

INSIDE



Mantra of an Innovative Organization

Integrity and inclusiveness are basic to innovations to be successful and is built by promoting inquisitiveness

pg3



Foxnuts & Its value chain

Value Chain of Foxnuts (Makhana) is as dynamic as its processing cumbersome. We take a look

pg4



Running for a better you

Running is not just an exercise but also a great way to reconnect with oneself.

pg8

BUILDING BUSINESSES THAT LAST



**What is it that makes businesses across generations flourish?
A number of things, we find out**

Prachi R. Misra

Around 70 per cent of family businesses last for only one generation. But the ones that succeed, more often than not, thrive with the right nurturing and values. Balance of outlook between the generations is of utmost essence to make sure a business runs successfully through generations.

Experts more than agree.

In a study titled, 'Intergenerational Differences in Family Business Management and Their Influence on Business Profitability', the duo of Jordi Moreno-Gene and Jose Luis Gallizo, Department of Business Administration, University of Lleida, Spain, draw attention to intergenerational business in its entirety.

The generational change in family businesses, they write, is a critical turning point in the life of a business because many businesses fail in terms of growth and continuity. "Generational change in family businesses generates unavoidable

challenges that other types of organisations do not have, and which are handled differently depending on the profile of each incoming generation. The incoming generations can make decisions in a proactive way to modernise the company in the face of competition with their rivals in the market, or they can take an inactive role without intervening in an intergenerational strategy. With either a more active role or a less active role, each generation contributes to the stock of knowledge in a different way, thus affecting the innovation capacity of the family business."

Logistics is no different. What is fascinating about this one is how it is a lifeline of so many other businesses. Like Naveen Khurana, Associate VP, Business Partner Management, Safexpress puts it, "This is one business that helps one understands so much about other businesses as well. The fact that it is a 24X7, seven days a week kind of a business means that one needs to be agile on one's feet and completely in tune with times."

Something that we learnt while speaking to some of business partners of Safexpress. Interestingly, a host of these have been running the business for two generations and some are positive of the third generation stepping in as well. So what exactly is it that makes these businesses thrive?

Here's what we found out.

Bringing in the new

When most boys his age were thinking of which holidays to take in their summer break, Hitendra Shetty was thinking of what aspect of business he would learn that summer.

It was his stint with a big company in their operations department during his Class 10 summer holidays when he independently went for booking operations, made waybills and more, all the while conscious of the SOP. It was not difficult for him to make a decision of joining his father's cargo business.

Today at 25, Hitendra is a man his father, Kiran Shetty is proud of. That Kiran

Continued on Page 2

MESSAGE



POWER LIES WITHIN

Families are such a blessing, aren't they?

They are what give us our wings, the courage to chase our dreams, fight our battles and smile through the challenges life throws at us.

A reason why we can brave life's storms, pride ourselves on each other's achievements and be the shoulder that each other may need.

Our cover story this time focuses on intergenerational businesses. World over, almost two-third of family businesses do not last for more than one generation. But those who do, thrive for generations. We look at what makes them tick, the underlying challenges, and lessons. We at Safexpress have always seen our partners as our family and when one sees one's family doing well, there is a sense of happiness which is difficult to put into words.

And since we are talking family, how can we be not grateful to the inspiring presence of women? That this issue is also coming on the back of International Women's Day, we take a look at different stories on the many role women play and the sheer effort they put into each one.

The Inside Out story takes a look at the value chain of makhana, an agri-business native of Bihar. Makhana is highly labour-intensive and employees women on a big scale. It is for a fact that these humble nuts have helped in changing lives of women and their families. In Focus section narrates a story of women who tune into their strength and innate abilities to not only carve a niche for themselves but they also become inspiring characters in their own ways.

In SME Watch, we talk to three powerful women who talk about their professional journey right up to the boardroom and what has their breaking the proverbial glass ceiling been like.

These stories, by no means exhaustive, are inspiring for the character, strength and the power of conviction.

The power always lies within, we just need to tune into it.

Prachi R. Misra

PAWAN JAIN
Founder & Chairman
Safexpress Pvt Ltd



What makes businesses thrive is letting the experience of the older generation be the foundation-stone of newer ideas to be placed firmly on, says Delhi-based **Rajeew Khattar**

Shetty is himself the son of a humble farmer from Udupi who encouraged him to follow his dreams, tells a story in continuum. Kiran moved to Mumbai and the story of Shetty family business of hope and growth began in all earnest.

"Every generation should add their bit to the business and I see that happening with my son. Earlier our work was moving on a blind turn with incremental changes and adjustments. Things started changing with technology we learnt to adopt with from Safexpress. Now when my son is in the business, I see the added change he is bringing in. Today's generation is all about technology and it's great to see him bring that strength to the business besides his new ways of thinking," says Shetty.

Take, for example, something as simple as casual labourers, he says. Logistics & distribution is highly labour-intensive and it is not always easy to track the whereabouts of our helpers and labours but thanks to technology, Hitendra knows exactly where they are. Left to myself I would not have but all thanks to the exposure his son has to technology, things began to change for good. "It makes working very efficient," says Kiran.



My father has built a considerable goodwill, trust, and faith over the years. These are foundational principles for a successful business. Because these were already established, building on these further and bringing my bit to it is what has helped our business flourish over the years, says Moradabad-based **Nitin Nizhawan**.

His daughter, shares Kiran Shetty, is likely to join the business, "I am sure she will also bring something new to the business. The new generation always adds a fresh perspective and value."

In fact moving with the times isn't something that just the Shettys swear by.

Ask Nitin Nizhawan, a second generation Safexpress franchisee based in Moradabad.

When his father Chander Nizhawan began his transport business in 1997, he used handcarts to move the goods. Wooden boxes were standard packing material with gunny bags being other predominant one. Getting things from one destination to another took its own sweet time. Every booking was manual, every bill painstakingly made and stored.

Over time, technology came in and a fresh from college Nitin was more than willing to learn the new game when he joined the family business in 2003.

"When I saw the online tracking system, I found it very interesting. Over the years, I have seen the business grow and evolve. The one thing I can say with surety is that one has to embrace technology and move with the times. The sooner one takes to technology, the easier it is to adapt and move ahead. If one does that and works hard, success is sure," says Nitin.

Experience counts

'Old is gold' is an adage that holds true in most aspects of life and it is no different in the cargo business.

Like Khurana points out, "There are things Google will tell you but there are things it won't. There are things for which there is no match for experience. How much space would a particular commodity take, what route is best, the timings, the nitty gritty of the place one is visiting. All this comes from experience alone."

Nitin Nizhawan believes one can never undervalue what experience in business brings to the table.

His father, for example, has built considerable goodwill, trust, and faith over the years. "These are the foundational principles for a successful business. Because these were already established, building further and bringing my bit to it is what has helped our business flourish over the years. If a business is taken in its true essence and built on, it will look healthy and will definitely prosper," says Nitin.

Rajeew Khattar is a second generation entrepreneur echoes the same emotions when he says, "What makes businesses thrive is letting the experience of the older generation be the foundation stone of newer ideas to be placed firmly on."

His father established the transport company in the 1970s and began as a franchise with Safexpress in late 90s. After finishing his mechanical engineering and having worked with Maruti for a brief time, when Rajeew joined his father, he added his new outlook to his father's old business. His father's experience and Rajeew's new ideas were just what made the business thrive from the sale of Rs 5,000 to 1.5 lakh in six months. There has been no looking back since then.

The balancing act

The theory of intergenerational differences was proposed by the German sociologist Karl Mannheim who noted that groups from different eras would have



KIRAN SHETTY AND HITENDRA SHETTY

Problems in intergenerational businesses arise when there is a mismatch between the expectations of the older generation and the aspirations of the newer generation. Finding common ground is important and that common ground lies in understanding the legacy of the business.

differences in ideas, attitudes, and behaviours due to their different years of birth and in different periods of environments they grow up.

So how do businesses transition successfully?

Anish Rakheja, Family Business Coach & Founder, Krescon Coaches - Creating Legends, a company that helps transition family businesses successfully through generations with legacy coaching among other things, says, "Problems arise when there is a mismatch between the expectations of the older generation and the aspirations of the newer generation. Finding common ground is important and that common ground is, understanding the legacy of the business," he says.

Two thirds of businesses, he adds, focus on what they are doing and not why

they are doing it. Understanding the true legacy of a business is crucial to transitioning it to the next generation and taking it to the next level.

Rajeew Khattar says it is walking the middle path that works best. If the father believes in focussing only on saving but the son believes in saving but also in expanding and spending, business will grow best.

Chander Nizhawan who is proud of the way his son has built on the business he started in the 1980s, says, "If any business has to succeed, value system of the old would form the nucleus of growth on a new vision. These two together can help businesses to grow successfully."

What is needed, sums up Hitendra, is reaching an understanding and doing what is best for the growth of the business. Balance is the key.

What are the pros and cons of intergenerational continuity partnership?

It is a win-win situation. Also we keep doing a range of promotions to motivate and incentivise better performance. This has helped boost an entrepreneurial spirit amongst Because business is flourishing, the next generation is more than happy to continue the legacy. In fact a lot of times we also help the children help set up a business of their own. So the families work together but the son might be a different franchise altogether. This helps raise income to the family and also helps the second generation to have a separate identity.

For us, it means our hands are increasing and there is fresh blood in the business. It is already an established relationship that is only strengthened further. Some of the biggest franchisee we have earns in crore.

What is the Glue that keep everything together?

For us our business partners are like family. We go to functions, we know their families. In fact, all our business models have the word R in them, where R stands for relationship.



Naveen Khurana
Associate VP, Safexpress

Tell us about your intergenerational continuity in Safexpress partnership management and how it is driving change in continuity?

We have over 2000 plus business partners and 20 engagement frameworks that we offer to our business partners for them to be fruitfully engaged.

We ensure that they get all the support they need. Be it in terms of vehicles, setting up an office or running expenses, we provide it all. So, we might help. For us, it is brilliant brand building and many more hands.

We guarantee that not a single partner will be in loss and they never are.

GREAT INNOVATION STEMPS FROM INCLUSIVENESS

Prerna Raturi

Yours has been one remarkable journey in Indian industry - from holding vital positions at Wipro and Lucent, to founding Mindtree, and now, you are Chairman, Odisha Skill Development Authority. You are considered one of the most dynamic of business leaders. What would you say are your top three achievements so far?

I am lucky to have joined the Indian IT industry when it was in its embryonic stage. When you get a chance to be at the beginning, there are a few people out there. The journey, at that stage, is unscripted. But the fact that you were there when little else was, makes your achievements look bigger in hindsight. You are considered a pioneer. In some sense it is like winning the lottery in the womb. I believe I was always at the right time, at the right place with the right people.

Speaking of my top three achievements, 1 would list setting up Wipro's US operations in Silicon Valley in 1990 as the first. The second would be the books I wrote along my years as a professional and an entrepreneur. Through my writings, I believe I have been able to give a human face to business and made leadership accessible. The third achievement would be co-founding Mindtree. Mindtree is the company that built the Aadhar platform for India, which has never crashed. Mindtree is also globally respected for its culture of values.

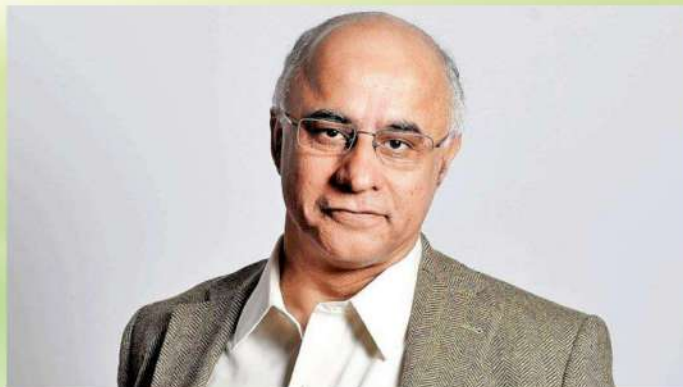
Taking the discussion a little further, what do you think were some of the top lessons you learnt when it comes to people management and running a successful business?

It is difficult to state the top lessons of a lifetime in a paragraph or two. That is why I wrote books such as *Go Kiss the World*, *The Professional*, *The Elephant Catchers* and *Sell*. The reason I am pulling these titles out from the others I wrote, is because they encapsulate my lifelong learning. *Go Kiss the World* contains my own takeaways from life and tells why ordinary people are blessed, and why ordinary people can achieve extraordinary things. In *The Professional*, I have presented the reason why competence alone isn't enough. To be a true professional, we need integrity. *The Elephant Catchers* speaks about what it takes to create scalable institutions, whether they are for-profit or otherwise.

You are known as an IT innovator, but do you think there is enough emphasis being given to innovation in India Inc today? What can be done to encourage it more?

That is a great question. I feel innovation at workplace is a downstream thing. It must be internalised much earlier, at a social level, and most critically, in education. The educational system we create is an outcome of the social construct. For a few centuries now, India has become an adaptive civilisation. It used to be greatly innovative. Today it isn't. This doesn't mean it wouldn't be again, someday.

Innovation is a function of many things: it starts from creativity nurtured from a state of innocence. As a child, most of us have genius-level intelligence. But by the time most become adults, the education system kills it. Innovation, as a process, needs existential thin king. We tend to have a reverse-engineering mindset that doesn't lead to existential thinking; existential thinking asks that we not think of products and services but focus on what engages people inside their minds, to work backwards from that, and create things. Examples of such existential



Subroto Bagchi, Chairman, Odisha Skill Development Authority and Co-founder, Mindtree, on the importance of integrity and inclusiveness on innovation

Rekknowned IT innovator Subroto Bagchi has spent many years putting in place best practices and setting benchmarks in the industry. The co-founder and the non-executive director of Mindtree, Bagchi was the COO at Mindtree when the company was hit by the global economic slowdown and then the events of 9/11. Many nascent companies collapsed during this time; Bagchi instead moved to the US and helped the leadership team stay together through the difficult years. He articulated a new positioning for Mindtree as the best mid-sized company from India which later became a reality. In 2007, he was part of the apex team that led Mindtree from an idea to IPO. As the Chairman of Odisha Skill Development Authority, Bagchi is also a member of the Governing Council of Software Technology Parks of India. He is a well-known writer, having penned a number of widely read books and columns for newspapers and magazines. In an interview, Bagchi waxes eloquent about his life's lessons, the mantra for innovation, and more. Excerpts from the interview...

thinking are the Apple iPhone or Facebook or Twitter or the Aravind Eye Hospital's patient handling system.

Great innovation stems from inclusiveness. In addition, innovation has a direct connection with the idea of simplicity. We tend to worship complex ideas and believe sophistication is more important than simplicity. Then comes the idea of adoption. Innovation calls for focus on large-scale adoption of what we conceive and create, and not obsess on cute ideas. The focus must be on the outcome in the hands of millions of customers.

Innovation is linked to the state of

struggle. Periods of long struggle invariably lead to periods of long innovation. That is why Israel is such an innovative nation.

Innovation comes from diversity. We think we are diverse, but fundamentally, we aren't. New York, London, Paris and even Dubai and Singapore are more diverse than a typical Indian city. As a people, we tend to link innovation to rewards and recognition; innovation stems from a deep inner urge that goes beyond these. That said, India has leapfrogged in process and service innovation and technology innovation is beginning to happen. Risk capital is making a difference. Parents are more supportive and give their

children more independence. Yet, that is with the privileged lot. Largely, the public education system is where the numbers are, and that system is broken. But happily, in art, literature, cinema, fashion, I see a huge resurgence and that is promising. It signals the arrival of an ecosystem; where it exists, workplace innovation also happens. There is a great link to a good bistro and neighbourhood tech.

As the chairman of an organisation that is looking at skill development, what are the lacunae in the education/training system in India and how does the Odisha Skill Development Authority plan to enhance the state's youth's skills? Also, how much emphasis is being given to entrepreneurship?

If I focus on lacunae, I wouldn't be able to get out of bed in the morning. At Odisha Skill Development Authority, we decided to go after the opportunity and not try to solve problems. At the end of the day, it is a matter of choice on what to spend the energy on.

I believe we have chosen our mission and the resultant visions right. Our mission is to create a brand called Skilled-in-Odisha. It means, people everywhere would believe, the best skilled people come from Odisha. People would ask, "Are you skilled or are you skilled in Odisha?"

Based on that "North Star" mission statement, we are working on a set of three intermediate, measurable goals. These are short, mid and long term. In the short-term, we want corporate India to lock-in talent in Odisha. In the mid-term, we want global organisations to lock-in talent here. Finally, in the long-term, we want to create the soft-infrastructure and the reputational capital such that Odisha will be known as a sandbox of innovation. People from everywhere will come to Odisha to test-bed new ideas and concepts. This would lead us to our ultimate goal: we should be able to create two or three breakthrough concepts that would be known as the "Odisha Model" and get replicated elsewhere.

Towards these, we have four areas of focus.

First, we will fix the Industrial Training Institutes (ITIs) and make them aspirational, vibrant, and of international calibre. Second priority is to set up a half-a-million square feet World Skills Centre in Bhubaneswar in collaboration with globally respected ITE and ITEES institutions of Singapore Government, which are hallmarks of excellence in skill development. We will pump in \$200 million into this one idea that is "too large to ignore". The World Skill Centre construction is done. Our third priority is to make Odisha a formidable State for India Skills Competition that leads to biennial World Skills Competition. In 2018, in India Skills organised by the Government of India, Odisha walked away with the second-highest medal tally, marginally behind Maharashtra. The participation process for India and World Skills will create a continuous churn that would then attract attention, make skills aspirational in the eyes of the society and the system.

Finally, we will focus on linking skills to entrepreneurship by bringing in impact capital. We are doing it through what we call the "Nano Unicorn" programme. An ITI person can compete with a business idea. If we like it, we put collateral free money that bears zero interest for year one, and when he returns the money, another one gets it. But it isn't about just the money; we get the candidate to attend a mini-MBA, get mentored, and become part of a development process akin to how Unicorns get created in Bengaluru or the Valley. And we will harvest the narrative to create a bush fire.

INSIDE OUT

FOXNUTS & ITS VALUE CHAIN

We look at the growing popularity of this super food and its value chain which is as dynamic as its processing labour-intensive & cumbersome.

Prachi R. Misra

'Aquatic vegetable' is how the Ayurvedic text Charaka Samhita saw foxnuts. As for nutritionists, it is a super food for heart, gut, skin and bone besides for antioxidants. In the Indian kitchen, this is conspicuously present during fasts and religious ceremonies. Soft as cream when cooked and crunchy when roasted, foxnuts (makhana) have come a long way - from being just another dry fruit (and not as popular as other ones) to the prince of its popularity because of its nutritious value.

We look at what it has meant for the industry, its value chain, and challenges.

THE GROWTH

"A healthy 25 per cent growth," he says with a confident smile. As the third generation of Vijay Raj B Company, a biggie in foxnut business, Raj Kumar says the past few years have seen a very healthy growth in the foxnuts market. His sons are the fourth generation in the



Washing the seeds, drying them, popping them is still done traditionally. All of this is pretty time consuming. There have been efforts to mechanise the process but most have been unsuccessful, rues

Chandan Pandit,
Mata Sita Enterprises

business and only too happy to witness the growth.

So when did this shift to it being just another dry fruit to being a crucial one, happen?
Gradually. Two-three players got into the business of flavoured, packaged makhana some five years before. That brought the cool back into an age old dry fruit adding to its popularity immensely.

Internationally, it was already popular as a super food.

With the focus on health suddenly back into everyone's lives the demand for makhana is on an all time high not just in India but also internationally with major exports to Europe, USA, China, Japan, Singapore, and Thailand.

The global makhana market size was estimated at USD 40 million by the end of 2020. Asia Pacific has been the market leader in makhana with a huge pie of 85.2 per cent in 2019 and India has been a crucial player. In India, Bihar accounts for more than 85 per cent of the makhana produced in the country. Madhubani, Darbhanga, Sitamarhi, Saharsa, Katihar, Purnia, Supaul, Kishanganj and Aarria in Bihar are climatically suitable for makhana cultivation.

According to the National Research Center for Makhana, Darbhanga, the total area under makhana cultivation in India is estimated to be 15000 Ha. It yields 1, 20,000 MT of makhana seeds, which after processing yields 40,000 MT of makhana pop. According to agriculture.apeda.gov.in, the estimated value of the production at the farmers' end is Rs 250 crore and it generates revenue of Rs 550 crore at the traders' level.

It is not just the old timers who agree to the change in demand. Rachit Saraogi and his brother have a family business of construction in Bihar. When Covid brought them back home, they decided to look at what seemed like a growing market - makhana. Looking back, the duo is pleased with their decision to start Makhayo Foods Pvt. Ltd.

"It has been about a year and a half and we are so happy we did this. It is a competitive market and the demand is definitely higher than the supply right now. But things are hopefully changing. This year, for example, in Bihar, the produce of makhana was higher than that of wheat," shares Rachit Saraogi.

The Saraogis already supply foxnuts in India. They are now eyeing the export market.

TECHNOLOGICAL CHALLENGES

While the good news is that the market for foxnuts is

growing steadily, the not so good news is, most of the process of collecting and processing is still done by hand. This not only makes the process slow and cumbersome but also sometimes challenging to help it qualify for international markets.

Planted at about 1.5 feet deep water between January-March, makhana are ready to be harvested by June-July.

Picking makhana in India is a labour intensive process where every piece is picked by hand. What is also very labour intensive is their processing. Ravi Atal, Shridhar Patel, Subodh Kumar, Sunan Lata and Sonam Roy in a study titled, 'Processing of Makhana and Value Chain Financing in Bihar', published in November 2020 in the International Journal of Current Microbiology and Applied Sciences, say as much.

According to their study, almost 100 per cent makhana is processed manually and the adoption of makhana processing machines was totally absent. The net profit earned by processing each quintal of raw makhana seeds is very less in comparison to the share in consumers' price.

The study goes on to say that foxnuts processing is a 'labour intensive activity without any kind of processing mechanisation. The analysis of processing activities reveals that for processing each quintal of raw seed of makhana, a total cost of Rs 10,296 is incurred of which a majority of the cost (Rs 7783) pertains to the purchase of raw seeds, followed by labour charges (Rs 2064). The cost associated with other aspects like transportation, processing equipment, storage, packing material, electricity, etc., were far lower and each of these contributed less than five per cent of the total cost of processing. The net returns were calculated using the findings of the study related to pop recovery percentage and average sale price. The average pop recovery percentage was 40-45 kg/qtl of raw seeds and average sale price was Rs 250 per kg of popped makhana.

Chandan, of Mata Sita Enterprises, which has been in the foxnuts business for over a decade also says, "Washing the seeds, drying them, popping them is still done traditionally. All of this is pretty time consuming. There have been efforts to mechanise the process but most have been unsuccessful."

What is desperately needed is technology, which can be a game changer. It is not just that it will lead to better processing but also quicker turnaround time, which in turn, will open up better scope for exports.

"The fact that almost entire workforce engaged in its' picking and processing are women, earning hands in the family have increased and confidence is visible. It's great to see how a simple nut is helping change lives."

Ask Rachit Saraogi of Makhayo Foods Pvt. Ltd., one of the very few players who have looked at mechanisation, and he says, "We realised it is a competitive market out there and one definitely needs an edge over the others. So, after extensive research and development, we got a popping machine made and now hope to be able to export our foxnuts."

LOGISTICALLY SPEAKING

What makes foxnuts a somewhat challenging commodity to transfer is the fact that it is intensely volumetric. Also better the quality of makhana, the fluffier they will be, thereby occupying more space. Take for example, the fact that in a 24-foot container, hardly two tonnes of foxnuts can fit.

Like Sunil of Gostosa Foods Pvt. Ltd. explains it simply, "About 250-500 gms of makhana take as much space as 5 kg of sugar. This makes it a little more challenging to transport them because of the cost factor."

Also unlike other markets, like say Kenya, he adds, where business goes directly to source spaces, they don't always prefer to come to Bihar. This means a company from say Delhi or Mumbai will source it and then further



We realised it is a competitive market out there and one definitely needs an edge over the others. So, after extensive research and development, we got a popping machine made and now hope to be able to export our foxnuts, says

Rachit Saraogi,
Makhayo Foods



repackage and sell it, which makes the cost for the consumer much higher.

Even though there is a huge demand in the international market, supplying internationally is challenging for two reasons. Unlike China, for example, the collection and processing in India is not mechanised, which might make our foxnuts not so much in demand in the markets abroad. This, despite the fact that experts predict foxnuts might replace popcorn as a popular snack. The other reason is that supplying to foreign countries is still expensive logistically.

"A sample of 1 kg foxnuts costs me Rs 20,000 to send to New Zealand. So one needs to have deep pockets to export," says Sunil.

Also the gummy bags for transporting foxnuts are special to make sure the foxnuts don't get damaged/wet. These itself cost anywhere between Rs 4,000-8000 for 10 kg packing.

Vinod Kumar of Jyoti Traders says transportation costs still need correction. But growth is definitely visible, which in itself is a good sign and indicative of things to come.

What can't be overlooked is the simple fact that foxnuts are helping in income generation even in the remotest of villages in Bihar.

Raj Kumar shares how when a decade back he visited a remote village called Khanna Bardegat, it had only mud houses. "The fact that almost entire workforce engaged in its' processing are women, earning hands in the family have increased and they are now more confident in marketplace. It felt good when I saw pucca houses in place of thatched roofs when I visited last time. It's great to see how a simple nut is helping change lives."

Let's hope the growth spiral keeps growing in the right direction!

Super food

There are a variety of reasons that have won foxnuts the popularity they have. We list some of the things that make them a super food.

- **Good for heart and managing blood pressure:** Thanks to the generous dose of magnesium, potassium and low sodium and low saturated fat, this super food is great for people with blood pressure issues.
- **Weight loss:** Loaded with fibre, foxnuts are great for people watching their weight. They aid you in feeling full but don't add extra calories.
- **Great source of calcium:** Anyone who wants strong bones shouldn't forget to consume foxnuts. There is 600 mg calcium in 100 gms of foxnuts!
- **Good for digestion:** The high fibre or roughage content in foxnuts is not just great for managing weight but also great for good digestion and a healthy gut.
- **Good for pregnant women:** Thanks to micronutrients, including calcium, magnesium, iron, and phosphorus, this is a powerhouse must eat for expectant mothers.
- **Rich in antioxidants:** Another biggie in their favour is their rich content of special antioxidants like gallic acid, chlorogenic acid and epicatechin. Antioxidants are great for heart health, cancer prevention and type 2 diabetes. Besides this, antioxidants also help bring down inflammation.
- **Great skin:** Amino acids like glutamine, cystine, arginine, and methionine contained in foxnuts are said to have anti-ageing properties.

Foottrack
APRIL-JUNE 2022
5

MAKING EVERY DAY COUNT

Be it leading organisations, stepping into new territories, or balancing home and work, women are doing it all and doing it with aplomb

Team Fasttrack

They did it then, they do it now and there is little that can stop them going forward. Women have been battling odds and coming out victorious, time and again.

And if numbers are indicative, things are looking brighter.

The seventh edition of Deloitte Global's Women in the Boardroom report says as much, "though India saw a decline in board chairs held by women in 2021, it witnessed an increase in the number of women taking up CEO roles – 4.7 per cent female CEOs against 3.4 per cent reported in 2018."

What has most likely changed in the past few years is the raging feminist movements across the continents and the support women have been getting in the liberal progressive workplaces and social settings. Though challenges are abundant and stereotypes are outrageous, women could not be stopped. And why not, name a field that doesn't have a woman who is already there or preparing to get there?

Years before International Women's Day became a marketing

gimmick, every woman was still inching either towards a better world or at least hoping to get there, making every day count in whatever way she could. Of course it hasn't been an easy journey but women are survivors.

As our small tribute to the wonderful women out there, we got three women to speak about their journeys, the challenges and from the perspective of a member in the boardroom, how they think the world is changing for women.

A whole new world

When Mamta Dhyani joined Little Nap recliners, she was the only woman in her team and one of the few odd does she head the operation team but her brilliant work has also inspired the office to get more women on board.

Ask her how things are changing for women at work and she shares, "It is empowering to notice how the society around us is slowly evolving to understand that women can contribute so much more at a work place. Workplaces are definitely getting more welcoming for women. Also one notices a societal shift, slowly but surely to women working or juggling work life and families."

Priyanshi Bana, associate editor, Cargo Talk, agrees, reminiscing her journey, "Look at how the proverbial glass ceiling has been shattered. Name any career and you'll find women making a foray into it. From flying fighter jets to leading the corporate world globally, women are definitely on the go and making a mark for themselves. The reason for the change is that, as a society, we are now more educated, and have become more accepting of women at the helm of affairs. The image of women of being restricted to the confines of her home is changing to the offices of any big corporate."

Our cheerleaders

"The truth is, there is no such thing as balancing work and family. It's a constant juggling act. And many times, it's the people around us — like our life partners — who make this juggling possible. It's a reminder that family isn't female. Family is family."

Ask Vandana Ghumaan, CEO,



Workplaces are definitely getting more welcoming for women. Also one notices a societal shift, slowly but surely to women working or juggling work-life and families.

Mamta Dhyani, Operation Head, Little Nap Recliners

Galler India, "I wouldn't say I have come a long way, I would say my father has come a long way," she smiles. Single and a young CEO with shares in Galler India, "there is so much that has changed over time", says Vandana Ghumaan as she thanks her mentor and boss Mr. Dinesh Sharma for continuous support.

When Vandana Ghumaan started out at 20, as an account assistant to support her family, she was the only woman in an automotive company. Now when she heads an end-to-end engineering solutions company as its CEO, she sees how much things have changed around her. "We have a host of women engineers, women buyers, women in managerial roles who I often interact with. It is a brilliant feeling. To my mind, with position comes power and I see more and more women getting that power now and the society more ready to accept that power."

Mamta Dhyani agrees when she says, "The fact that marriage isn't exactly something that my family or relatives talk about when they see me doing well in my career, is a huge shift in the attitude of the society around us."

Priyanshi Bana feels her male colleagues have been super supportive and play a major role in her career as a journalist. "They showed immense respect and value to my work."

The odds that remain

According to a recent study, measures to close the gender gap in India could lead to a 6.8 per cent gain in GDP. A study by McKinsey Global Institute, "The Power of Parity: Advancing Women's Equality in India", 2015 estimated that advancing women's equality in India could boost its GDP by \$0.7 trillion in 2025 or 16 per cent as compared to the 'business as usual' scenario. Ask Dhyani and she says, "This has very much to do with recognition or respect that society has historically failed to accord respect to women's agency and instead its'

eagerness to stereotype women with the unpaid and underpaid care work."

UN Population Fund papers have recognized the severity of this stereotyping. Even for the work for which women are paid for is not valued according to the value it is worth. Rather, care work, much like the environment, is treated like a limitless commodity that can be used without cost or consequence. This stereotyping has several manifestations and is pervasive in every walk of life and workplaces are not different.

Mercer's 2021 India Total Remuneration Survey (TRS), released on International Women's Day 2022, to highlight the state of female participation in the Indian workforce and representation in leadership positions and inclusion, highlighted some troubling areas on the road to equality.

For example, the study showed that female compensation to male pay ratio was 95-99 per cent at the entry level. Unfortunately, this ratio dropped drastically when it came to women executives at mid to senior levels who earned only about 87-95 per cent of their male peers. Some reasons for this drop in pay were the slow pace of promotions, development opportunities, and women representation in roles that drive organisation's value creation or P&L ownership.

Even though offices are getting friendlier for women employees and there is general talk of 'empowerment' AND 'diversity', the sad fact remains that most male counterparts are still paid higher than their female counterparts.

"Women work as hard, if not harder than men. Equal pay should definitely be a norm sooner than later."

With more women taking up decision-making roles, we hope the change will be more than incremental and irreversible.



To see so many women is a brilliant feeling. To my mind, with position comes power and I see more and more women getting that power now and the society more ready to accept that power.

Vandana Ghumaan, CEO, Galler India



As a society, we are now more educated, and have become more accepting of women at the helm of affairs. The image of women of being restricted to the confines of her home is changing to the offices of any big corporate.

Priyanshi Bana, Associate Editor, Cargo Talk

The Fire Within



Shivpriya Badola

It was about three years ago that Namita Jain got back into embroidery after a long hiatus. It was purely for pleasure, says Namita. Soon enough though, on her daughter's cajoling, she started posting them on Instagram. Today, her pieces sell out as soon as she posts them. Namita is a poetess by passion, content writer by profession, and embroidery enthusiast by interest.

"I always had an interest in embroidery. When I got back into it, it was only for my creative satisfaction. Every piece is unique and I thoroughly enjoy the process of making each one. For me, it never really was a commercial interest and I am still very conscious about it. Having said that, I kept getting inquiries and thought like, ok why not! Now I do sell my pieces but don't want to let burnout set in," she says.

Namita is one of those women who have tuned into their creativity and passion to becoming a successful entrepreneur. "Women are brilliant at multitasking; they do it subconsciously at so many levels anyway. The fact that they do brilliantly at their own enterprise is then hardly a surprise," she smiles. Unsurprisingly, this entrepreneurial spirit is definitive not just of successful women but also of economy at large.

Ellina Samantroy and J.S. Tomar in their study, 'Women Entrepreneurship in India: Evidence from Economic Consensus', Social Change, Vol. 48(2), point out how entrepreneurship remains critical to harness

At the age of 78, I received my first paycheck of Rs 350. I felt so proud and independent that I wanted to dance, says Sheela Bajaj joyously as she thanks her granddaughter Yukti

What is common between women entrepreneurs of different backgrounds and ages? The fact that they tune into their passion and strengths and do brilliantly well



Women are brilliant at multitasking; they do it subconsciously at so many levels anyway. The fact that they do brilliantly at their own enterprises is then hardly a surprise, says poetess and embroiderer **Namita Jain**

the economic potential of women and help achieve the sustainable development goals (SDGs) by 2030.

If for Namita, embroidery is not as much of a commercial interest as an expression of creativity, for many women, their creative satisfaction is intimately linked with the financial independence that it brings in its wake.

Sheela Bajaj had been crocheting sweaters and purses for her family for as long as she can remember. In 2020, during the pandemic, Yukti would watch her grandmother loving knit for hours. Yukti motivated and sweet-talked her into turning her hobby into business and an idea was born when in November 2020, she launched 'caughtcrafthanded' on Instagram. She faced challenges but persevered and finally at the age of 78, Sheela received her first paycheck of Rs. 350. "I felt so proud and independent that I wanted to dance," said Sheela. Word spread and love and orders started pouring in from across and today, the demand is 10 times higher than the supply.

Harbhajan's - 'Bachpan yaad aa jaega' is a sweet shop named after nonagenarian Harbhajan. It's idea was born when she confined in her daughter Raveena Suri her anguish on never having earned in her life. "She had been making barfi for a long time for the family. When she said she had never earned money, I decided to encourage her," said Raveena. Soon, the mother-daughter duo began selling the sweets at the popular Sector 18 market in Chandigarh.

What began as a weekend startup very soon became an 'on-orders-only' enterprise. When asked how Harbhajan felt about the whopping success, Raveena said, "She is forever grateful. Moreover, this is a message for all people across age groups that everybody can do something."

Ask Namita about the role that family and children play and her face lit up as she reminisce, "they play a huge role. Both of my sisters were having successful corporate careers that they gave up to pursue their long-cherished interest in fine arts and painting. They are winning awards and having a wonderful time. But most importantly, they are very happy. Then my daughter who coaxed me to Instagram saying it is always 'cool' to let people know your stuff. So, yes, they are amazing in their solidarity."

Many other times, it is personal circumstances that make a woman a phenomenon. And they go on to become an inspirational story.

Gunavathy Chandrasekaran is a resident of Sivakasi, with a passion for quilling. She survived a polio attack when she was a toddler and was married off at the age of 16. All she wanted was to be independent and successful. So, Gunavathy mastered the art of turning scraps of paper into beautiful pieces of art. Today, under the brand name Guna's Quilling, she sells quilled artwork such as wall-art, cards, miniature figurines, jewellery, and much more. She conducts workshops and has trained over 2,000 artisans, most of whom are women, homemakers, students, and children in orphanages. She helps some of them market their products too.

In 2015, she was invited by the British Council to give an address about growing as a successful entrepreneur. She is also part of the Quilling Guild, a UK-based group for quilling experts.

Among Gunavathy's accolades are the Woman of Excellence Award by the Lions Club of Thirunagar and the District Award by the Government of Tamil Nadu.

"We women have unrealised talents. Do think what is yours and capitalise on it. Just don't get bogged down," sums Namita Jain

A simple and powerful statement that goes on to embody how every woman is unique in terms of her dream and how the realisation of that dream can help bring change not just to her life but also innumerable lives she touches.

According to IWWAGE, India ranks 70th among 77 countries covered in the Female Entrepreneurship Index. "Globally, it (female entrepreneurship) is a tool of empowerment since it helps the entrepreneur take decisions, lead, manage and develop skills in production and even personal leadership," said Sona Mitra, principal economist at IWWAGE.

The mount is uphill and odds are entrenched and foolhardy. But wings are fluttering. Women can't be stopped.

PRIORITY

The New Era

Safexpress, launched on April 1, 1997 has completed 25 years in operation. This has been a wonderful journey for every member of the team and our vendors and franchisees who have been our partners-in-progress. This has been as much a story of continued relationships as of growth and development of the organization as a whole. Going into the 26th year, we endeavour to continue with the framework of capacity enhancement in terms of warehouses, trucks and manpower, and deepening of personal and professional bonds that have become definitive of our model.



Keeping up with capacity and network expansion, we added some mega hubs and centres during this quarter in Hyderabad, Telangana and Ahmedabad, Gujarat. These state-of-the-art facilities have either subsumed the existing facilities or are new facilities designed to supplement the existing ones. Addition of a few hundreds of vehicles have made our fully-containerized fleet strength go past 8500 now.



This quarter also brought us laurels at prestigious platforms. Hon'ble Chairman Mr. Pawan Jain was conferred with Exemplary Leadership Award and Safexpress for Best Express Logistics Service Provider by World Logistics & Supply Chain Congress. Safexpress MD, Mr. Rubal Jain was conferred with the recognition as well: Game Changer, The Extraordinaire - Brand (2020-22) in an offline ceremony held in March.



The highlight of this quarter has been the events organized on the International Women's Day on March 8. Like it has been for the preceding two years, anxiety of a wretched virus lurking behind the ears, has ensured that celebration in itself has been muted and pandemic-appropriate behaviour is not compromised. Nonetheless, the day afforded us with an opportunity to buttress our commitment to the women's cause - to see more women in workforce and encourage them for the leadership role, and to promote an inclusive workplace that is based on equity.





Running is catching up as a great way to not just remain fit but also reconnect with oneself. No surprise it is now a much loved self-time for people across age and social strata



Rahul Verma, Co-admin, Delhi Running Group

Prachi R. Misra

He could feel the sweat rolling down his hair onto his back, his legs almost numb with the running. Yet, he didn't want to give up and was savouring that mixed feeling of exhaustion and elation only a runner can feel after crossing the finish line.

In his case, the feeling of elation came only after a verbal clue that he had finally made it to the finish line. Pinav Mota, a visually challenged runner can't possibly put in words how he felt running a marathon in Delhi with a guide or how he feels every time he runs.

His running guide, Dr. Sangeeta Saikia, can. For, she easily describes it as one of her best runs. "It is one thing running for oneself but running with someone, your hands strung together, as you see, hear and guide someone is a beautiful feeling. I still remember how an exhausted Pinav said he couldn't run a step further. This was when we had entered the Jawaharlal Lal Nehru stadium. But once I described how the crowd cheered, how the atmosphere was, he ran on. It was an exhilarating marathon," she smiles, the warmth reaching her eyes.

A dentist by profession, Dr Saikia is addicted to running, just like visually impaired law student Pinav, Vijay Vashisht, a corporate professional, Rahul Verma, an entrepreneur, Habeeba Salim, a journalist, Vinod Sehrawat, a pickup lorry driver, and thousands and thousands other.

So what makes running a passion for so many different people from such diverse backgrounds?

A host of things, we found out.

Different things for different people

We Run!

"...away from stress,
...to see the sunrise in the pouring rain,
...aimlessly,
...to clear our heads,
...fast or slow,
...short or long,
...when we are happy,
...With a friend or a stranger,
...for ourselves,
...for a lifetime,
...for more than the finish line!!!"

RUNNING FOR A BETTER YOU

The above lines on Delhi Running Group (DRG)'s Facebook page, describes running for any running enthusiast.

Running means different things to different people. What is fascinating to note is how an activity, which till about a decade back was limited only to people who had sports background in school/college is now being taken up by a whole new bunch of people.

Rahul Verma, an entrepreneur in the automobile sector and co-administrator in DRG says, in the eight years since DRG came into being they have grown from five members to 9,800. That in itself says how much running has grown over the years. They have runners from

across age groups and backgrounds.

Ask Verma, what had him hooked, and he says, "I remember before I started running, changing a car tyre was tough. Today, I am a different person. The flexibility, stamina, the overall sense of well-being is great. Not only does it help me destress but also gives me a brilliant sense of achievement. Running has become an integral part of my life."

Journalist Habeeba Salim who was always engaged in some kind of fitness activity since school let go after she became a mother. "There just was so much on my plate and if it wasn't for Pneumonitis, I wouldn't have realised I needed to get back to a fitness regime."



Pinav Mota with Dr. Sangeeta Saikia

She began running, slowly in a nearby park in her home in Bengaluru and realised what it was doing for her. "I could slowly feel my body change and my mind relax. Running is liberating. Today I am hooked and go running every day. It is almost meditative, a high like no other."

Saleem has run three 10km marathons.

Me time

When you think of running, one of the names that comes to mind is Milind Soman. The model & actor has made running more than just a fad. It is a way of life for him.

Milind had said in an interview some years ago, "I have never ever met an unhappy runner. Running makes you happy, it takes away everything. You get your own space."

In fact, this is common between runners – running helps them reconnect with themselves.

Vijay Vashisht, AVP, Business Development, Safexpress Pvt. Ltd., stumbled on the joy of running about six years back and now swears by it.

As a badminton player in school and college who had also played state level, he was always a keen sportsman. Since taking up sports wasn't too much of a career option, he got into the corporate world.

He slowly started missing a sporting activity and running began slowly for him. Today, he runs at least thrice a week and goes for a longer run on Sundays. "One of the most important things I have learnt from running is enjoying my own company. In the corporate sector we talk of focus, prioritising, resilience, toughness, fighting spirit. I experience all these when I run, especially a marathon." He loves the rhythm that comes with running.

Runners agree that running brings to them a deep sense of happiness.

Anup Negi, a Yoga teacher for a decade who has taught in a host of countries says, besides Yoga, running is something he has always stuck to, no matter where he has lived and worked. "Running is a brilliant way to reconnect with oneself, reflect, let go off any buildups and observe the world around you."

Most die-hard runners would vouch for this. They all agree how the exhilaration you get from running is unmatched. Post-Covid, runners still found a way to keep running, lockdowns or not. Dr Saikia says, "I ran around the house during lockdown, in parks around when things opened up, because once a runner, always a runner."

Health wise

We could go on and on, about the health benefits of running. But who better to speak about it than someone who has seen the change for himself.

Vinod Sehrawat, a resident of Mahipalpur village, couldn't pursue his education after completing 12th as he had to support his family. He began driving and runs a pickup vehicle now.

When he is not driving, he runs. At 48, he is fit and athletic. But that's him now, he smiles. In his late 30s he became conscious of his growing potbelly and excessive weight. Thus began his quest for fitness. Walking led to jogging and short-distance running, and with encouragement from fellow runners at Vatika in Vasant Kunj, he developed a liking for long-distance running. Not only did he lose 20 kg weight but also gained confidence. When he runs marathons, he is one of the many runners, not defined by his work but by his passion for running. He has run five half-marathons, one full marathon and is itching to run marathons again. Till then, he is happy running in parks nearby.

So, go on, wear those running shoes, we say!

Fasttrack is an award-winning quarterly magazine from Safexpress – 'Knowledge Leader' as well as 'Market Leader' of the Indian Supply Chain & Logistics industry. The magazine provides keen insights into Supply Chain practices and Management concepts, along with specialised and well-researched content on the latest trends in the economy. Fasttrack has been reaching out to the top CXOs of India Inc for over a decade. Please do write to us with your views on our magazine at fasttrack@safexpress.com.