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DEVELOPMENT OF AN ORGANIZATIONAL CAPABILITY PROFILE FOR SMALL BUSINESS FIRMS IN JAMMU AND KASHMIR

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ABSTRACT

Small business firms are one of the most important parts of any economy. They not only provide employment to millions of educated youth but also maintain local talent. Small business firms are differentiated from large business firms mostly on the basis of number of employees in the firms and amount of capital used by the firm. Yet there are others mean as well who are used by different countries as per the convenience to differentiate between big and small level firms. Present study seeks to identify major problems faced by small level firms in Jammu and Kashmir State. The study also identifies various capability profile elements whose proper maintenance and tracking can improve the level of efficiency in small business firms. The paper further identifies and develops various measures and approaches which can be implemented for improving the status of each individual capability profile element for better productivity of small firms in Jammu and Kashmir State.

KEYWORDS

Organizational Capability, Brand Equity, Vertical Integration, Capacity Utilization, Technological Upgradation.

INTRODUCTION

The role of industrial sector cannot be denied as it is the backbone of any economy in the world whether it is developed or developing. After the end of Second World War almost all developed as well as developing economies focused on the development of agriculture as they considered that only a well established agriculture sector can make a country very rich and self sustained. But in late 1950s it was realized that without industrial set up it is not possible to survive and then afterwards the race for better industrial setup started.

India also shifted its focus from agriculture to industrial sector in 1960s. Different laws and Acts were passed to develop a better mechanism for industrial growth. But this mechanism focused only on the development of large and mega industries and other small and micro industries were left behind to survive of their own. Later in 1970s the importance of small and micro industries was realized and new procedures and mechanisms were included in industrial policies which were also helpful to small and micro industries. Today small and micro industries in India are trying their best efforts to sustain and maintain their business in the markets. But these firms are facing many challenges for their sustainability. These challenges include lack of financial resources as they have no proper source from where they can get financial support, Lack of management experience because these firms have less resources and so are not able to go for good talent search. The other challenges which are hurdles in the ways of development of small firms are poor location, laws and regulations, general economic conditions, poor infrastructure, corruption, low demand for products and services, shortage of raw materials, inability to control costs and problems of dumping of cheap foreign products and others.

OBJECTIVES

1. To assess various problems faced by small business firms in performing business operations effectively in Jammu and Kashmir State.
2. To determine various capability elements which can increase the strategic advantage of small business firms?
3. To develop a mechanism which could be used by small business firms in different capability areas for achieving higher value in their activities.
4. To devise a framework which could help small business firms in determining their future targets?
5. To determine various processes and approaches which could increase capabilities in multiple functions of small business firms in Jammu and Kashmir?

MATERIAL AND METHODS

Present study has been worked out with the help of primary as well as secondary data. The primary data has been collected with the help of a pretested questionnaire from the people who are a part of small business firms in Jammu and Kashmir State. The secondary data has been collected from various reports on small business firms as well as from different offices of Registrar and Deputy Registrars of small companies from various zones and districts in Jammu and Kashmir State. The data and information so collected from primary as well as secondary resources has been analyzed statistically and certain cartographic has been applied to develop a framework which could help self help groups to sustain their business in long run.

RESULT AND DISCUSSION

Organizational capability factors make multiple smooth ways for conduct of business operations by small level business firms throughout the world. But there is a need for proper assessment of different capability elements and their proper implementation. Various capability factors along with different suggested approaches and measures have been given below:

1. FINANCIAL CAPABILITY

This capability factor and related approaches with it have been tabulated in table 1. Financial capability helps small business firms to proper analyze their financial problems. Determination of cheap sources of finance including govt. and other developmental agencies, developing high level of credit worthiness, developing efficient budget and feasible capital structure and tax benefits procedures from Government are the best approaches that must be adopted by small business firms in Jammu and Kashmir for good business.

2. MARKETING CAPABILITY

This capability factor helps small business firms to rectify and devise certain marketing development procedures for their products and services. The various approaches that could generate better yield in marketing have been determined as floating differentiated products in market, mechanism for delivering value products and services, efficient communication mechanism and maintaining brand equity through better after sale service.

3. OPERATIONAL CAPABILITY

This capability factors enhances the productivity of operations in firms which could then generate value products. Small business firms in Jammu and Kashmir should adopt the measures such as estimation of demand and procedures for capacity utilization, high level of R&D and consistency, technological upgradation and collaboration and favorable locations with a scope for vertical integration that will be highly efficient for modifying production capacity and management.

4. PERSONNEL CAPABILITY

It helps in the management of personnel and enhances ways for their development. This factor should be much focused because in small business firms manpower plays much active role than in bigger firms. Proper human resource planning and management system, effective carrier and development system,

maintaining high level of organizational loyalty and excellent training opportunities and congenial work environment are the best approaches for small business firms by which they can boost their manpower in Jammu and Kashmir State.

5. INFORMATION MANAGEMENT SYSTEM

Proper management and dissemination is one of the major factors in today's complex business environment. It is almost impossible for a firm to survive in long run if this capability factor is not taken into high consideration by firms. Identifying easy and convenience sources of accessing information, Proper information sharing and dissemination mechanism, Developing a wide coverage of network system and Implementation of a good information security system are the approaches which will be useful in managing information by small level firms in Jammu and Kashmir.

TABLE 1: ORGANIZATIONAL CAPABILITY PROFILE FOR SMALL BUSINESS FIRMS

| S.NO. | CAPABILITY FACTOR | APPROACHES AND MEASURES |
|-------|-------------------------------|--|
| 01. | FINANCIAL CAPABILITY | a) Determination of cheap sources of finance including govt. and other developmental agencies. |
| | | b) Developing high level of credit worthiness. |
| | | c) Developing efficient budget and feasible capital structure. |
| | | d) Tax benefits procedures from Government. |
| 02. | MARKETING CAPABILITY | a) Floating differentiated products in market. |
| | | b) Mechanism for delivering value products and services. |
| | | c) Efficient communication mechanism. |
| | | d) Maintaining brand equity through better after sale service. |
| 03. | OPERATIONAL CAPABILITY | a) Estimation of demand and procedures for capacity utilization. |
| | | b) High level of R&D and consistency. |
| | | c) Technological upgradation and collaboration. |
| | | d) Favorable locations with a scope for vertical integration. |
| 04. | PERSONNEL CAPABILITY | a) Proper human resource planning and management system. |
| | | b) Effective carrier and development system. |
| | | c) Maintaining high level of organizational loyalty. |
| | | d) Excellent training opportunities and congenial work environment. |
| 05. | INFORMATION MANAGEMENT SYSTEM | a) Identifying easy and convenience sources of accessing information. |
| | | b) Proper information sharing and dissemination mechanism. |
| | | c) Developing a wide coverage of network system. |
| | | d) Implementation of a good information security system. |

CONCLUSION

Development of an organizational capability profile plays a very important role in modifying the condition of small business firms in Jammu and Kashmir. In this paper different capability factors have been identified which acts as critical success factors for survival of small business firms. These capability factors are financial capability, marketing capability, operational capability, personnel capability and information management system capabilities. These all capability factors make the financial, marketing, operational, personnel and informational operations very feasible and smooth and finally make ways for development of small business firms. Different approaches which could be adopted in this paper are also most important and necessary to be implemented in all identified dimensions so integrate activities and develop a fully fledged capability profile for small business firms in Jammu and Kashmir State.

RECOMMENDATIONS

1. There must be procedures with modern approach which could be helpful in reducing per unit cost of products.
2. Higher level of customization must also be adopted to meet diversified demands of consumers.
3. Supply chain management mechanism and other inventory control procedures should be brought under value chain procedure.
4. Points of parity and points of differentiations must be identified and properly communicated to final consumers and customers for enhancing brand image.
5. Local trade and sale promotion programs need to be implemented at higher level of frequency.
6. Higher level of localization and local responsiveness programs must be designed and used to get a maximum number of local customers.
7. Due to financial constraints the small firms must invest in its profitable projects and products.
8. Product and service extensions must be adopted at regular intervals as per the changing needs and desires of consumers.
9. Regular market research must be done so as to identify unique and modern preferences in the market.
10. It's feasible for small firms to adopt a pricing strategy which makes consumer as value pricing.
11. Small business firms must also identify niches not covered by big firms and offer their products accordingly.
12. Assessment of local culture as well as talent could be very fruitful for survival of small business firms.
13. A feasible mechanism for customer relationship management must be adopted to cater multiple complaints.
14. Small firms should also organize and finance local events which will finally promote them in market.
15. Products must be made and sold in such a way that it will reduce overall cost of consumers.

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