ensure that the abstract is not more than 150 words. Abstract should be in fully justified and italicized text. The abstract should elaborate research background and methodology. Maximum 4 - 6 key words, listed alphabetically, separated by commas, and full stop at the end.
5. The third page must contain the title and the body of the article must start here.
6. The body of the article must be center – justified and the entire must be of font size 10 in Times New Roman font except for headings. The title must be boldfaced with 14 font size in title case. Each of the subheadings must be of font size 12, boldfaced and in Title case. Section headings can be font size 10 and boldfaced in title case.
7. The spacing between the lines must be 1.5 and a spacing of 10 points between paragraphs must be given. There must be no tab for the first sentence of every paragraph.
8. Foot notes must be placed on the same page of the main text to which they correspond.
9. Annexure must be numbered and must follow immediately after the body of the text.
10. The body of the text must contain references as follows (WTO,2012)i.e., last name/surname of the author and year.
11. All references have to be arranged in alphabetical order and must be numbered except those of internal sources. The internet sources must be placed after other references and must be separately numbered.

12. The references must be presented as follows:

For books, reports, manuscripts and unpublished volumes:

Toffler, A. (1980). *The Third wave: The Classic Study of Tomorrow*, Bantam Books, New York, pp 195 – 207.

For Journals and other periodicals:

Venkatesha, H.R. (2008), “Dealers’ performance and Customers’ preference in passenger Car Marketing “, *Vilakshan*, Vol 5, No. 6, pp 222 – 235.

For internet sources, web site and addresses must be alphabetically arranged and numbered at the end of the reference section.

13. Authors have to submit two hard copies and one soft copy.
14. Hard copies shall be sent to the below address.

