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OF SCIENCE AND TECHNOLOGY**

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FIRST OPPORTUNITY EXAMINATION QUESTION PAPER	
EXAMINER(S)	DR. CHRIS VAN ZYL
MODERATOR:	MS. LOIDE SHIKALE

INSTRUCTIONS
<ol style="list-style-type: none">1. Answer ALL the questions.2. Write clearly and neatly.3. Number the answers clearly.

PERMISSIBLE MATERIALS

1. Business Calculator

THIS QUESTION PAPER CONSISTS OF 12 PAGES (including this front page)

QUESTION 1

Analyse the attached case study “**Sree Subramania Ayurvedic Nursing Home**” and respond to the following aspects:

- a) What does the comprehensive **SWOT analysis** reveal about the **company** and the **market** within which the company operates? [40]
- b) What are the **key drivers** in the **market** which influence the company’s **performance**? [10]
- c) Which **key aspects** within the **company** itself need **to be changed** in order to adapt to the market? [10]
- d) What will your first **proposal** look like that you will submit to the company? [10]
- e) Provide an overview of how you will **manage this project** (Project Management). [10]
- f) What **recommendations** will you make to change the client company’s situation or performance? [10]
- g) Provide an outline of the **Final Consulting Report** that will be submitted to the client company. [10]

TOTAL MARKS: 100

Contrasting ideologies between generations in Sree Subramania Ayurvedic Nursing Home – a 400 year old family owned organization

Reddy Sai Shiva Jayanth, Gopalakrishnan Narayanamurthy, Abhishek Srivastava and Vamshi Krishna Velmajala

"I guarantee that we can cure any patient suffering from Cervical Spondylosis, Rheumatoid arthritis, Lumbar Spondylosis and Osteo Arthritis within 14 days or 30 days in extreme cases. We have successfully treated all our customers so far and will continue to do so. Our record is quite impeccable and we are able to maintain our reputation because we follow the high standards set by our forefathers over 400 years ago," said Dr Sanand Ratnam Thekkayil, who is one of the two partners and also the Chief Administrative Officer of Sree Subramania Ayurvedic Nursing home (SSANH) based in Kozhikode city in Kerala, India.

In spite of the achievements and fame, Dr Sanand strongly felt that SSANH was not functioning to its full potential. Now that Dr Sanand was at the helm of the organization, he wanted to rethink the positioning of the 400-year-old family business system with an objective to increase the number of people served by SSANH. On May 5, 2017, evening, Dr Sanand received a call from a business consultant firm to confirm their appointment the next morning with SSANH. Dr Sanand double mindedly confirmed the meeting as Dr Sanand's father Thekkayil Rajaratnam Vydiar, the second partner of SSANH, was not quite supportive of this idea. His father felt that the increase in scale without compromise in quality was impossible in Ayurveda, and to Dr Sanand's dismay, his father's fears were not untrue. Dr Sanand himself has come across several successful Ayurvedic practitioners and pharmacies that operate in large scale but resort to performing treatment and manufacturing medicines at dismal standards. This is the dilemma Dr Sanand was working to solve and was believing the solution to dilemma will highlight SSANH's noteworthy achievements in the field of Ayurveda and overcome its stunted growth experienced so far. Dr Sanand wanted to ensure that the SSANH expansion initiative did not compromise its value proposition, quality and trust that had been built over generations.

Although father and son come from the same family, they have contrasting ideologies. Thinking about his decision to proceed with the expansion plan and other future plans of action, Dr Sanand parked his car and started walking toward his office where two business consultants were already waiting to discuss on the expansion vision of SSANH.

Background of Sree Subramania Ayurvedic Nursing home

Thekkayil Vaidyasala was founded between the years 1875 and 1880 by the late Thekkayil Achuthan Vydiar and Sri. T. P. Vaidyar, an adept Sanskrit and Vedic scholar from the

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Disclaimer. This case is written solely for educational purposes and is not intended to represent successful or unsuccessful managerial decision-making. The authors may have disguised names and financial and other recognizable information to protect confidentiality.

Thekkayil family. Thekkayil family is one of the oldest families in the Malabar region of Kerala known for pursuing Ayurvedic practices from the sixteenth century. The tradition of practicing Ayurveda continued in the family and carried forward the time-tested tradition of Ayurveda generation after generation. About 60 per cent of their documentary work including the manuscripts and medicine preparation formulas has been preserved across generations. Most of the hand-written treatment methods are being used even now in preparation of Ayurvedic medicines for chronic diseases. The manuscripts and records written by forefathers of the present incumbents on Ayurvedic treatments have been in existence for over 400 years.

Thekkayil Rajaratnam Vydiar, son of Thekkayil Achuthan Vydiar, converted Thekkayil Vaidyasala into SSANH in 1974. He has been one of the leading practitioners in Kozhikode and has been awarded Bhishak Ratna by the Ayurvedic Medical Association of India for his contribution to Ayurveda. Although he is majorly responsible in the past four decades for improving this organization, he feels that scale and quality cannot go hand in hand in Ayurveda. He is content with the current level of operations and is in no mood to scale up.

He has partnered with his son, Dr Sanand MD, PGDHM and Member of British Society of Rheumatology. Dr Sanand is a Bachelor of Ayurveda, Medicine and Surgery (BAMS) from MGR Medical University, Chennai. In his early forties, Dr Sanand is very forward looking and modern in his approach. He believes that maintaining quality (although a challenging task) is not impossible even with increased scale of operations. He likes to innovate, experiment and expand the reach of SSANH. He is a mixture of old school and modern values.

The Thekkayils are the most trusted physicians when it comes to the problems of locals. Their reputation preceded them when it came to patients suffering from complex illnesses which no one was able to handle. One of the main reasons, as per Dr Sanand, why SSANH is able to maintain its reputation through high-quality medical care is the practice of using their own patented medicines, which are produced by Sree Subramania Ayurvedic products (SSAP). Dr Sanand and his wife Mrs Habita Sanand started SSAP as partners to produce the medicines by strictly following the procedures mentioned in the old Ayurvedic texts and finally got them certified by government authorities. SSANH refrains from purchasing medicines from outside and also does not sell its medicines to other nursing homes.

The founders conceived this nursing home to provide medical support to the local needy. The Thekkayil family has been since then upholding the tradition of practicing the treatment by following the time tested-traditional Ayurvedic practices in providing services to their patients. The traditional wisdom of treatment and medicine preparation has been handed over to generations by the founding fathers of SSANH. With the advent of the modern era of medical technologies, the current generation of the Thekkayil family has adopted modern treatment techniques and offers treatment with a blend of traditional wisdom and modern treatment methods.

Organizational structure

SSANH has an organizational structure with Chief Physician, Rajaratnam Vaidyar, at the apex. The Chief Administrative Officer, Dr Sanand Ratnam (BAMS, MD), is the head of the organization. SSANH has two separate functional domains, i. e. medical and administrative, for ease of management. The head of the medical related matters is the chief medical officer, whereas all administrative matters are headed by chief operating officer (Exhibit 1).

Sree Subramania Trust

Sree Subramania Charitable Trust was founded by Shri Thekkeyil Rajaratnam Vydiar and now runs under his chairmanship, consisting of four trustees from his family, including him,

with the support of private individuals and institutions that fund the charity. This trust offers a helping hand to people who need it the most, in selected tribal areas in Kerala, by providing free Ayurvedic medical checkups and awareness classes for the prevention and treatment of diseases common among tribal groups in remote areas. Tribal groups are difficult to reach due to their remote and isolated living. The unsuccessful coverage of government health and nutrition services, widespread poverty, lack of access to health education, safe drinking water and sanitary environmental conditions and other factors contribute greatly to miserable health conditions of many tribal populations in India. Tribal communities are burdened by generic diseases and communicable and non-communicable diseases, yet these infectious and parasitic diseases can be controlled with suitable interventions together with health-care information and education.

Sree Subramania Trust regularly organizes medical camps to treat select indigenous tribes in isolated remote areas that rarely receive medical attention from outside. These remotely located tribes face pervasive malnutrition, inadequate water and sanitation systems and poor health-care education, which is typical of impoverished tribal communities. Even in many rural areas, there are no facilities available even for simple health-care needs. Even if there is, these poor families cannot afford the transportation costs to bring patients to a health-care facility. Pre-natal conditions, respiratory infections, diarrheal diseases and parasitic diseases are still the most common causes of deaths. Sadly, a large number of deaths occur among young children, as well as in the middle ages. Sree Subramania Trust invites doctors, health-care professionals and other volunteers to donate their time to provide medical assistance in remote tribal areas, small towns and villages (Exhibit 2).

SSANH has also been organizing two free Ayurvedic camps every year since 2011 at remote places in the districts of Kozhikode and Wayanad. Each camp had successfully catered to about 200 patients. In each camp, doctors from SSANH diagnose the patients, and medicines are distributed free of cost. Patients who required further treatment are taken care of by the hospital. During the year 2015, three camps were conducted at the village level. Among other diseases, patients with five diseases, namely, osteoarthritis, rheumatoid arthritis, varicose vein, cervical spondylosis and lumbar spondylosis, frequently visit SSANH OPD/IPD units for treatment.

Awards and achievements

SSANH has received the prestigious Green Leaf accreditation given by the Department of Tourism, Government of Kerala, for offering a range of Ayurvedic treatment for various ailments. Prior to being elevated to a Green Leaf status in 2009, it was awarded Olive Leaf accreditation (Exhibit 3 and 4) from 2005 to 2008. The current duration of the Green Leaf accreditation is given for a period of three years, starting from April 2015.

SSANH has also been empanelled into Central Government Health Scheme (CGHS), whereby it extends services to the Central Government and other public sector undertaking employees. SSANH was the only hospital which was recommended by Quality Council of India Team for CGHS empanelment in the year 2015. It is the only Ayurveda hospital in the five northern districts of Kerala, namely, Malappuram, Kozhikode, Wayanad, Kannur and Kasargode, to receive this highest achievement.

Other significant certifications received by SSANH are empanelment offered by Food Corporation of India, Airport Authority of India and tax exemptions under 17(2) (B) of Income tax act for the treatments offered. SSANH is also empanelled with general insurance empanelment.

Ayurveda and Kerala

Ayurveda, the science of life and longevity, is one of the oldest health-care branches in the world and has its roots in ancient India[1]. It involves a wholesome mental, physical

and spiritual healing of the human body. It has stood its test of time and till date remains as one of the most venerated and sought-after system of medicine. Due to its authenticity and fame, it has been successful in attracting large number of patients around the globe to India, where it is widely practiced. Although it is practiced in other countries, India remains the center of learning, research and a knowledge repository for Ayurveda.

Ayurveda in Kerala is more prominent than in any other state in India. This is evident from the fact that Ayurveda is seen as a mainstream rather than an alternative medicine in Kerala[2]. For hundreds of years, this was the only source of healing for any kind of diseases and ailments in Kerala. According to the CII-McKinsey report, medical tourism industry in Kerala is expected to be worth \$4bn by 2017[3]. Ayurveda will bring in as much as \$2bn by 2012 as compared to an estimated \$333m in 2006-07. This significant focus on Ayurveda in this state has led to commendable efforts toward research and development to confirm the benefits in a scientific manner[4]. From the ancient times, Ayurveda in Kerala was performed by the *Ashtavaidya*, who is a practitioner belonging to certain select group of families. Among the Ayurvedic healers of Kerala, *Ashtavaidyas* are the Brahmin scholar physicians who are adept in eight branches of Ayurveda mentioned in classical texts. The climate and soil of Kerala are specifically conducive for Ayurvedic practice. The abundance of forests, cool climate and heavy monsoon ensure the prevalence of moisture in air and on the surface of skin, making it an ideal place for the medicines to work at their best levels. The land is also home to a variety of medicinal plants that help in production of medicines required. The herbs are available in all seasons across the year in Kerala and make it easier for freshly producing the medicines. The rich alkaloid content of the soil provides greater potency and intensity to many Ayurvedic medicines in comparison with other places. One of the distinct features of Ayurveda in Kerala is the widespread usage of *Ashtangahridayam*, a user-friendly approach to Ayurveda compiled by Vagbata, one of the most influential classical writers of Ayurveda. This work of Vagbata is considered to be an improvement over the works of Charaka and Sushruta, the early pioneers of Ayurveda.

People prefer Western medicine for short-term diseases and chronic illnesses. Generally in many chronic cases, patients rely on Ayurveda as the last option when the Western medicines are ineffective. SSANH has dealt with many such cases with astounding results. Western medicine helps patients manage the chronic diseases but fails to provide a complete cure, whereas Ayurveda tries to change the lifestyle of the patient along with medication. Hundreds of such cases go untreated every day because of lack of knowledge about alternate treatment options.

Current state of Sree Subramania Ayurvedic Nursing home

The clinic is located in Karikkamkulam in Kozhikode district of Kerala in Southern India (Exhibit 5). Kozhikode, also known as Calicut, is located in northern part of Kerala. This part is also famously called as the Malabar region. It plays an important role in flourishing domestic and international trade. With over 8 per cent of the state's population, it contributes to 12 per cent of the state income. It is considered to be one of the main commercial cities of Kerala. Ayurveda also has deep roots in Kozhikode and is widely practiced in the city for centuries. But at present, there are only five Ayurveda health centers classified by Kerala Tourism Department in Kozhikode District, Kerala, and SSANH is one among those centers[5].

The current facility of SSANH consists of 12,000 sq. ft. and has been in existence since 1974. This facility was constructed in the traditional style of Ayurveda health center, having a capacity of 30 rooms with all treatment facilities. There are 23 rooms (including two general wards and five air-conditioned rooms), in addition to 5 treatment rooms. SSANH has been facing an increase in number of patients visiting the hospital as inpatients, as well

as outpatients. Total number of outpatients had increased by an average of 4.29 per cent every year, and total number of inpatients had seen a steady growth at 8.07 per cent every year since 2011 (Exhibit 6).

The state of marketing

One of the key problems plaguing SSANH is the lack of marketing acumen. The partners' indifference to the changing health-care environment in and around Kozhikode is slowly turning out to be costly. Even though some money is spent on advertisements and publicity, they never conduct an impact analysis of their expenditure beforehand. This is evident from the fact that in spite of reduced spending on marketing up to 50 per cent in 2016, there was no significant change in business. This can either mean that the current marketing strategy is not working or patients can be acquired only through word of mouth as suggested by Dr Sanand's father. The marketing strategy needs to be multi-faceted because hospitals providing allopathic treatments are also competitors, in addition to existing Ayurveda hospitals.

A difference of opinion is evident even in the way marketing is conducted. While Dr Sanand is looking forward to try non-conventional methods such as using social networking sites, authoring blogs and conducting events to promote brand image, his father feels that all these "marketing gimmicks" are uncalled for. While this is not unexpected from the earlier generations, Dr Sanand should take sufficient care while educating his father about the newer techniques. Once he is fully aware and able to appreciate the ideas of Dr Sanand, an informed decision could be taken by consensus.

Currently, SSANH follows a traditional approach for marketing by printing advertisements in newspapers and displaying hoardings in busy and crowded places. They usually get five-six enquiry calls per week from patients who visit their website. But there is no tracking of the number of patients coming through various other mediums. On one hand, SSANH is incurring expenditure with lesser impact and return; on another hand, they are deprived of the benefits of good marketing. While Dr Sanand is fully aware of this problem and is trying to address the same, his father is not acknowledging the same, if not resisting it. Dr Sanand while reflecting on this problem mentioned that:

30 years ago, for instance, it could have been possible to run the show by just word of mouth without any other marketing efforts. But at least 10 years from now, a highly competitive business with a lot of potential cannot survive without marketing, let alone grow. Time is changing. Those days are gone where only word of mouth used to work because all our competitors are now using various marketing methods and also expanding into various regions in India. I think marketing should be an integral part of our business and should be given more focus.

Current initiatives and future plans

To keep up with the growing demands for health care, following initiatives are under discussion:

- Catching up with the changes in technology, Dr Sanand brought a domain and created a website for SSANH (www.ayurvedichospitalkerala.com). He posts useful information about the common ailments, frequently asked questions about Ayurvedic treatment and video testimonials of several patients in the website. In addition to the website, they also have a Facebook page with 9,200 odd followers. This is quite an achievement considering the fact that they took no professional help in building an online community.
- A physiotherapy unit, library unit and modern steam bath facility have been added recently with new equipment.

- SSANH is working on the accreditation of NABH standard.
- Change in the infrastructure including the modernization of treatment rooms and digitization of records has been done as per the NABH standard. As a part of digitalization which started from April 1, 2017, new software to speed up maintenance of MRP and related records have been added.
- Structure-related overhauling work has also been taken up to reach modern standard. An architect has been engaged to make a feasibility study on structural expansion, wherever necessary, without affecting the traditional and existing infrastructure.
- Future expansion plan also includes setting up of more centers. One of the centers recently setup was at Rasa Gurukul, an Ayurvedic resort at Chalakkudi, Trissur District in Kerala, India, wherein SSANH doctors and therapists visit frequently or whenever required depending on the arrival of tourists at the Resort. Although the functioning of the Resort has not yet been on the full swing and construction works are going on, before the formal inauguration, the Ayurvedic center has been equipped well to meet the growing immediate demand.
- All medicines are provided from the in-house medicine production unit of SSANH. Setting up of a vast herbal garden with rare and available medicinal plants for the in-house medicine production unit has been planned, and land for the same has been acquired. Steadily, the work in the plantation is being taken up.
- Collaboration with Ayurveda-related foreign institutions for setting up such centers abroad to be taken up in near future.

On implementing these initiatives, SSANH will move forward in the direction of achieving its mission and vision statements (Exhibit 7).

The dilemma

SSANH has come a long way in upholding the Ayurvedic tradition of healing. As it looks to survive and thrive in the evolving health-care market in Kerala, it requires rethinking the way it conducts its business. With two persons at the helm of the organization, Rajaratnam Vydiar and his son Dr Sanand, it becomes very interesting as to how things will be taken forward. Although they come from the same family, they have contrasting ideologies. Father, Rajaratnam Vydiar, is very conservative and does not want to expand as that might compromise the quality of care delivered. Also, father is contented with the current level of operations and sees no point in expansion. On the other hand, Dr Sanand is very ambitious. At the age of 34, he is not interested to just take over and run the organization in the same way his father used to do decades before. He feels that SSANH will be wiped off the market in future if they do not change the way they operate. He is keen on expansion, streamlining the operations and modernizing SSANH. He sees tremendous scope of improvement for streamlining the business. In line with this, he has been in talks with consultants to revive SSANH's marketing and accounts picture. One of the consultants said that:

Keywords:

Small businesses,
Entrepreneurship,
Social enterprise,
Business development,
Family firms,
Strategic management/
planning

Yours is a peculiar case. There are two forces at the top of organization having equal power but different views on how to continue. This is referred to as "Couple-effect" in physics, wherein pair of equal forces act in opposite directions and helps in rotation of objects. Now the question is, will the couple effect in SSANH help set the wheel of organization in motion toward growth. In this light, we have to evaluate if we have to expand or continue operations at the current levels. If we do go ahead with the idea of expansion, how do we convince Dr Rajaratnam about such a plan?

Acknowledgements

The authors thank and acknowledge the invaluable support extended by the case organization in providing the required data for writing this case. The authors also thank Ms Remya Tressa Jacob, a doctoral student at the Indian Institute of Management Kozhikode, for proof reading the case study.

Notes

1. Available at: www.keralatourism.org/ayurveda (accessed 21 June 2017).
2. Available at: www.tourmyindia.com/states/kerala/kerala_ayurveda.html (accessed 21 June 2017).
3. Available at: <http://timesofindia.indiatimes.com/city/kochi/Medical-tourism-in-Kerala-to-bring-in-2-billion-by-2012/articleshow/10451548.cms> (accessed 21 June 2017).
4. Available at: www.keralatourism.org/ayurveda/ (accessed 5 May 2017).
5. Available at: www.keralatourism.org/ayurvedacentres/kozhikode/dt8 (accessed 21 June 2017).

Reference

Gupta, R.N. (2017), "Understanding family business in India", *Family Business United*, available at: www.familybusinessunited.com/opinions/perspectives/understanding-family-business-in-india-perspective/ (accessed 21 June 2017).

Exhibit 1. Organizational structure

Figure E1

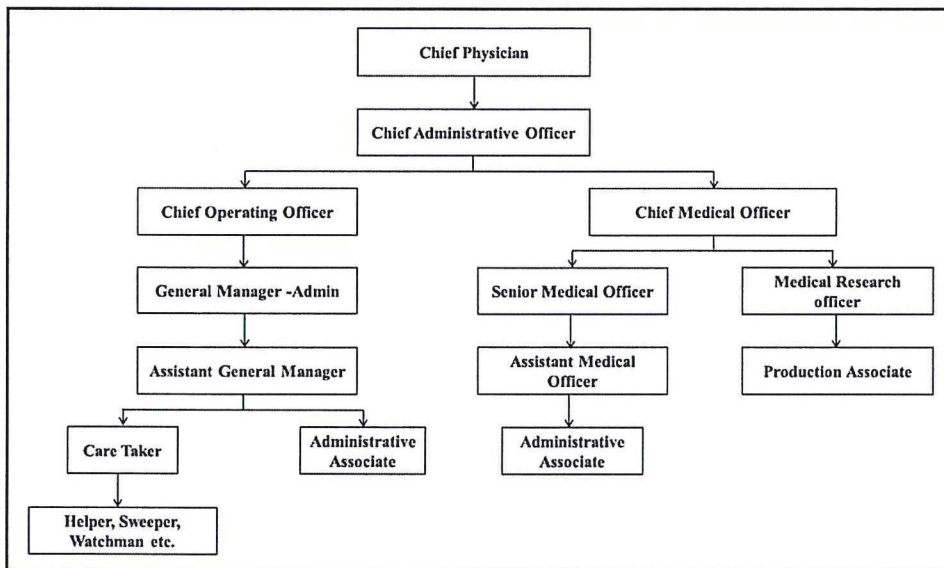


Exhibit 2. Free Ayurveda Medical camp by Sri Subramanya Trust

Plate E1



Exhibit 3. Criteria for olive leaf certificate

Criteria	Description
Technical personnel	The treatments/therapies should be done only under the supervision of a qualified physician with a recognized degree in Ayurveda There should be at least two numbers of masseurs (one male and one female) having sufficient training from recognized Ayurveda institutions by the Government Following the Kerala tradition, male will be massaged only by male masseurs and female by female masseurs
Quality of medicine and health program	The centre will offer only those programs, which are approved by the approval committee The health programs offered at the centre should be clearly exhibited. The centre should also exhibit the time taken for normal massage and other treatments. The generally approved time limit for a massage is 45 min
Equipment	The medicine used should be from an approved and reputed firm. These medicines should be labeled and exhibited at the centre The Centre should have at least the following equipment: One massage table of minimum size 7 feet x 3 feet in each treatment room, made up of good quality wood/fiber glass Gas or electric stove Medicated hot water facility for bathing and other purposes Facilities for sterilization
Facilities	Every equipment and apparatus should be clean and hygienic Minimum two numbers of treatment rooms (one for males and one for females) having minimum size of 100 sq. ft with width not less than 8 feet. The rooms should have sufficient ventilation and it should be with attached bathroom of size not less than 20 sq. ft. The toilets should have proper sanitary fittings and floors and walls should be finished with proper tiles One consultation room having minimum size of 100 sq. ft with width not less than 8 feet. The room should be equipped with equipments such as BP apparatus, stethoscope, examination couch, weighing machine, etc. There should be a separate resting room of minimum size 100 sq. ft with width not less than 8 feet, if the centre is not attached with a hotel/resort/hospital The general construction of the building should be good. Locality and ambience, including accessibility, should be suitable. Furnishing of rooms should be of good quality. The entire building, including the surrounding premises, should be kept clean and hygienic

Exhibit 6. Inpatients and outpatients volume

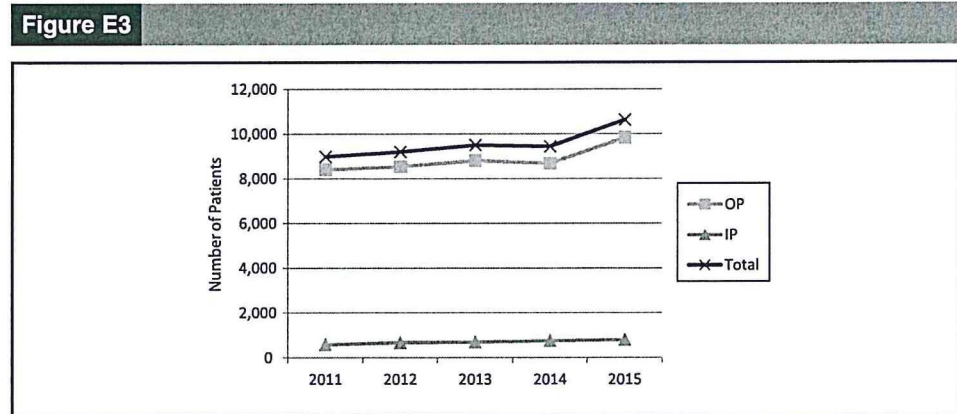


Exhibit 7. Organization statements and core values

Table EII

<i>Vision</i>	To integrate Ayurveda in the lives of every individual and to develop an Ayurvedic way of life
<i>Mission</i>	To provide quality healthcare to people and community by embracing traditional wisdom of Ayurveda
<i>Core values</i>	<p><i>Caring:</i> Every SSANH member touches the lives of the patients and families in our care. We treat those we serve and each other with kindness, compassion, respect and strive to better understand and respond to the needs of the patients we serve</p> <p><i>Commitment:</i> Patients and families have placed their trust in us. At SSANH we are committed to provide quality health care service. We believe in maintaining the highest standards to deliver high-quality care at affordable price to all</p> <p><i>Excellence:</i> At SSANH, only the best will do. We work as a team to bring our long experience in Ayurveda and best practices to provide the highest-quality care for our patients and families. We devote ourselves to continuous improvement, excellence, professionalism and innovation in our work</p> <p><i>Integrity:</i> Our actions tell the world what SSANH is and what we stand for. We act ethically and responsibly in everything we do and hold ourselves accountable for our behavior. We bring respect, openness and honesty in all our encounters with patients, families and coworkers and support the well-being of the communities we serve</p>

About the authors

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