



## PRESIDENT'S MESSAGE

Dear Esteemed Members,

It is with great pleasure and enthusiasm that I extend my warmest greetings to each of you through the pages of our esteemed Consultant Forum.

I am happy to announce that we will be **HOSTING** the **ASIA PACIFIC HUB** meet this June end. Please block your diaries.

I am further delighted to announce that we are on the verge of finalising the course for classroom education on consulting with Maharashtra Skills University. As this expands we will need faculty pan India - I invite one and all to please submit their CV's and the course they can take. The course outline is available in the office. We expect the participants to be absorbed in Government departments as well as private sector.

Your expertise and commitment to excellence are invaluable assets.

Together, let us continue to drive positive change and contribute to the success of IMCI.

As we navigate the dynamic landscape of the management consulting profession, let us continue to foster collaboration, innovation, and excellence in our collective pursuit of industry advancement.

Together, we shape the future of consulting, driving positive change and elevating the standards of our profession.

With best wishes  
**Anuj Bhargava**  
 President IMCI

Member  
 Of



CMC - GLOBAL



## WELCOME TO OUR INSTITUTE !!!

IN 1989, IMCI BECAME THE FIRST ASIAN ORGANIZATION TO BE ACCEPTED FOR MEMBERSHIP OF THE INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES (ICMCI), THE GLOBAL APEX BODY OF MANAGEMENT CONSULTING INSTITUTES

## MISSION

IMCI'S MISSION IS TO PROMOTE EXCELLENCE IN THE PROFESSION OF MANAGEMENT CONSULTING BY PROVIDING LEARNING OPPORTUNITIES; GENERATING AND DISSEMINATING KNOWLEDGE THROUGH RESEARCH; CERTIFYING COMPETENCIES; BUILDING CORPORATE AWARENESS AND EMPHASIZING ETHICAL BEHAVIOR, SO AS TO ENSURE THAT THE PROFESSION IS ACCEPTED, RECOGNISED, AND RESPECTED AS PROVIDING A VALUABLE SERVICE TO ALL CATEGORIES OF ORGANIZATIONS IN THE PRIVATE, PUBLIC OR NGO SECTORS

## EDITOR'S NOTE



Dear Readers,

We are pleased to present the **March 2024** issue of '**Consultants Forum**' of **IMCI**.

The Consultants Forum encourages the members to express their views, ideas, and share experience for the benefit of readers. We thank Mr. Prashant Upadhyaya, Mr. Sukant Ratnakar and Mr K.R.Chari for their contribution and making the present issue of the Consultants Forum interesting and useful.

IMCI Chapters at Hyderabad, Delhi, Pune, and Ahmedabad successfully organised on-line sessions on various management consulting topics. IMCI Chennai Chapter inducted 'Karunya MBA, Karunya School of Management' as an Institution member of IMCI. The Chapter also organised a programme with the Institute on the subject 'Management Consulting as a profession'.

Membership of IMCI provides an opportunity of learning and certifying competencies. This helps you to develop and acquire knowledge and consulting skills which are essentially required to achieve goals and objectives as agreed with the clients. Consultants deliver great value when they work with the clients on specific targets in collaborative mode. Effective consultants make recommendations which bring changes for improvement.

As a member of IMCI, we understand the importance of critical consulting skills include knowledge of consulting process, meticulous planning and management of consulting project, verbal and written communication skills, interpersonal skills to manage relationships and developing trust. You need to be consistent and honest in what you say and what you do. Your reputation as a consultant who can be trusted is your best marketing tool.

Clients today expect consultants to provide innovative solutions that align with the latest industry trends and technological changes. We learn these when we work in an environment of continuous learning and upgrading our skills and knowledge.

We look forward for active participation of the members in the forthcoming issues.

With best wishes,  
**Ramesh Tyagi**



# THE CRUCIAL ROLE OF MANAGEMENT CONSULTANTS IN ADVANCING THE CIRCULAR ECONOMY

**PRASHANT UPADHYAYA**

## Introduction:

The concept of the circular economy has gained significant traction in recent years as the world seeks sustainable solutions to environmental challenges. At its core, the circular economy aims to redefine traditional linear production and consumption patterns by promoting resource efficiency, waste reduction, and sustainable practices. In this transformative journey, management consultants play a pivotal role in guiding businesses towards embracing circularity. This article delves into the role of management consultants in advancing the circular economy, supported by examples of business projects that exemplify their impact.

Circular economy boosting projects represent a significant opportunity for businesses and consultants alike. While exact figures may vary depending on the scale and scope of projects, various estimates and reports provide insights into the potential economic impact of circular initiatives.

According to a report by the Ellen MacArthur Foundation, transitioning to a circular economy could unlock economic benefits worth \$1 trillion annually by 2025. Additionally, Accenture estimates that adopting circular practices could generate \$4.5 trillion in economic value by 2030. These figures encompass savings from resource efficiency, reduced waste management costs, and new revenue streams generated through circular business models.

## Understanding the Circular Economy:

The circular economy is an economic system designed to minimize waste and maximize the use of resources by keeping them in circulation for as long as possible through recycling, reuse, and regeneration. Unlike the linear economy, which follows a "take-make-dispose" model, the circular economy emphasizes a closed-loop approach where products and materials are reused, repurposed, or recycled at the end of their life cycle.



## **Role of Management Consultants:**

Management consultants act as catalysts for change, assisting businesses in transitioning towards circularity through strategic planning, process optimization, and innovative solutions. Independent management consultants can position themselves to capitalize on this growing demand for circular economy expertise by offering a range of service offerings tailored to the needs of businesses:

### **1. Strategy Development:**

Management consultants assist businesses in formulating comprehensive circular economy strategies tailored to their specific needs and objectives. This involves conducting assessments, identifying opportunities for circularity, and developing roadmaps for implementation. For instance, a consultancy firm may work with a manufacturing company to redesign its production processes to minimize waste and resource consumption, thereby transitioning towards a more circular business model.

Independent consultants can assist businesses in formulating circular economy strategies aligned with their goals and objectives. This includes conducting assessments, identifying opportunities for circularity, and developing actionable roadmaps for implementation. Consultants can leverage their expertise to customize strategies that address specific challenges and leverage opportunities unique to each client.

### **2. Stakeholder Engagement:**

Engaging stakeholders is critical for the successful adoption of circular practices across the value chain. Independent consultants can facilitate dialogue and collaboration among stakeholders, including suppliers, customers, and regulators, to build consensus and drive collective action towards circularity. By building partnerships and networks, consultants help businesses overcome barriers, navigate complex stakeholder dynamics, build support for circular initiatives and leverage collective expertise towards achieving circular goals.

### **3. Innovation and Technology Adoption:**

Innovation plays a key role in unlocking the potential of the circular economy. Embracing innovation and leveraging technology are key drivers of circularity. Independent consultants can advise businesses on adopting innovative solutions and integrating cutting-edge technologies to optimize resource utilization, enhance product design, and enable closed-loop systems. For example, a consultancy may assist a fashion retailer in implementing blockchain technology to trace and authenticate sustainable materials throughout the supply chain, thereby ensuring transparency and accountability. Consultants can provide insights into emerging trends and best practices, helping businesses stay ahead of the curve in a rapidly evolving landscape.

#### 4. Performance Measurement and Optimization:

Continuous monitoring and evaluation are essential for assessing the effectiveness of circular initiatives, identifying areas for improvement and maximizing the impact. Independent consultants can develop performance metrics, establish monitoring mechanisms, and conduct evaluations to assess the environmental and economic benefits of circular practices. Through data analysis and benchmarking, consultants help businesses optimize their processes, reduce costs, and enhance sustainability performance over time and help businesses achieve greater efficiency and sustainability.

#### A Few Examples of Business Projects:

##### 1. IKEA:

IKEA, the Swedish furniture retailer, partnered with management consulting firm Accenture to develop a circular business model aimed at prolonging product lifespan and minimizing waste. Together, they implemented initiatives such as furniture leasing, buy-back programs, and product refurbishment services. By adopting a circular approach, IKEA not only reduced its environmental footprint but also tapped into new revenue streams and strengthened customer loyalty.

##### 2. Philips:

Philips, a leading technology company, collaborated with management consultancy McKinsey & Company to transition towards a circular economy for its lighting products. Through product redesign, remanufacturing, and recycling initiatives, Philips extended the life cycle of its products and optimized resource utilization. This shift towards circularity enabled Philips to reduce material costs, improve operational efficiency, and enhance its competitive position in the market.

#### How To Pitch Your Services:

Independent management consultants can pitch their services to businesses by highlighting their expertise in circular economy strategies and solutions. Here's how they can effectively position their offerings:

- **Tailored Solutions:** Emphasize the ability to develop customized strategies and solutions tailored to the unique needs and challenges of each client.
- **Demonstrated Results:** Showcase past success stories and case studies where your consultancy has helped businesses achieve tangible outcomes through circular initiatives.

- **Thought Leadership:** Position yourself as a thought leader in the field of circular economy by sharing insights, research findings, and best practices through thought leadership content such as articles, whitepapers, and presentations.
- **Collaborative Approach:** Highlight your collaborative approach to working with clients, emphasizing the importance of partnership and co-creation in driving meaningful change.
- **Value Proposition:** Clearly articulate the value proposition of your services, emphasizing the potential cost savings, revenue opportunities, and sustainability benefits that can be realized through circular economy initiatives.

By effectively communicating their value proposition and expertise, independent management consultants can position themselves as trusted advisors and partners in helping businesses navigate the transition towards a more sustainable and circular economy.

### Conclusion:

Management consultants play a crucial role in driving the transition towards a circular economy by guiding businesses in strategic planning, stakeholder engagement, innovation adoption, and performance optimization. Through collaborative efforts and innovative solutions, consultants help businesses unlock the benefits of circularity, including resource efficiency, cost savings, and environmental sustainability. As companies increasingly recognize the value of circular business models, the expertise and guidance of management consultants will continue to be instrumental in shaping a more sustainable future.



Dr. PrashantUpadhyaya, CMC is a Strategy Consultant having about 20 years of experience with expertise in operational excellence, digital transformation and product management across several industry domains. He has handled over 200 clients across 4 continents and is also a published author. To know more about him, you can visit his LI profile: <https://www.linkedin.com/in/prashantau>

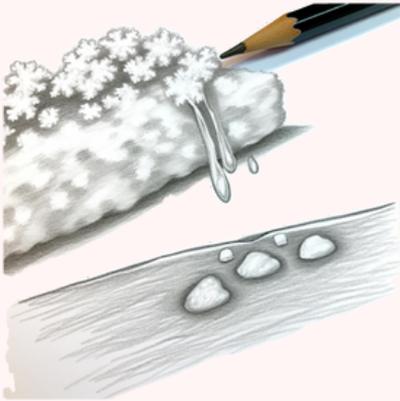


## THE FREEZE-THAW PARADIGM OF ORGANIZATIONAL CHANGE

**SUKANT RATNAKAR**

FOUNDER & CEO, QUANTRAZ INC

*The secret of change is to focus all of your energy not on fighting the old, but on building the new. - Socrates*



In the depths of winter, a profound transformation unfolds. The cycle of water transitioning from solid to liquid and back again under the duress of fluctuating temperatures offers a poignant allegory for organizational change. "Just as water expands upon freezing, ideas expand when exposed to the warmth of innovation, only to contract in the cold grip of resistance," reflects the natural ebb and flow of transformative processes within organizations.

The science behind the freeze-thaw cycle, known as phase transition in thermodynamics, illustrates the critical importance of energy—heat, in this context—in instigating change. The formula  $E = M \cdot C \cdot \Delta T$  (where  $E$  is the heat added,  $M$  is the mass,  $C$  is the specific heat capacity, and  $\Delta T$  is the temperature change) succinctly captures the essence of energy required to transform states. In an organizational setting, 'E' represents the resources, both physical and metaphorical, needed to thaw resistance and facilitate change.

However, this scientific principle also warns of the latent danger when the source of heat is removed too soon. The re-freezing process can be swift and treacherous, akin to the formation of black ice on winter roads. This invisible hazard is emblematic of underlying resistance within organizations—difficult to detect yet perilous for momentum. "The most dangerous ice is the one you don't see," underscores the necessity for vigilance and continuous support throughout the change process.

In crafting strategies for change, it is imperative to maintain a steady influx of energy, to not only initiate but sustain transformation. The equilibrium between the old (solid) and the new (liquid) states requires careful management, akin to balancing a chemical equation where both sides must be equal to achieve stability. This equilibrium is disrupted during the change, necessitating a recalibration of forces to establish a new form of stability.

The 'heat' needed can be derived from various sources: leadership commitment, the alignment of change initiatives with organizational values, and the fostering of an environment conducive to open communication and collaboration. As noted by the philosopher Heraclitus, "Change is the only constant in life." Embracing this constant requires an environment where change is not only initiated but nurtured and protected against the inevitable forces of reversion.

In conclusion, the freeze-thaw metaphor not only illuminates the complexities of change management but also offers a blueprint for navigating these challenges. By understanding the conditions under which transformation flourishes, organizations can better prepare themselves for the journey ahead. "To change is to survive, to evolve is to thrive," encapsulates the essence of adaptive success in an ever-changing landscape, emphasizing the need for a balanced, scientific, and strategic approach to change management.

**Table: The Freeze-Thaw Paradigm of Organizational Change**

Nature Process (Snow, Sun, Water Refreeze)	Change Management Failures
<b>Initial Thaw (Sun's Heat on Snow)</b>	<b>Initiation of Change:</b> Introduction of new ideas, technologies, or processes aimed at improvement or innovation. Like the sun's warmth, initial enthusiasm and support begin the thaw of old practices.
<b>Sub-Zero Temperatures</b>	<b>Resistance to Change:</b> The organizational environment, like cold temperatures, can be resistant. Without continued support and energy, initial progress may stall, and resistance to change solidifies.
<b>Re-Freezing Process</b>	<b>Regression to Old Ways:</b> Without sustained effort and warmth (i.e., continuous leadership support, resources), the melted snow (initial changes) re-freezes, leading to a return to pre-change behaviors and practices.
<b>Formation of Black Ice</b>	<b>Latent Resistance:</b> Invisible and dangerous, black ice symbolizes the unseen risks of incomplete change—underlying resistance that's not immediately apparent but can cause significant setbacks.
<b>Continuous Heat Requirement</b>	<b>Need for Sustained Support:</b> Just as continuous warmth is needed to prevent re-freezing, change requires ongoing resources, commitment, and reinforcement to prevent regression and solidify new practices.
<b>Phase Transition Science (E = M·C·ΔT)</b>	<b>Resources and Energy for Change:</b> The scientific equation for phase change underscores the need for resources (energy) to facilitate change, illustrating the investment needed to overcome inertia and resistance.

*This table draws parallels between the natural freeze-thaw cycle and the dynamics of change management failures, highlighting the importance of sustained support, the challenge of overcoming resistance, and the risks of regression without continuous commitment to the change process.*

## Black ice

In the context of The Freeze-Thaw Paradigm of Organizational Change, "black ice" represents unseen or unexpected challenges that can make the path to successful change slippery and perilous. Here are a few examples of black ice within organizations undergoing change:

**-Unaddressed Employee Fears and Anxieties:** Employees might harbor fears about how changes will affect their job security, roles, or responsibilities, but these concerns often remain unvoiced. Like black ice, these unaddressed anxieties can cause initiatives to slip, as employees might resist change subconsciously.

**-Undetected Cultural Barriers:** An organization's culture can have deeply ingrained values and norms that act against the proposed change. These cultural barriers might not be immediately obvious, making them akin to black ice that hampers the progress of change efforts.

**-Lack of Genuine Leadership Support:** Leadership might verbally support change initiatives but fail to demonstrate this commitment through actions. This discrepancy between words and actions can create a hazardous environment for change, much like the deceptive stability of black ice.

**-Inadequate Communication Channels:** Assuming communication has been effective without verifying understanding and buy-in can lead to misalignments. These gaps in communication are not always evident until they impact the change process, similar to how black ice remains invisible until it causes a fall.

**Silos and Internal Competition:** Organizational silos and competition can undermine collaborative efforts needed for change. These divisions, often not immediately apparent, can unexpectedly derail change initiatives, mirroring the sudden and hazardous nature of black ice.

Identifying and addressing these "black ice" challenges requires vigilant leadership, open communication, and a culture that encourages transparency and feedback. By recognizing these hidden hazards early on, organizations can navigate the complex dynamics of change more safely and effectively.

## Relevant Equations:

### 1. Change Energy Equation: $E = M \cdot C \cdot \Delta T$

Where:

-**E** represents the energy available for organizational change, indicating the potential or capacity to implement and sustain change efforts.

-**M** denotes the organizational mass or size, reflecting the scope and scale of the organization or the change initiative itself.

-**C** symbolizes the level of commitment within the organization, acting as a critical multiplier that enhances the effectiveness and potential energy available for change.

- **$\Delta T$**  signifies the desired change in organizational culture or climate, representing the magnitude of the shift envisioned by the change management initiative.

This representation serves as a metaphorical framework to conceptualize how different factors—organizational size, commitment level, and the scope of cultural shift—interact to determine the potential for successful change within an organization. It emphasizes that a higher commitment level and a substantial vision for cultural transformation, even in larger organizations, significantly increase the available energy for making lasting changes.

### 2. Resistance to Change Equation: $R = (I + H) / A$

Explanation: In this conceptual equation, Resistance to Change (**R**) is the sum of Inertia (**I**, the tendency to do nothing or remain unchanged) plus Hidden Barriers (**H**, like black ice, representing unseen obstacles to change), divided by Awareness (**A**, the degree to which the organization recognizes and understands the need for change). This equation underscores the importance of increasing awareness to overcome inertia and hidden barriers.

## Key Insights:

1. Sustainable change requires not just the initiation but the maintenance of transformation efforts.
2. Resistance, both visible and invisible, acts as a significant barrier to change.
3. Continuous leadership support and resource allocation are crucial to prevent regression to old habits.
4. Awareness and acknowledgment of the natural resistance to change can aid in developing more effective strategies for managing it.

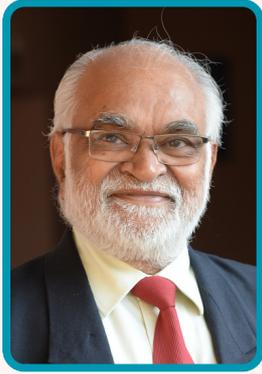
### Questions to Trigger Deep Thinking:

1. What mechanisms can organizations put in place to ensure the warmth of initial enthusiasm for change is sustained over time?
2. How can leaders identify and address the 'black ice' of latent resistance within their teams?
3. In what ways can the concept of phase transition from physics provide insights into managing organizational change?
4. What role does collective awareness play in overcoming inertia and facilitating transformation?

**Intended Message:** This draws a compelling parallel between the natural freeze-thaw cycle and the process of organizational change, highlighting the inherent challenges and strategies for successful transformation. It emphasizes the need for sustained effort, awareness of hidden resistances, and the importance of continued support to navigate the complexities of change.



*Books Available @  
IMCI!*



## WHITE PAPER ON BIOMASS BLENDING WITH COAL IN THERMAL POWER STATIONS: A CASE OF “MASS PRODUCTION V/S PRODUCTION BY MASSES (LARGE SCALE V/S SMALL SCALE)”

**K. R. CHARI**

Keeping in mind the Environmental degradation, Global warming and Climate change, the Ministry of Power issues revised policy on biomass utilisation for power generation through co-firing in coal-based power plants[1]

The Press Information Bureau (PIB Delhi) brought out the news coverage as “Benefits of co-firing Biomass pellets in Thermal Power Plants” on 24th March 2022: (It quotes that This information was given by Shri R.K Singh, Union Minister for Power and New and Renewable Energy in a written reply in Lok Sabha today).

Ministry of Power has issued revised policy on biomass utilisation for power generation through co-firing in coal-based power plants on 08.10.2021. This policy mandates the use of 5% biomass pellets made primarily of agro-residue along with coal in thermal power plants with effect from one year from the date of issuance of this policy. As per this policy, the obligation to use biomass pellets in thermal power plants shall increase to 7% with effect from two years after the date of issuance of this policy.

Co-firing of agro residue pellets with coal has started in 39 thermal power plants. Cumulative biomass usage up to 30.11.2022 was 85477 MT.

Biomass co-firing in Thermal Power Station (TPS) has several benefits as under:

- 1.Reduction in amount of coal used for power generation resulting in corresponding savings in CO2 emissions. This would also reduce the sector’s dependence on coal.
- 2.Production of electricity from a resource (biomass) which was earlier being wasted.
- 3.Income generation for farmers and job creation by pellet manufacturers.
- 4.Preservation of soil culture which gets destroyed in farm fires.
- 5.Reduction in air pollution due to reduction in stubble burning.

Efforts are being made to meet the demand for 5% co-firing in TPS across the country. With the Government policy in force and multiple initiatives taken to strengthen supply chain infrastructure, pellet/briquette manufacturing capacity is expected to rise in near future.

About 23 Thermal Power Plants have co-fired biomass pellets so far. Approximately 66000 Metric Tons (MT) of biomass has been co-fired till date. Considering the about 778.8 Milliontonnes of coal consumed by the thermal power plants in 2022-23, this forms a miniscule 0.0085 %.

As per present initiative, Biomass Pellets are targeted to co-fire with coal. The blending of biomass with coal will reduce coal dependence in thermal power plants.

**The present status:**

India's about 180 thermal plants across the country have consumed 776.8 million tonnes of coal in the financial year 2022-23 against 697.3 million tonnes in 2021-22, which is a 12% increase in consumption. This includes both domestic and imported coal.

As per data released by the Central Electricity Authority (CEA), domestic coal receipt in thermal units increased from 666.7 million tonnes in 2021-22 to 731.7 million tonnes (10% increase) and imported coal increased from 27 million tonnes in 2021-22 to 55.6 million tonnes, which is a whopping 106% increase. [2]

Laudable though it is, however, to realise the dream of substituting 5% of coal by biomass briquettes, a lot has to be done to take the 0.0085 % to a level of 5%, which is a whopping 1,180 times the current substitution levels. The most important factor governing the decisions is the availability of such quantities of biomass and the logistics, transportation costs etc. And this needs serious thought.

**Challenges faced by Power plant:** As the fuel being used is in a specific size and form after pulverization so a few infrastructural changes were required for shifting from coal to biomass as co-firing solutions in the feeding mechanism of bio-mass and main changes were in the logics for feeding SOPs (limits for temperature or other technical factors were revised for using the biomass in the burning which directly depend on the property of the fuel). The volatile matter is much higher in biomass as compared to coal, and hence, these conditions result in low percentage utilization with coal. The operation with biomass blending is complex because the temperature at output of mill is reduced to 65-80 degree centigrade and input temperature at the furnace feeding point is required to be in the range of 180-185 degree centigrade.

They keep the mixing “lean” for maintaining temperature output of the mill.

Due to the availability issues, the biomass is used on the day of arrival itself, maximum within 2 days. The moisture content in coal is 10-15% whereas the moisture content in the biomass being used is 8-12%.

**Factors need answers for using bamboo as biomass:** Pulverization is needed for bamboo because boiler furnaces are designed for usage of fuel in a specific form.

Biomass from paddy straw and mustard at a landed cost of approximately INR 6000 per ton and incase of coal it is 3000-4000 INR per ton. The power plant did not seem particularly concerned about the higher cost of bio mass given its ecological and environmental benefits.

Before using bamboo as biomass, further understanding is required, e.g.:

- Grindability Index
- Heat required to burn
- Approximate and ultimate analysis and Ignition test

**Suggestion from the power plant executives:**

Bamboo biomass needs to be tested in captive and small size boilers and the results thus achieved would be helpful in further research and analysis.

As per standards, a unique thermal power plant of 490 MW would be needing about 8,230 Tons of coal daily (@0.7 ton per Megawatt hour\* 24 hrs), on a 100% PLF (Plant Load Factor) basis. Even if we take a 5% substitution by biomass torrefied bamboo pellets, we need to have at least about 412 metric tons of biomass pellets per 490 MW unit per day. A visit to the power Plant and discussions with the concerned officials brought to light some important issues. As per the power plant, they are using biomass briquettes in all the six boilers (totalling about 1,820 MW). Based on the current situation of demand and practices of load management, the power station consumes an average of about 25,000 MT of coal every day. This means they will need about 2,500 MT briquettes (non-torrefied) per day for all the four boiler houses put together, on a 10% substitution basis. However, due to the non-availability of non-torrefied briquettes/pellets, the station is using only green briquettes. The reported GCV of this biomass briquettes areclaimed to be about 8,000 Kcals/Kg. (As told by the plant in charge), as against about 4,000 Kcals/Kg. of standard coal. Even if we talk about 10% substitution by thermal equivalent, they would still be needing about 1,250 MT of such briquettes every day.

Based on the ground realities of availability of reliable suppliers and installed capacities for production of biomass briquettes, the plant has not been getting the material regularly, even to the tune of at least 1% of their requirements. Ever since the inception of the biomass briquettes receiving and handling facility was installed about more than two years back, the plant has received ONLY about a max. of 15 to 20 thousand tonnes of such material (the discussions have brought out a figure of just about 6,500 MT so far). The actual figures can be compiled from the purchase department or the Coal Handling Plant (CHP).

- This scenario shows that even large coal based thermal power generators are not able to substitute more than 1% of their total requirement of biomass. They are not getting even 100 MT per day on the limited days that the vendors are supplying this material. This forces them to bring down the process parameters which very adversely affect their operations and efficiencies.
- Added to this, there are very serious operational issues involved in using the biomass like requirements of operational temperatures in the coal mill, where the biomass starts catching firing at about 200 deg. C, because of the high level of volatiles in biomass, whereas the coal can take up to 280 deg. C. as the vendors are using any biomass that is available to them, be it the Rice straw or wheat straws, Pulses straws, peanut shells etc. etc., each of which has a different chemistry and calorific value.
- The added issue is the frequently varying quality of the biomass.

The overall fuel substitution during the entire period of 2 years comes to a meagre 0.04% as against the claimed or expected 10%.

**The way forward:**

This is a case of Mass production (Large scale industry) v/s Production by masses (Cottage level production).

# IMCI ON-LINE SESSION CONDUCTED

## JAN 2024- MAR 2024

SR NO	CHAPTER	DATE	THEME	SPEAKER
1	HYDERABAD	05-Jan-24	MY BEST YEARS OF MANAGEMENT CONSULTING	Dr. Narasimha Murthy Kalanatha Bhatta, Professor & Dean (Research) Xavier Institute Of Management & Entrepreneurship(Formerly Professor IIM Indore)
2	DELHI	19-Jan-24	Career Management & Organisational Growth Strategies Maintaining an equipoise between Philosophy and Practice (The Scope of Consulting -Thinking Beyond Boundaries)	MR. SANJAY PITURI, M.COM, MA (EDU-MGMT.) EMBA(HR-MGMT.)
3	HYDERABAD	09-Feb-24	CMC'S CREDIBILITY FOR CONSULTING FIRMS	Mr. N. Nagraj Bhat, Assistant Director, Service Excellence Team, Global Delivery Services Ernst & Young (EY)
4	PUNE	22-Feb-24	ONDC: A REVOLUTION IN THE MAKING	Mr. Shireesh Joshi - Chief Business Officer and President of Network Expansion at ONDC.
5	AHMEDABAD	23-Feb-24	UTILISING CHATGPT EFFECTIVELY IN YOUR BUSINESS	MR. NISARG NAKRANI, Chief Technology Officer, Teciza Web Solutions
6	HYDERABAD	15-Mar-24	APPLIED DESIGN THINKING FOR PROBLEM SOLVING	Mr. K.R. Chari - Former Professor, BIMTECH & Regional Director, National Productivity Council, Andhra Pradesh

# "Empowering Growth, Enabling Success: Our Journey with Consulting Excellence"

IMCI Chennai Chapter welcomes **Karunya MBA, Karunya School of Management** as an Institution Member of IMCI. Here is the Chairman IMCI Chennai Chapter **Srinivason KU**, handing over the certificate of Membership to KSM team consisting of **James E J** Dr. E. J. James Pro vice Chancellor, (Research and Collaborations), **Dr. S. J. Vijay**, Coordinator - Academic Research and **Dr. J. Clement Sudhahar**, Dean KSM.

We look forward to working with them to expand the knowledge of management consulting



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## ICMCI UPCOMING EVENT!!



We are excited to announce that the **ICMCI Euro Hub 2024** meeting will be taking place in **Sofia – Bulgaria** and will be hosted by **BAMCO – IMC Bulgaria**.

- Date: 6 - 7 June 2024
- Title: Euro Hub Strategy Summit 2024
- Venue: [Grand Hotel Millennium](#)

The event will start after lunch on Thursday 6th of June to allow same day arrivals to Sofia and will last all through Friday the 7th.

A very productive agenda is being prepared and will be shared once finalized, stay tuned for registration and hotel reservation details to be announced as ready.

Till we come back with more details, please make sure to save the date in your calendars!

# SUCCESSFUL IMCI EVENT!!

THE INSTITUTE OF MANAGEMENT CONSULTANTS OF INDIA (IMCI) - **CHENNAI CHAPTER** is thrilled to announce the successful conclusion of a program which took place on **Thursday 14 March 2024** on the subject "**MANAGEMENT CONSULTING AS A PROFESSION**" at Karunya MBA, Karunya School of Management.

The event brought together for a memorable and impactful experience. The event achieved significant milestones and generated tremendous enthusiasm among participants.



**1 FOR MANAGEMENT CONSULTING ESSENTIALS**

**2 ESSENTIAL FOR ASPIRING MANAGEMENT CONSULTANTS**

**3 A FORMAL METHODOLOGY & CERTIFICATION FOR PRACTICING MANAGEMENT CONSULTING**

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