



DELHI INSTITUTE OF ADVANCED STUDIES

Plot No. 6, Sector-25, Rohini, Delhi-110085

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NATIONAL CONFERENCE

ON

“ACHIEVING BUSINESS EXCELLENCE THROUGH SUSTAINABILITY AND INNOVATION”



Business Excellence is about developing and strengthening the management systems and processes of an organization to improve performance and create value for stakeholders. It is about achieving excellence in everything that an organization does (including leadership, strategy, customer focus, information management, people and processes) and most importantly achieving superior business results.

Embedding principles of sustainability can strengthen the connection between corporate responsibility and competitiveness. Companies need to embed a sustainability mindset into their systems, people and processes as a part of their business strategy to become more competitive and remain relevant in the rapidly changing markets and industry structures. Many issues are directly attributed to business misconduct like natural resources depletion, industrial pollution, health impact of products on consumers, marginalized communities affected by industrial presence and discrimination at workplace.



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For a business, this necessitates transformation to sustainable business, wherein success is measured not only in terms of its profits but also in terms of its performance in economic, social and environmental areas. The integration of the triple-bottom-line in mainstream business practices is often referred to as Corporate Sustainability.

The economic dimension of the sustainability challenge lies in enhancing profitability, increasing shareholder value and creating wealth whilst pursuing opportunities for growth. Such a focus will eventually transform into multifold business advantages for corporates resulting in Business Excellence.

Companies which implement innovations to improve their processes and differentiate their products and services get significantly ahead of their competitors in terms of market share, profitability, growth and net income. Innovation is essential for creating a competitive advantage and company's subsistence. At the same time, it can be an extremely risky activity that constantly requires enormous financial and human resources.

Managing innovation is one of the crucial drivers of attaining business excellence. It is imperative to solve the problems of today's society by developing creative solutions based on sustainable innovations. These innovations can be in the form of products, services or models addressing unmet needs more effectively. It is important for the leadership team to provide an environment for innovation, to discover how operational processes enable the achievement of innovative designs for products and services.

Corporates need to maintain a balance between their financial aspects, conservation of the environment, education, and use of technology for achieving business excellence. There is a clear need for further exploring the concepts of Sustainability and Innovation for achieving Business Excellence, the two most important aspects which directly affects the society and environment.

Delhi Institute of Advanced Studies organized a National Conference on "Achieving Business Excellence Through Sustainability and Innovation" on 5th January 2019 to provide a unique platform to academicians, corporate personnel, research scholars and students to discuss, debate and analyze innovative solutions for achieving business excellence and sustainability by addressing the social and environmental challenges encountered both by the corporates and society at large.



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The aim of the Conference was to discuss and develop sustainable business strategies and model, to prioritize the enablers and drivers of Business Excellence for Corporates, and to encourage innovations in products, operations and service delivery leading to Business Excellence.

The conference was inaugurated by lightening the lamp in the presence of our honorable guests; Prof. KK Aggarwal, Ex-Vice Chancellor, GGSIP University, Shri RC Jain, Former Vice Chairman, Eicher Group, Dr. S.N. Maheshwari, Prof. Emeritus & Academic Director, DIAS, Dr. N. Malati, Director, DIAS and Conference Convener.



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WELCOME ADDRESS BY DR. S.N. MAHESHWARI, PROFESSOR EMERITUS, DIAS



Dr. S.N. Maheshwari, Prof. Emeritus & Academic Director, DIAS welcomed the dignitaries and participants and briefed the gathering about the conference and called it a platform to learn and exchange information. He cited that business excellence is the single most important factor that



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differentiates a globally respected organization from others who are just about surviving. The ingredients of business excellence include not just globalization but also benchmarking an organization against global standards both financial and ethical, strongly driven by innovation, performance and sustenance. It is about achieving excellence in everything that an organization does including leadership strategy, customer focus, management of information, people, processes and more importantly achieving superior business results. It is also a reflection of the organization's attitude and its vision. He also quoted the words of our most successful and innovative industrialists Shri Dhirubhai Ambani, "Think Big, Think Fast, Think Ahead. Ideas are no one's monopoly. Your ambitions have to be higher, your commitment deeper and your efforts greater. If you work with determination and with perfection success will follow. Pursue your goals in the, face of difficulties and convert adversities in to opportunities. Meeting the deadline is not good enough, beating the deadlines should be the expectation".

Dr. S.N. Maheshwari introduced the Chief Guest for the conference Prof. K K Aggarwal and Guest of Honor Shri R C Jain and welcomed all the participants to the conference. He appreciated the efforts of the conference team for organizing the event. He proposed thanks to the participants and Directors of institutions across Indian which have participated in the conference.

INAUGURAL ADDRESS BY THE CHIEF GUEST, PROFESSOR K. K. AGGARWAL





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The inaugural speech of the Conference was delivered by **Prof. K K Aggarwal**, Chief Guest. He thanked DIAS for inviting him as a Chief Guest for the conference and addressed the participants. He stated that Excellence is a much better word than perfection. Excellence is a journey where one always keeps walking and always have something future to look forward too. In today's world, we must be sure that we are making some important improvement in our way to thinking and working. Then he quoted a famous quote of Aelison Wonderland, "You will have to run very fast to make sure where you are." With this he explained that to sustain even in our lives, education, services and business we must be innovative enough otherwise sustenance will become a challengeable question. With these words, he wished the luck to all the participants.

KEYNOTE ADDRESS BY GUEST OF HONOR, SHRI RC JAIN



Shri RC Jain, Guest of Honor, gave key note address on the theme of the conference and talked about the different dimensions of sustainability challenges in the growth of business. He cited that world economy is seems to be at the movement slowing down. Indian economy it self in pressure so the innovation is the only key differentiator which demarked all the winners. Innovation is a new idea, creative thoughts, new imagination in the form of a method. He further stated that a lot



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of work has been done by R&D departments with huge investments but that should be reflected in results in a positive achievement. He quoted the thoughts discussed in 4th Summit of CII and shared different guiding principles of innovation with real examples. With this, he concluded his speech and showered his blessings to the participants and students.

Hereinafter, the Conference e-Proceedings were released by the guests. Our guests were felicitated with Momentums by Dr. S.N. Maheshwari as a token of respect and remembrance.

VOTE OF THANKS BY DR. N MALATI, DIRECTOR, DIAS



Dr. N. Malati, extended the vote of thanks for the Inaugural session and expressed her gratitude for gracing the occasion. She stated that India has been emerging as the fastest growing major economy in the world and is expected to be one of the top three economic powers of the world over the next 10-15 years, backed by its strong democracy, partnerships and leadership. Government initiatives like Make in India and Digital India launched by Shri. Narendra Modi, Hon'ble Prime Minister of India aim to boost the manufacturing sector of Indian economy, to increase the purchasing power of an average Indian consumer, increase demand, and hence spur development, in addition to benefiting investors. Besides, the Government has also come up with



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Digital India initiative, which focuses on three core components: creation of digital infrastructure, delivering services digitally and increases the digital literacy. The Skill India campaign launched in 2015 aims at skilling 500 million people by 2022, the youth with an emphasis on employability and entrepreneur skills. Further, she strongly mentioned that Educational organizations need to re-innovate, revigorated and redefine themselves for excelling and surging ahead to sustain the competition.

Technical Session – 1

Track 1



Post Inaugural session and high tea, the first technical session including Track 1 and Track 2 began parallelly. Track 1 was chaired by Dr. Suneel K. Maheshwari, Professor of Accounting, Eberly College of Business and Information Technology, Indiana University of Pennsylvania, USA. CA Sharad Maheshwari, Maheshwari Sharad & Company, Chartered Accountants and Mr. Sudipta Jash, Director Global Sales & Partnership PayU were Special Corporate Guests for this Track.



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CORPORATE SOCIAL RESPONSIBILITY- ASSET OR LIABILITY

DR DIVYA GANGWAR, PROFESSOR HEAD, DR. AKHILESH DAS GUPTA
INSTITUTE OF TECHNOLOGY & MANAGEMENT, GGSIPU



The first paper of the track was presented by Dr Divya Gangwar, Professor Head, Dr. Akhilesh Das Gupta Institute of Technology & Management, GGSIPU on “Corporate Social Responsibility-Asset or Liability”. The paper pointed out that CSR is about how companies manage the business processes to produce an overall positive impact on society. Through this paper an effort has been made to study the CSR activities being undertaken by various companies and their effect on the growth of the company.



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INTERNATIONAL JOINT VENTURES' INNOVATION THROUGH KNOWLEDGE TRANSFER: A REVIEW

MADHAVI KAPOOR, RESEARCH SCHOLAR, USMS, GGSIPU



The second presenter was Ms. Madhavi Kapoor, Research scholar, USMS, GGSIPU on “International Joint Ventures’ Innovation Through Knowledge Transfer: A Review”. The presenter explained that a joint venture is a type of strategic alliance in which a voluntary co-operative agreement is formed for mutual economic gains between two or more independent firms, which results in a legally independent firm formed by combining the existing firms’ skills, resources and capabilities to attain a competitive market position.



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THE INVESTMENT PLANNING FOR JOB BEGINNERS

DR. KHYATI KOCHHAR AND MS. DHRATI SHARMA, BANASTHALI VIDYAPITH, RAJASTHAN



The next paper presenters of this track were Dr. Khyati Kochhar and Ms. Dhrati Sharma from Banasthali Vidyapith, Rajasthan, on “The Investment Planning for Job Beginners”. They discussed various investment avenues for new beginners. The Paper was confined only to the people of age group 20 to 30 or the people who were in a search of stable settlement and have some saving and wants to invest. They analyzed the questions one would ask when adding impact investments to an investment portfolio i.e why one should know impact investment or why and how one should adopt impact investment, what kind of changes one can create through impact investments and how one can assess their progress, when and how long one should invest.



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DETERMINANTS OF DEBT MATURITY IN INDIAN CORPORATE SECTOR

**DR. VENUGOPALAN T, ASSISTANT PROFESSOR, SGTB KHALSA COLLEGE, DU,
SHAIFALI, ASSISTANT PROFESSOR, MAITREYI COLLEGE, DU**



Dr Venugopalan T, Assistant Professor, SGTB Khalsa college, DU, and Ms Shaifali, Assistant Professor, Maitreyi Collge, DU talked about “Determinants of Debt Maturity in Indian Corporate Sector”. The paper dealt with the Debt Maturity which is the composition of short-term and long-term debt in the capital structure of a firm and have significant role in financial decisions.

DIGITAL MARKETING: RESHAPING BUSINESSES

**MUKESH PANDEY, PROFESSOR AND SHOBHA PANDEY, RESEARCH SCHOLAR,
COLLEGE OF AGRIBUSINESS MANAGEMENT, GBPUAT, PANT NAGAR,
UTTARAKHAND**

Mr. Mukesh Pandey, Professor and Shobha Pandey, Research scholar, College of Agribusiness Management, GBPUAT, Pant Nagar, Uttarakhand presented a study on “Digital Marketing: Reshaping Businesses”. This paper focused on the significance of digital marketing for both



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consumers and users. It also presented two case studies on Kolkata Knight Riders and SonyLIV Myntra festive sale campaign.

A REVIEW OF ETHICAL AND SUSTAINABILITY CONCERNS OF FAST FASHION

VINEETA MISHRA, RESEARCH SCHOLAR, IBS, GURGAON

The next paper was presented by Ms Vineeta Mishra, Research Scholar, IBS, Gurgaon on “A Review of Ethical and Sustainability Concerns of Fast Fashion”. Fast fashion is a concept related to low cost clothing that is very similar to luxury fashion trends. It helps to satisfy the inherent desire in consumers for luxury garments. This trend has some alarming impact on sustainability.

CASE STUDY ON BLUE OCEAN MARKETING

ROHIT MAHAJAN, ASSISTANT PROFESSOR, AMITY UNIVERSITY



The next paper presenter was Mr. Rohit Mahajan, Assistant Professor from Amity University on “Case Study on Blue Ocean Marketing.” Blue Ocean Strategy is a method of creating business strategy of the enterprise, which was described in a book by W. Chan Kim and Renee Mauborgne. Blue Ocean Strategy is based on the idea that every enterprise can achieve higher profit by creating new demand in non-competitive market.



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After this brain storming session, our guests concluded the gist of the track and shared their experiences with audience. Our guests were felicitated with Mementoes as a token of respect and remembrance.

Technical Session – 1

Track 2



Track 2 was chaired by Mr. Pawan Kumar Rustagi, Vice President - Legal, Company Secretary & Compliance Officer JK Tyres & Industries Ltd accompanied by Dr Reena Sethi, Professor DIAS.

Several research papers were presented by the participants from different states across India. They discussed about Role of Technology in Education, Corporate Social Responsibility, International Joint Ventures, Digital Marketing, Mergers & Acquisitions etc. the session was interactive and informative also.



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MANDATORY CORPORATE SOCIAL RESPONSIBILITY: SUCCESS OR FAILURE

KK SRIVASTAVA AND SAKSHI VERMA ASSISTANT PROFESSOR, PGDAV COLLEGE, DU



The first paper of the track was presented by KK Srivastava and Sakshi Verma Assistant Professor from PGDAV College, DU on “Mandatory Corporate Social Responsibility: Success or Failure”. CSR refers to company’s contribution towards social development. Whether it is socialist society or capitalist, businesses across globe have realized that only profits cannot justify their existence. The paper dealt with results or impact of mandatory disclosures of CSR practices.

INNOVATION MEETS SUSTAINABILITY – ANALYZING THE FINTECH REVOLUTION FOR THE ULTIMATE GOAL OF SUSTAINABILITY

NEHA GOSAIN, RESEARCH SCHOLAR, DELHI SCHOOL OF ECONOMICS, UNIVERSITY OF DELHI

The second paper was presented by Research Scholar, Neha Gosain from Delhi School of Economics, University of Delhi on “Innovation Meets Sustainability – Analyzing the Fintech Revolution for The Ultimate Goal of Sustainability.” In this paper, a Descriptive Research was presented by taking up a secondary analysis of literature on Digital Financial Inclusion, Start-ups



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in the game and their strengths and weaknesses. Further, researcher analyzed the providers of financial services and how they were categorized based on their importance in achieving Financial Inclusion.

CONSUMER BEHAVIOR TOWARDS SOCIAL MEDIA MARKETING IN 21 CENTURY

SMITA MISHRA AND SAKSHI GARG, RDIAS, GGSIPU





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The next presenters were by Dr. Smita Mishra and Ms. Sakshi Garg from RDIAS, GGSIPU, on “Consumer Behavior towards social media marketing in 21 Century.” Social Showcasing is a procedure of progress in conduct and demeanors of people in general for accomplishing social, financial, political and business destinations.

BUSINESS EXCELLENCE THROUGH SOCIAL MEDIA MARKETING WORLDWIDE

ANJU BHARTI AND MS BHAVYA MONGA, MAHARAJA AGRASEN INSTITUTE OF TECHNOLOGY, GGSIPU



The next paper was presented by Dr Anju Bharti and Ms Bhavya Monga, from Maharaja Agrasen Institute of Technology, GGSIPU on “Business Excellence Through Social Media Marketing Worldwide”. The researchers concluded that business use of social media has also **raised customer expectations**. The expectations of immediacy have increased in their online interactions where the content is regularly updated and any comments they make are quickly replied accordingly. Now the time has come to consider how these expectations will be managed in future.



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CRITICAL SUCCESS FACTORS AFFECTING E-LEARNING QUALITY FOR MANAGEMENT STUDENTS IN DELHI-NCR

PRAGYA JAYASWAL, ASSISTANT PROFESSOR, DIAS



Ms. Pragya Jayaswal, Assistant Professor, DIAS presented a study on “Critical Success Factors Affecting E-Learning Quality for Management Students in Delhi-NCR”. The researcher explored



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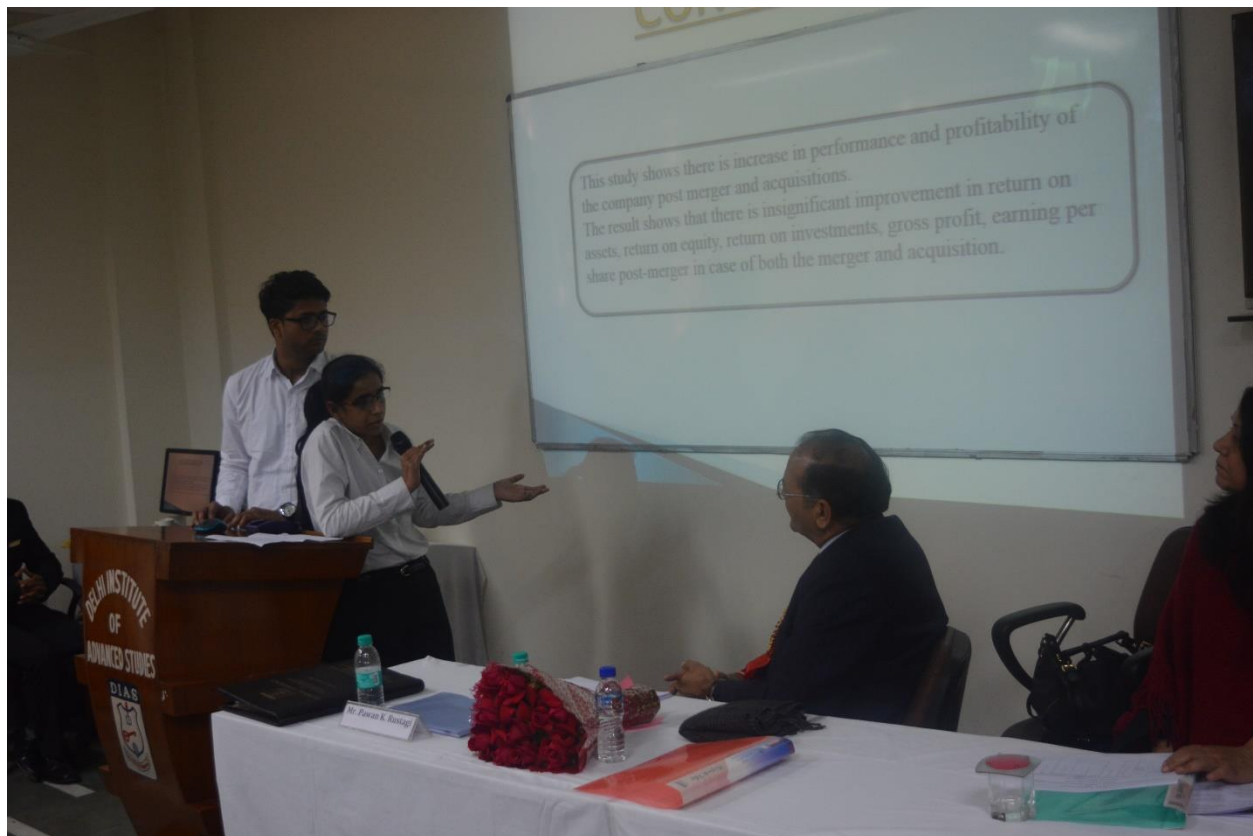
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factors affecting the e-learning quality for Management students of Delhi NCR. The exploratory factor analysis was conducted and five critical factors for the successful implementation of e-learning for management students were derived.

MERGERS AND ACQUISITIONS

APOORVA GUPTA AND BHARAT, MAIMS, GGSIPU



Last paper of this track was presented by Ms. Apoorva Gupta and Mr. Bharat, from MAIMS, GGSIPU, on “Mergers and acquisitions”. Mergers and acquisitions are commonly done to expand a company’s reach, expand into new segments, or gain market share. All of these are done to please shareholders and create value. In this research, effect of merger on the profitability of the organization was studied in respect of its performance and profitability.

After these discussions, our guests concluded the essence of the track and shared their experiences with audience. Our guests were felicitated with Mementoes as a token of respect and remembrance. The Best Paper Award for Technical Session 1 were given to Dr. Venugopalan T, Assistant Professor, SGTB Khalsa College, DU and Ms Pragya Jaysawal, Assistant Professor, DIAS.



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Technical Session 2



The Second technical session was chaired by **Mr. Ashok Mehra**, Global Head -Workforce Transformation & Change Mgmt., Digital Operation & Platform, WIPRO Ltd. The Special Corporate Guest for the session was Mr. Arun Pandit, VP Business Operations - TruxApp Pvt. Ltd.; Founder, Don't GiveUp World.com.

This was another brain storming session consisting different areas of research viz; Debt Maturity, Green Marketing, Human resource Management, Investment Behavior etc.



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SOCIAL CAPITAL AT WORK: A PROPOSED FRAMEWORK TO STUDY RELATIONAL CAPITAL AND INTERCULTURAL COHESIVENESS

ANAMIKA SANGWAN, RESEARCH SCHOLAR FROM USMS, GGSIPU



The paper was presented by Anamika Sangwan, Research Scholar from USMS, GGSIPU on “Social Capital at Work: A Proposed Framework to Study Relational Capital and Intercultural Cohesiveness”. The researcher stated that the concept of social capital has become popular in a range of social science disciplines. An increasing number of sociologists, and economists have referred to social capital to find answers to the questions being posed in their own fields. Social capital can be roughly understood as the goodwill that is produced by social relations and that can be mobilized to enable action.

GREEN MARKETING: A STRATEGIC TOOL FOR DEVELOPING SUSTAINABLE COMPETITIVE ADVANTAGE

TAMMANA JOSHI, RESEARCH SCHOLAR



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MUKESH PANDEY, PROFESSOR, COLLEGE OF AGRI BUSINESS MANAGEMENT, GBPUAT, PANT NAGAR, UTTARAKHAND

Our next paper presenters were Ms Tammana Joshi and Mr. Mukesh pandey they presented a paper on “Green Marketing: A Strategic Tool for Developing Sustainable Competitive Advantage.” They briefed that in the modern era of globalization, it has become a challenge to keep the consumers in fold and even keep our natural environment safe. This is the biggest need of the time to promote and disseminate new decisions and innovations that lead to green marketing environment and sustain competitive company position in the market.

A STUDY ON HUMAN RESOURCE MANAGEMENT PRACTICES ADOPTED BY HIGHER EDUCATION INSTITUTIONS

SHIKHA DUA, RUCHI KEJRIWAL, RDIAS, GGSIPU



Ms Shikha Dua, Assistant professor and Ms Ruchi Kejriwal, student, RDIAS, GGSIPU presented a paper on “A Study on Human Resource Management Practices Adopted by Higher Education Institutions.” The paper was based on different HRM practices adopted by educational institutes.



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EXPLORING BUSINESS NETWORKS AND ITS IMPACT ON FIRM PERFORMANCE IN AN AUTO-COMPONENT CLUSTER: A STUDY OF GURGAON AUTO- COMPONENT CLUSTER

DR. R.K. MITTAL, VICE CHANCELLOR, CHAUDHARY BANSI LAL UNIVERSITY

DR. VIJITA SINGH AGGARWAL, PROFESSOR, UNIVERSITY SCHOOL OF
MANAGEMENT STUDIES,

MR. DINESH RAWAT, ASSISTANT PROFESSOR, DELHI INSTITUTE OF ADVANCED
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Mr. Dinesh presented the paper. The aim was to answer two research questions: first, what are the different types of business networks formed by firms with the stakeholders present in a cluster and second, to explain the relationship between business networks and the performance of firms. To answer the first research question, he stated that the study uses an exploratory research design which involves survey research method where data was collected through survey questionnaire. The study also used a descriptive research design which makes use of survey research method to examine the relationship among business networks and firm performance by collecting data through survey questionnaire. He concluded that with respect to network with



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other stakeholders like financial institutes (banks), research institutes, and competitors, it shows that the interaction between a firm and these stakeholders is weak. With respect

to impact of business networks on firm performance, the paper suggested that majority of the formed business networks are significantly and positively related to firm performance. He added that the business networks identified in the study provide a much deeper understanding of how firms connect with its suppliers, its buyers, government agencies, and educational institutes operating in an auto-component cluster.

SUSTAINABILITY OF TOURISM IN INDIA: PERCEPTION OF TOURISTS ON DELHI TOURISM

**DR. VENUGOPALAN T, ASSISTANT PROFESSOR, SGTB KHALSA COLLEGE, DU,
SHAIFALI, ASSISTANT PROFESSOR, MAITREYI COLLEGE, DU**



They examined the impact of tourism on economy, environment, and socio-cultural aspects of Delhi and explores how Delhi incorporated sustainable tourism development as the core mission to achieve economic, environmental, and socio-cultural development of tourist destinations. Dr. Venugopalan stated that the main objective of this research is to examine the environmental,



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economic, and socio-cultural sustainability of tourism development in Delhi. Research findings establish that the resource management, pressure on resources, local empowerment, environmental management, socio-cultural un-sustainability, tourism governance, destination management, sustainable tourism promotion, local community participation and anti-social activities are the important factors, which affects the sustainability of tourist destinations in Delhi. He also added that the findings can guide the government agencies, tourism operators, hotels and restaurants, and NGOs while formulating and implementing tourism policies.

RTI-ISSUES AND CHALLENGES

MR LAKSHAY KHANNA AND MS MANPREET KAUR, STUDENTS, MAIMS, GGSIPU



The next paper was presented by Mr Lakshay Khanna and Ms Manpreet Kaur, Students, MAIMS, GGSIPU on “RTI-Issues and Challenges.” Right to Information (RTI) Act was enacted in India in the year 2005. This law empowered Indian citizens to seek information from Public Authorities, thus making the Government and its functionaries more accountable and responsible.



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A STUDY OF IMPACT INVESTMENT IN SOUTH-EAST ASIAN COUNTRIES

MS HARSHITA GUPTA, ASSISTANT PROFESSOR, AND MOHD AZEEM, STUDENT,
DEPARTMENT OF COMMERCE AND BUSINESS STUDIES, JAMIA MILLIA
ISLAMIA





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They presented a study on “A Study of Impact Investment in South-East Asian Countries”. They concluded that Impact Investment also focuses on increasing the influx of private capital investments towards eradicating environmental and societal issues.

To conclude the session, our guests gave the substance and shared their experiences with participants. In Technical session 2, Ms. Ruchi Kejriwal, Student RDIAS was adjudged with Best Paper Award. Our guests were felicitated with Mementoes by Dr. S.N. Maheshwari as a token of respect and remembrance.





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Valedictory Session



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The ending of Conference was marked by the Valedictory Session. Mr. Ashok Mehra, Global Head -Workforce Transformation & Change Mgmt., Digital Operation & Platform, WIPRO Ltd, Dr. S.N. Maheshwari, Prof. Emeritus & Academic Director, DIAS, Dr. N. Malati, Director, DIAS were the members of Valedictory session.

VOTE OF THANKS BY DR. SHILKI BHATIA, EVENT IN-CHARGE



Finally, Dr. Shilki Bhatia, Conference Co-Convener proposed the vote of thanks to all the sponsors, Participants and DIAS Team – faculty & staff for making this event successful. She appreciated that the deliberations by the key speakers and the presenters were quite enriching for the audience. On behalf of entire DIAS fraternity, she conveyed her sincere thanks to all the dignitaries and all the paper presenters who spared their precious time and shared their knowledge and experiences.