



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	KNOWLEDGE INERTIA AND ITS RELATIONSHIPS WITH ORGANIZATIONAL LEARNING AND ORGANIZATIONAL INNOVATION <i>HAMIDEH SHEKARI & DR. S. ALI AKBAR AHMADI</i>	1
2.	A STUDY OF HUMAN RESOURCE PERFORMANCE APPRAISAL SYSTEM WITH SPECIAL REFERENCE TO THE OUTSOURCES SKILED AND UNSKILLED WORKERS OF INTERNATIONAL TOBACCO COMPANY LIMITED, GHAZIABAD <i>DR. RAGHVENDRA DWIVEDI & KUSH KUMAR</i>	6
3.	BUDGET DISCIPLINE UNDER MILITARY AND CIVILIAN REGIMES: ANY DIFFERENCE IN NIGERIA? <i>EGBIDE BEN-CALEB & AGBUDE GODWYNS ADE'</i>	13
4.	WORKPLACE WELLNESS LEADS TO EMPLOYEE POTENTIAL & HEALTHY ENVIORNMENT – A STUDY IN THE MIDDLE EAST <i>DR. HARINI J. METHUKU, SIMI SIMON & LINA FERNANDES</i>	18
5.	THE IMPACT OF PRODUCT PRICE CHANGES ON THE PROFITABILITY OF SMES IN NIGERIA <i>OBIGBEMI IMOLEYO FOYEKE</i>	23
6.	ANALYSIS OF VALUES AND UNDERSTANDING THE NATURE OF HUMAN PERSONALITY (GUNAS) IN THE INDIAN PSYCHO-PHILOSOPHICAL PERSPECTIVES <i>DR. M. ANBALAGAN & DR. A. DHANALAKSHMI</i>	26
7.	MALNUTRITION AMONG INFANTS: KEY TRENDS AND STATUS <i>ASHALATHA SUVARNA & DR P. S. YADAPADITHAYA</i>	33
8.	SATISFACTION AND EFFECTIVENESS OF TRAINING AMONG THE EMPLOYEES OF TWAD BOARD – A CASE STUDY <i>F. MOHAMED SABURA & DR. T. VIJAYAKUMAR</i>	38
9.	RETAIL INVESTOR'S PERCEPTION TOWARDS CORPORATE GOVERNANCE – A STUDY OF SELECTED CITIES <i>GADE SURENDAR & DR. S. KAMALESHWAR RAO</i>	44
10.	PROFESSIONAL MANAGEMENT OF SCHOOLS: AN ANALYSIS OF PLANNING FUNCTION. <i>DR. N.P.PRABHAKAR & DR. K. V. RAO</i>	50
11.	SERVICE QUALITY IN HOSPITALITY INDUSTRY – EXPECTATIONS FROM THE PERSPECTIVES OF MANAGERS AND GUESTS <i>DR. R. RENGANATHAN</i>	57
12.	GOVERNANCE OF MUTUAL FUNDS: THE ANALYSIS OF MANAGEMENT PRACTICES IN INDIA <i>E. UMA REDDY & C M REDDY</i>	61
13.	A STUDY OF ROLE STRESS AMONG TWO INDIAN GOVERNMENT ORGANIZATIONS <i>BUSHARA BANO & DR. PARVAIZ TALIB</i>	64
14.	EXECUTIVE ROLE CONFLICT AND ITS CONSEQUENCES <i>SELVARANI SHANKER</i>	68
15.	WORK ETHICS AND PROFESSIONAL VALUES – A TOOL FOR ORGANIZATIONAL EFFECTIVENESS <i>DR. S. B. AKASH</i>	71
16.	MOBILE TEXT MESSAGING BEHAVIOR AMONG YOUTH IN INDIA: AN EMPIRICAL STUDY BASED ON THEORY OF REASONED ACTION <i>G. N. SATISH KUMAR, H. VANI & S. VANDANA</i>	75
17.	EDUCATIONAL LOANS: A STUDY OF STUDENTS, EDUCATIONAL INSTITUTIONS AND BANKERS PERSPECTIVE <i>DR. BABLI DHIMAN & DR. ASHOK KHURANA</i>	80
18.	HR PRACTICES THAT ENHANCE HUMAN CAPITAL DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE IN INDIAN SOFTWARE COMPANIES <i>R. INDRADEVI</i>	85
19.	BRAND LOYALTY <i>NEERAJ KUMAR SADDY</i>	91
20.	FDI IN THE INDIAN RETAIL SECTOR- PROBLEMS AND PROSPECTS <i>BULBUL SINGH & SUVIDHA KAMRA</i>	98
21.	RATIO BASED CREDIT EVALUATION MODEL <i>DR. AMITAVA BASU</i>	106
22.	ENHANCING STUDENT EMPLOYABILITY: HIGHER EDUCATION AND WORKFORCE DEVELOPMENT <i>HEMANT CHAUHAN & PALKI SETIA</i>	112
23.	IMPACT OF PHYSICAL ENVIRONMENT IN CUSTOMER RETENTION AND RELATIONSHIP BUILDING: A CASE STUDY OF HOTEL INDUSTRY <i>DR. DEEPAK JAIN</i>	117
24.	CONSUMERS' PERCEPTION TOWARDS ORGANIZED AND UNORGANIZED RETAIL: A COMPARATIVE STUDY DONE IN PUNE CITY, INDIA. <i>MUKTA SRIVASTAVA</i>	125
25.	BREAKTHROUGH MANAGEMENT STRATEGY: EMERGING NEW INNOVATION THINKING IN INDIAN MANUFACTURING INDUSTRIES <i>RAVEESH AGARWAL</i>	134
	REQUEST FOR FEEDBACK	139

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex. State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

AMITA

Faculty, E.C.C., Safidon, Jind

ADVISORS

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI

Faculty, School of Management & Marketing, Deakin University, Australia

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. KULBHUSHAN CHANDEL

Reader, Himachal Pradesh University, Shimla

DR. TEJINDER SHARMA

Reader, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P. J. L. N. Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitgappa, Bidar, Karnataka

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

DR. ASHOK KUMAR

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

DR. JATINDERKUMAR R. SAINI

Head, Department of Computer Science, S. P. College of Engineering, Visnagar, Mehsana, Gujrat

DR. V. SELVAM

Divisional Leader – Commerce SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

S. TABASSUM SULTANA

Asst. Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, E.C.C., Safidon, Jind

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses, **info@ijrcm.org.in** or **infoijrcm@gmail.com**.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

Dated: _____

The Editor

IJRCM

Subject: Submission of Manuscript in the Area of _____

(e.g. Computer/Finance/Marketing/HRM/General Management/other, please specify).

Dear Sir/Madam,

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

Name of Corresponding Author:

Designation:

Affiliation:

Mailing address:

Mobile & Landline Number (s):

E-mail Address (s):

2. **INTRODUCTION:** Manuscript must be in British English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 12 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in 12-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain background, aims, methods, results and conclusion.

6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:

- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
- Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
- The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parentheses.
- Use endnotes rather than footnotes.
- The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

Books

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

Contributions to books

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

Conference papers

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

Unpublished dissertations and theses

- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

Online resources

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

Website

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>

BREAKTHROUGH MANAGEMENT STRATEGY: EMERGING NEW INNOVATION THINKING IN INDIAN MANUFACTURING INDUSTRIES

RAVEESH AGARWAL
RESEARCH SCHOLAR
CCS UNIVERSITY
MEERUT

ABSTRACT

Now a day's most of the top management understands that if they fail to face rapidly changing realities, it's highly probable that their capacity to maintain business will diminish in the future. It indicates the need for a new approach to management to sustain in the future. It is evident that the traditional methods for running a successful business frequently fail to produce results as they once did. This puts a different spin on an old question: Should companies look narrowly at their role or be concerned with broader social issues? So they must discover the approach required for a radically changed future. There are no magic formulas that guarantee success in the future. Fortunately, there's another way of looking at the future and the choices ahead of us. It isn't rooted in yesterday, and it's desperately trying to shape tomorrow. The new design approach is called "Breakthrough Management Strategy". The objectives of writing this research paper are to study the Breakthrough Management Strategy in Indian Manufacturing Industries and find out the applications to enhance company's innovation efforts for their future. This paper is based on secondary research. This paper also portrays few cases of manufacturing companies who embarked the breakthrough journey. These companies are focusing systematically and simultaneously on both the present and the future by adopting Breakthrough Management Strategy.

KEYWORDS

Breakthrough Management Strategy, India, Innovation, Manufacturing Industries, Visionary Leadership.

INTRODUCTION

There is a fundamental transformation of business underway. Forged by digitization, ubiquitous connectivity and globalization, this transformation radically alter the vary nature of the firm. No industry is immune to this trend. It completely changed traditional industries as well as emerging industries. We know that everything changes, change itself must change. Change is the window through which the future enters our life but we find change disorienting, creating an anxiety within us. As the saying goes, "the only people who like change are busy cashiers and wet babies." If we wish to succeed in this rapidly changing new world "we must learn to look on change as a friend – one who presents us with an opportunity for growth and improvement."^[5] In other words, we must learn to see change as a means of achieving our goals, not a barrier preventing us from reaching them. Yet this restructuring of our perspective on change can take some time, some efforts. Since there are some bumps along the road, we shouldn't expect all of the changes ahead to be painless, demanding only minimal sacrifice, cost, or effort. In fact, coping with change follows the some steps. But what are these steps in changing world? How these steps can help us to survive in the fast changing scenario by solving our problems in advance? There are numbers of models and approaches advocated by many "Management Gurus" but the magnitude of today's environment and global market change is unprecedented. In these circumstances, there is no room for error.^[1] This had put a great emphasis on getting the right strategy and getting the strategy right. Many managers are looking for the one great panacea that new strategy or piece of management thinking that can address all of, or at least their main problems. At the same time, there is no solid and proven method that would help us to prepare in advance. In search for a solution more and more business people turn their attention to "Breakthrough Management Strategy".

RESEARCH OBJECTIVES

Due to the paucity of data, there are very few empirical studies on the breakthrough management on the developing countries. It shows that breakthrough literature related to India is seriously lacking. Viewing this important yet largely ignored research gap, the objective of the study was framed as follows: "To study the Breakthrough Management Strategy in Indian Manufacturing Industries and find out the applications to enhance company's innovation efforts for their future".

FRAMEWORK OF THE PAPER

This research paper provides a reader with an overview of what "Breakthrough Management Strategy" can bring to the business world to enhance and accelerate business innovation. It also shed light on how to proceed with this strategy. The paper begins with a discussion of background information of Breakthrough Management Strategy. The data are collected through secondary sources. The contextual information helps in understanding the status of Breakthrough Management in India. Further it provides information about the elements of successful breakthrough, works and principles of visionary leaders. It also examines the stages and cycles of breakthrough and obstacles in breakthrough. This paper portrays few cases of manufacturing companies who embarked the breakthrough journey. Finally it provides findings of the study. The conclusion drawn along with suggestions put forward for future has discussed at the end of the paper.

BREAKTHROUGH MANAGEMENT STRATEGY

In India, the advent of knowledge economy fundamentally changes the competitive landscape of manufacturing industries and working environment of employees. There are several key factors contributing to India's competitive advantage in the manufacturing sector. India's manufacturing journey can be divided into three eras: Process Control, Incremental Improvement (Kaizen), and Breakthrough Management. Each of these eras emerged in response to industry's need to survive, making the earlier management philosophy a basic requirement. Breakthrough Management is the third of the management concept after Control & Kaizen. "The Process Controlled Management" era started in 1930, where everything comes from top management and quality was controlled with mass production in mind. This led to the era of mass manufacturing. These methods are still used by the most sophisticated businesses across the world. This was followed by "Kaizen" - the era of Incremental Improvements, referring to small steps to improvement in products and services. Developed in Japan in the 1970s, Kaizen business strategy involves everyone in an organization working together to make improvements without large capital investments.^[7] In India, most of the manufacturing industries are focusing on this approach but few companies in India manage to produce innovations ranging from the incremental to the revolutionary. That is, they are entering into new era: Breakthrough Management.

Breakthrough Management Strategy is the new management buzzword in the Indian industry. Breakthrough Management is a social and managerial process aimed at supporting the development and commercialization of new ideas, new products, new technologies and new business models. It is a systemic approach to building sustainable advantage for the long term that applies a profound understanding of the innovation process. Because breakthrough is systemic, it does not address just the problem of innovation. Instead, it enables us to effectively manage the critical linkage between innovation, corporate strategy, and organizational performance.^[12]

Breakthrough Management has three aspects - Opportunity Focus (to create new customers), Total Dedication (to make the required big jump) and Continuous Unlearning (to forget traditional past). In Indian companies, the chief executive officer has a strategic vision for his business, but this is lacking in the next levels of management. The second and third levels of management have achieved operational excellence, but are weak in strategy. This gap between operational excellence and business excellence needs to be filled through preaching the concept of breakthrough management.^[9] It is based on "3-Not Principles." The project must not yield any immediate results; the project must not have clear focus and should be an exercise in exploration. The project should not relate to any current business. Typically at the start of a breakthrough, there is high optimism but this is followed by a slowdown as further results become difficult to obtain but this is only temporary phase. The natural inclination for top managers should be to put more effort in this stage, while doing so the top management needs to build a dream team, led by a person having an emotional bonding with the breakthrough idea. The purpose of Breakthrough Management Strategy is to change our thinking and improve our imagination. Since most ideas in breakthrough management rejected immediately as they are closely related to our daily work life, again we have to think deeper, to come up with something that is more exciting more radical, more innovative. By continuously repeating the process of idea generation and idea rejection, Managers can learn how to steer their minds in a new direction.^[10]

BREAKTHROUGH MANAGEMENT STRATEGY AND INDIA

Prof. Shoji Shiba, leading expert in "Total Quality Management" from Japan, who is the father of "Visionary Leadership for Manufacturing Programme" (VLFM) in India gives us deep insights into what we ought to do to push our manufacturing sector to greater heights for not only creating millions of jobs but also meaningful lives and prosperity. For the first time in 1994, Professor Shiba conducted a top management seminar in Bangalore at the invitation of "Confederation of Indian Industry" (CII) followed by others in 1998 and 2000. Professor Shiba initiated the first Learning Community (CII-LC) with six Indian companies in July 2004 for learning about Breakthrough Management and applying this in the Indian context. These companies are Brakes India' Foundry division, Lucas TVS, Sona Koyo Steering system Ltd, SRF Ltd., TechNova Imaging system(P) Ltd, UCAL Fuel System Ltd., etc. After the success of the first CII-LC, Prof. Shiba set up the "Second Learning Community" with another five companies, which are also working towards achieving breakthroughs. In India, till date about forty manufacturing organization has taken a step in this direction and they adopted the same approach to the changes happening at their workplace because these are not temporary adjustments until things get "back to normal." They are probably the "new normalcy" of their life as a company.^[11]

ELEMENTS FOR SUCCESSFUL BREAKTHROUGH

There are four elements for successful breakthrough which we can classify in to two dimensions. The elements in the vertical dimension are "Leadership for Transformation" and "Patterns of Breakthrough" which relate to organizational issues-how to change in the organization. The horizontal dimension elements are "Perceive Symptoms of Change" and "Develop Concept for future", relate to individual skills for achieving breakthrough result.

The "Leadership for Transformation" requires visionary leaders who can develop the capacity to lead with breakthrough management strategy. The first task of visionary leader is related to identification of transformational needs.^[4] There are two aspects of this: identifying the needs for transformation and identifying what transformation is needed. This is a process of discovering what is unknown or invisible and turning it into a commitment for tangible change in a visible direction. To perceive invisible societal change and identify transformational needs requires deep skilled perception of what is happening in the business world. The second breakthrough task of visionary leader is initiation of the transformation. This is the process of disrupting the existing business, putting a new model in place, and beginning to force change consistent with the new direction. Now the third important task of visionary leader is creation of new business process.^[12] The CEO alone can not achieve breakthrough. It is important to involve the employees of the organization in this journey. Breakthrough is achieved when leadership succeeds in engaging the energies and emotions of all the employees, although it take hard work and time to overcome their resistance to change.^[8]

Before a visionary leader moves an organization toward a breakthrough, the leader first has to perceive a possible opportunity and envision a possible concept for the future. There is no surefire formula by which we can decide about future change. The symptoms of important technological, economic, social or cultural change can be hard to perceive. The available data are in the past, while much of the change may still be in the future. It is not possible to rely on the rational extrapolation of the past data. Visionary leaders some how genius for such observation that lets them move their organizations in directions that are necessary to deal with change. They can perceive change and an opportunity through image data and language data. They can perceive the symptoms of change through intuitive observation; go to the source and discovering through more useful image which are part of image data. After perception, the next task is to describe into language. Through the process of describing something into language, we become more conscious of what we perceive. It is important to understand the nature of language to perceive change because the use of language is dependent on the personality of the speaker; his/her value orientations, experience of time and space, selective perceptions, non/verbal capacities, and specific patterns of behaviour, etc.

STAGES OF BREAKTHROUGH

There are basically three stages of breakthrough. The first two stages happen within the organization; the third includes people from out side the organization. The stages are "Initiator's Breakthrough", "Entrepreneurial Group's Breakthrough" and "Development Partners' Breakthrough". The Initiator's Breakthrough is sensing the problem or opportunity, coming up with new idea, and resolving to push ahead with the idea. The Entrepreneurial Group's Breakthrough is demonstration of the technical or operational feasibility of the concept. The Entrepreneurial Group actually develops the product by creating a detailed business plan and applying essential human resources from all departments. The breakthrough with the development partners is demonstration of the market feasibility of the product. Development Partner's Breakthrough is related to launching the product in the market, focusing the target market, creating development partnership with some efficient companies in the market, gathering the information from the world and applying same by focusing again on key features of own business.^[12]

CYCLES OF BREAKTHROUGH

We can not cross all stages of breakthrough until there is a mental block, hence it is necessary to achieve mental breakthrough before a new stage is fully deployed. Each stage of breakthrough involves a three phase cycles. The three phase cycle for breakthrough involves dedication, a mental breakthrough, and a technical breakthrough. It is dedication which is very necessary to make real change. The dedication necessary for breakthrough will come from different sources for different people. However dedication alone is not enough. It is necessary to achieve mental breakthrough through unlearning the past learning. There are three important areas of knowledge that need unlearning: our culture or functional background, our past experience, and our current business. Similarly breakthrough requires technical feasibility also to be met. A technical breakthrough is achieved when the scientific methods and tools are used to make the change.^[11] It is the CEO's initiative to obtain outside information and establish technical feasibility for an idea to take the company into the future. It is for the CEO/leader of the organization to ensure that the breakthrough project is given the right kind of impetus, since many are unable to foresee the benefits from such a project while still under development. Often a project idea may be laughed off as a crazy one, but breakthrough ideas cannot be normal ideas; they have to be somewhat "crazy", only then they can lead to a real breakthrough.

OBSTACLES TO BREAKTHROUGH

The leaders of breakthrough change are bound to face resistance and hurdles of many kinds. Generally two kinds of obstacles affect breakthrough innovation in nearly every organization. The impediments are roadblocks and speed bumps. Roadblocks are cultural norms, which mean, they are created by groups of people. Because these are group based, these are more difficult to identify and more challenging to eradicate. Speed bumps, on the other hand, are individual behaviors that directly affect the ability of any new idea to move forward. Speed bumps can be very destructive if not addressed properly, but these are easier

to recognize and overcome than roadblocks.^[2] Besides it, breakthrough innovators face many other obstacles like inadequate funding, risk avoidance, time commitments, incorrect measures, etc. Since breakthrough is a serious and risky process, while the chances of failure are high, but for those who succeed, the rewards are handsome.^[6]

CASES OF INDIAN INDUSTRIES

There are few companies in India who avoided pitfalls that can thwart breakthrough initiatives. These companies either have successfully transformed, or are in the process of transforming themselves.

BRAKES INDIA LIMITED-FOUNDRY DIVISION

Brakes India Limited-Foundry Division (BIF) is the leading manufacturer of automotive and non-automotive braking systems and ferrous castings in India. BIF joined Prof. Shiba's "First Breakthrough Learning Community" in 2004. By applying the Breakthrough Management concepts, the foundry became a zero discharge company given that foundries are known for discharging high levels of waste. In the process, it has converted polluting waste into rewarding waste and created sustainable uses for it. The converted waste was used for creating kitchen gardens, irrigating flowering trees and the development of a green belt. The foundry division has developed a "stabilized mud block" technology from solid wastes to construct buildings. The process was then extended to other buildings and tested for different usages such as floor molding, non-load bearing structures and light-load walls. At the next stage, this material was also adapted for use in building roads and improving the fertility of the soil. Brakes India found out a way to convert slag into construction material and avoided use of fire wood which is required to be burnt to dry the bricks when produced in the conventional manner. Brakes India has also obtained a patent for this innovation.

GODREJ & BOYCE MFG. CO. LTD.

Among the Indian companies Prof. Shiba has transformed is Godrej & Boyce. Established in 1897, the Godrej group has grown in India from the days of the charkha to nights at the call centers. Godrej developed its own method of breakthrough innovation by looking at what needed to change and what did not, learning and then unlearning, and by accepting that no matter how much it try to learn. By spending more time with customer, Godrej learned how to get inside their minds. Steeping into someone else's shoes gave it great insights, which laid the foundation for new approaches like Breakthrough Management. Godrej is now focusing on lower class and lower middle class in India. Based on this philosophy, certain breakthrough products like customized furniture, locking for safety solution, etc. are developed by Godrej. A major breakthrough product "Godrej's Nano: Chotukool - six liter refrigerator" is also developed by Godrej. It is the world's lowest-cost refrigerator. It is also in tune with what Management Guru "C K Prahalad" has said for some time now - serving the poorest of the world can and should be good for business.

LUCAS - TVS LTD.

Lucas - TVS established in 1961 as a joint venture between Lucas UK and T V Sundram Iyengar & Sons (TVS), India to manufacture automotive electrical systems. In its continuous pursuit of both technological as well as methodological excellence, Lucas-TVS has scripted yet another new dimension to manufacturing by adopting Breakthrough Management Strategy. At Lucas- TVS, the basic requirements of breakthrough development are based on continuous interactions with customers and end-users to understand their unfulfilled needs. The Lucas - TVS' teams have developed contacts and access to the contemporary technology for development of new range of products, in other parts of the world also, so that new innovations and breakthroughs can be created further for implementation in the near future. The entire organization is firmly entrenched in the change process and committed to implementation of breakthrough management programme.

SONA KOYO STEERING SYSTEMS LTD.

Established in 1985, Sona Koyo Steering Systems Ltd. is the largest manufacturer of steering systems in India. Sona Koyo applied the breakthrough tools as guided by Prof. Shiba on the shop floor for accelerating improvement. Sona Koyo has several experiences where Sona Koyo achieved improvements after implementing Breakthrough Strategy. Sona Koyo has managed to develop an indigenous steering system for off-highway vehicles for the US market at half the cost of what other international manufacturers quoted. Now Sona Koyo has been advocating breakthrough and other improvement practices with suppliers also. Remarkable results were achieved by the management with respect to profit, sales, strengthening new product development, drastic improvement in work ratio, stock, cost, and maintaining zero level of line stop at the customer end. There are many other advantages which are enjoying by all the participating members in learning community along with Sona Koyo.

SRF LTD.

Established in 1973 as a manufacturer of nylon tyre cord, SRF is a domestic leader in Refrigerants, Engineering Plastics and Industrial Yarns. SRF started its Breakthrough Management journey in 2004. It helped SRF in its strategic planning that scan the environment for opportunities and challenges. Now as a process, SRF has "Six Year Vision Cycle", "Three Year Strategic Planning Cycle", and "One Year Annual Planning Cycle". Building on the solid foundation of breakthrough management, SRF has developed its own unique six-month certification programme on problem solving, titled "PSP Blue" for developing better skills to solve the people's problems. SRF has further designed and launched a high-level certification programme titled "PSP Silver" to impart advanced skills to people in the areas of new product development, technology and manufacturing. By adopting Breakthrough Methodology, SRF enhanced everyone's capability in problem solving, and thereby improved organizational capability to remain at the cutting edge of competition.

TECHNOVA IMAGING SYSTEMS (P) LTD.

TechNova Imaging Systems (P) Ltd is one of the world's leading manufacturers of imaging products. TechNova started its breakthrough journey in 2004 and has learnt to think about goals besides numbers and market shares. The Breakthrough project was chosen by TechNova to bring down the cost of the process by using "Process Breakthrough Technology". Now its innovative digital plate has brought down the investment in equipment from more than a crore of rupees to a few thousands. TechNova also launched "Elite", the most robust and versatile thermal digital plate in the world. This plate is perfectly compatible with alcohol-free founts. This helped printers to reduce their impact on the environment, without risking the fear of plate failures. Furthermore, the elimination of pre-heating and post-baking steps helps printers to reduce costs and energy consumption significantly. "One should be driven by an inner urge to create breakthrough products and services that fulfill the latent needs that even the end-users have not realized exist", with this philosophy, TechNova Imaging Systems is enjoying many benefits by continuing the ride on Breakthrough Management practices.

TVS MOTOR COMPANY

TVS Motor Company is the main flag ship company of Sundaram Clayton group. In the quest of further improvement and innovation, TVS Motor initiated its Breakthrough Management journey through participating in "Visionary Leaders for Manufacturing Programme (VLFM)". This programme commended TVS as a learning organization that aims at high quality manufacturing by faithfully practicing the fundamentals of TQM. Now TVS has been at the forefront in bringing a revolution in the way personal commutation was happening, way back in the 1980s. Beginning with launching a simple, easy-to-use moped for the middle class in India in the 1980s to launching 7 new bikes in a single day (first time in the history of the automotive industry in the world), TVS has often taken the unbeaten path to innovation. By applying the principles Breakthrough Management, the company has developed and launched several new products resulting in higher sales volume, turnover and profit. With this VLFM programme, TVS Motor hopes to replicate another story of success by creating the joy of learning by action and working towards the realization of a national dream in this competitive environment.

UCAL FUEL SYSTEMS LTD.

UCAL Fuel Systems Ltd. was established in 1989 by Carburetors Limited, pioneers in the manufacturing of carburetors and mechanical fuel pumps in India. UCAL Fuel Systems Ltd. joined Prof. Shiba's breakthrough learning community in 2004. It helped UCAL Fuel Systems Ltd. to identify latent needs of customers through customer visitation which was done by meeting the toughest customers and satisfying their needs. Based on the findings, the company was able to take actions to make the customer happy. As a result, UCAL Fuel Systems Ltd. has set a mini factory with in factory (FWF Concept). The FWF concept was based on the premise that to get money you have to be loved by the customer, which requires one-to-one contact and customer satisfaction. This is where Shiba helped the company through his methodology. By following the teachings of Prof. Shiba, UCAL Fuel Systems Ltd. achieved many breakthroughs. UCAL Fuel Systems Ltd. is

the first company to introduce this innovative concept (FWF) in its factory in India. The synergy obtained is reflected in the results. The company is meeting 100 per cent delivery performance with less effort, less cost and less management. The feeling of ownership among employees is much higher, a result of a customer-centric process. Most important, the company has achieved a more satisfied customer and top management's focus towards future business whether the company is growing or going through a flattening phase, breakthrough will always be important for them.

FINDINGS

In India, Manufacturing Industry has seen three eras of change and management - Process Control, Incremental Improvement (Kaizen), and Breakthrough Management.

Few years ago Indian manufacturing companies focused only on production - the small 'm' concept. However, to compete globally, Indian manufacturing companies now focusing on the BIG 'M' concept. BIG 'M' concept is related to enlarging our perspective and developing an integrated thinking capability to improve quality in every field.

Indian Manufacturing started its quality journey in the early 1985's. Confederation of Indian Industry took the initiatives to lead the Indian Manufacturing Sector. ISI, Indian Quality Council, NIQR, NASSCOM, QAI, TQMI, KPMG, etc. also played an important role in this journey.

By adopting different quality improvement techniques, many Indian companies received various prestigious quality awards from world class quality institutions. Another very prestigious award, received by more than fifteen Indian companies is "Deming Prize" from The Japanese Union of Scientists and Engineers (JUSE), Japan. Sundaram-Clayton Ltd., Brakes Division, TVS Motor Company Ltd., Brakes India Ltd., Foundry Division, Sona Koyo Steering Systems Ltd., SRF Ltd., Lucas TVS Ltd., Indo-Gulf Fertilizer Ltd., Krishna Maruti Ltd., etc are few Deming Prize winners from India.

This is a reflection of the increasing quality consciousness of Indian Manufacturing Industries. To take India to the next leap of manufacturing revolution, some Indian manufacturing companies decided to adopt some innovative techniques. Breakthrough Management is one of such innovative technique which was introduced in India 2004 by Prof. Shoji Shiba from Japan.

Professor Shiba initiated the first CII Learning Community with six Indian companies in July 2004 for learning about Breakthrough Management and applying this in the Indian context. Sona Koyo Steering System Ltd, TechNova Imaging Systems Ltd, UCAL Fuel Systems Ltd, Godrej & Boyce Manufacturing Co Ltd, TVS Motor Co. Ltd, Lucas TVS, Brakes India Ltd - Foundry Division, Bharti, etc. are the member companies of this community.

Breakthrough Management theory rests on the premise that every organization goes through a lifecycle, there comes a tipping point when the business starts waning. This is when businesses must reinvent themselves, and necessarily kill old businesses and find new avenues. Breakthrough Management is all about creating new markets in the fast changing environment. The idea is to create a consumer segment where it didn't exist earlier.

There are six distinctly different breakthroughs which must occur before an organization will sustain its results: Breakthroughs in Leadership, Breakthroughs in Organization, Breakthroughs in Current Performance, Breakthroughs in Culture, Breakthroughs in Management, and Breakthroughs in Adaptability.

Firm's financial resources as well as human resources have direct impact on breakthrough management. Unless the firm is willing to sacrifice major sums and not to question those who are engaged in developing and marketing the "perceived" breakthrough, the breakthrough project cannot be successful.

The first CII Learning Community has achieved many breakthroughs over the past seven years. After the success of the first CII-LC, Prof. Shiba set up the second Learning Community with another five companies. All those companies who adopted breakthrough practice, it experienced both tangible and intangible benefits.

Although there are many benefits of Breakthrough Management, there are lots of barriers. Barriers and breakthroughs are connected and closely related. Barriers may exist as structure, orthodoxy, constituency for change, turbulence, and mindset, to name several. Hence the role of the breakthrough management model is to identify the barriers in terms of how they are perceived and how they are overcome.

Having realized current need of the Indian manufacturing sector, Prof. Shiba along with CII decided that it is time to take the successful Learning Communities concept to a National Level. Thus the first steps were taken towards the creation of a National Level Learning Community through the Visionary Leaders for Manufacturing Programme (VLFM). The initial objective of the programme was to create a critical mass of Visionary Leaders to lead India's manufacturing sector in to future growth. Today, the programme is focusing on building a shared dream for India's manufacturing sector that fuel the growth of the individual, the organization, the industry and the economy.

CONCLUSION

Finally, it can be concluded that in this era characterized by intense competition and change, Breakthrough Management is one of the strategy which can help organizations to prepare for future. After understanding the mechanism of breakthrough management, it can help organisations to redefine their strategic plans based on systematic approach rather than on guesses, trails and errors. Few Indian Manufacturing Industries already embarked this journey and took many initiatives in the form of VLFM programme, the researcher sense that the teams of enlightened leaders coming out of the VLFM programme and adopting Breakthrough Management Strategy have the capacity to change future outlook of manufacturing in India. Let us say, today's Breakthrough Management in India is like a car which can bring us too many destinations. No doubt, one day we will have Indian spaceship.

SUGGESTIONS

If we want to stay in business of tomorrow, we need to proactively improve our organization's breakthrough innovation effectiveness. The bad news is that there is no magic bullet to doing so and it can't be done overnight. The good news is that few companies have succeeded in building breakthrough innovation competence. Conducting a breakthrough innovation diagnostic and acting on its results is a proven way to get started. Acting systemically on all the root causes of breakthrough blockages will help companies to complete the job.^[3]

Starting a new breakthrough requires building new combinations of people, ideas, and objects. Hence it is important that the team for new breakthrough should be selected carefully.

The purpose of Breakthrough Management process is to change our thinking and improve our imagination. Some CEOs have the intuitive capability to spot a good business opportunity, so it is better to make the CEOs interested in the proposal.

It is necessary that top management supports the breakthrough team from the start of the process to the end and should be given the sufficient time and resources.

Breakthroughs usually take the sweat and tears of many people. But those efforts won't bear fruit unless the right mix of skills and experience is involved, properly directed by exceptional leaders and by the right thought process.

For successful breakthrough, it is important to bring positive change in the organizational culture and it may be possible through visionary leadership.

Be wise in the same way by picking the right time and place to pursue breakthroughs. Know well your strengths and weakness and do not change just because everybody else is doing.

It is imperative for the manufacturing sector to imbibe a culture of innovation and integrate it into their DNA. Some of the manufacturing industries are already working in this direction and achieving breakthrough results. Now its time for all other industries to join this initiative, continue to work towards building a competitive, innovative and vibrant India.

REFERENCES

1. Barney, J.B. (1991), Firm resources and sustained competitive advantage, *Journal of Management*, Vol. 17, pp. 99-120.
2. C. K. Prahalad, M.S. Krishnan (2008), *The New Age of Innovation: Driving Co-Created Value Through Global Networks*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
3. Chandy, R.K., Tellis, G.J. (1998), Organizing for radical product innovation: the overlooked role of willingness to cannibalize, *Journal of Marketing Research*.
4. Conger, J.A. (1999), Charismatic and transformational leadership in organizations: an insider's perspective on developing streams of research, *Leadership Quarterly*, Vol. 10.
5. Gary Hamel, C.K. Prahalad (2002), *Competing for the Future*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. Glenn Rothberg (2005), Beyond mainstream management: a breakthrough passage construct, *Journal of Management Development*, Vol: 24, Issue: 10.
7. Hackman, J.R., Wageman, R. (1995), Total Quality Management: Empirical, Conceptual, and Practical Issues, *Administrative Science Quarterly*, Vol. 40, No. 2, pp. 309-342.
8. Kotter, J.P. (1990), What leaders really do, *Harvard Business Review*, May-June, pp. 103-11.
9. Merli, Giorgio (1995), *Breakthrough Management - How to Convert Priority Objectives into Results*, John Wiley & Sons (UK).
10. Mikel Harry, Richard Schroeder (2005), *Six Sigma: The Breakthrough Management Strategy Revolutionizing The World's Top Corporations*, Currency Book, Doubleday, Random House, Inc, USA.
11. Prof. Shoji Shiba (2006), *Breakthrough Management: The Indian Way – III*, Confederation of Indian Industry, Gurgaon.
12. Prof. Shoji Shiba (2006), *David Walden, Breakthrough Management*, Confederation of Indian Industry, New Delhi.

WEB REFERENCES

- <http://www.suite101.com/content/breakthrough-management-is-not-really-about-six-sigma-quality-a274298>
- <http://as.wiley.com/WileyCDA/WileyTitle/productCd-0471953512.html>
- <http://www.iinet.org/Details.aspx?id=3440>
- <http://web.hbr.org/email/archive/managementtip.php?date=082610>
- <http://www.walden-family.com/breakthrough/about.html>
- <http://economictimes.indiatimes.com/features/corporate-dossier/shoji-shiba-the-practitioner-of-breakthrough-management/articleshow/4258195.cms>
- http://www.rezonance.ch/images/switi/MasterClass_Documentation/MasterClass_BreakthroughManagement_Documentation.pdf
- <http://innovationprocess.org/>
- <http://www.cii.in/>
- http://www.12manage.com/description_s_curve.html
- http://en.wikipedia.org/wiki/S_Curve
- <http://en.wikipedia.org/wiki/Innovation>
- <http://siteresources.worldbank.org/southasiaext/Resources/223546-1181699473021/3876782-1191373775504/indiainnovationfull.pdf>
- <http://www.brakesindia.com/brakesfoundry/index.html>
- www.brakesindia.com
- www.thinkchangeindia.org/.../breakthrough-management-reaching-out-to-a-wider-customer-base/
- www.godrej.com/godrej/GodrejandBoyce/pdf/2006/.../homebase.htm
- www.pdpcpune.com/ManagementResult.html
- www.bmgindia.com/performance-excellence-triz.htm
- <http://isqnet.org/conference07/dr%20rn.pdf>
- www.hindu.com/2005/11/10/stories/2005111019130300.htm
- www.anforq.org
- www.quasitum.com/web/Admin/Files/mnext_dec_2005.pdf
- www.lucas-tvs.com
- www.lucas-tvs.com/lucastvs/opportunities.aspx
- www.sonagroup.com/about_us.html
- www.sonagroup.com
- www.sonagroup.com/.../SonaKoyoCorporatePresenatation-24Nov2005.pdf
- www.linkedin.com/companies/sona-koyo-steering-systems-ltd
- www.sonagroup.com/investor/Chairman's%20Speech-10.pdf
- www.sonagroup.com/Chairman_Note.html
- www.sonagroup.com/investor/Annual_Report_2005.pdf
- www.moneycontrol.com/.../msu-alumni-association-honors-surinder-kapur_307842.html
- <http://isqnet.org/conference07/dr%20sk.pdf>
- www.indiamart.com/sonaedesign-technologies.html
- www.innovationgrid.org/Aboutus.aspx
- www.academylearningresources.com/.../Breakthrough%20in%20Employee%20Satisfaction%20Management.html
- www.mycii.org/library/Newarrivals/0605.htm
- www.srf.com/srfway.aspx
- www.tqmi.com/Deming%20SRF.pdf
- www.indiamart.com/srf/know-us.html
- http://www.srf.com/Careers_WorkCulture.aspx

REQUEST FOR FEEDBACK

Esteemed & Most Respected Reader

At the very outset, International Journal of Research in Commerce and Management (IJRCM) appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to take this opportunity to request to your good self to supply your critical comments & suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. info@ijrcm.org.in or infoijrcm@gmail.com for further improvements in the interest of research.

If your good-self have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator