

7.3. INSTITUTIONAL DISTINCTIVENESS

DISTRIBUTIVE LEADERSHIP AND INCLUSIVENESS

CARE always believes in distributive leadership as it helps the organization to move faster and smarter in the rapidly changing environments. Its salient advantages are as follows:

- More people will get the opportunity in the decision-making process.
- People with good Talent and Knowledge can be identified.
- Accountability is there down and across the organization.
- Helps in faster and smarter iterative improvements in the organization.
- Leads to autonomy, increased productivity, innovation and effectiveness.

CARE has different administrative groups headed by a senior or an ambitious faculty as mentioned below:

- The academics responsibility lies with the all the Heads of the departments and respective faculty members.
- The Student Support and Progress is ensured by the Training and Placement cell team lead by Mr.P.Selvakumar, Asst. Prof., Department of ECE.
- The Research and Development is headed by Dr.D.R.Rajkumar, HoD, MECH.
- The institute-industry partnership is done by the IIPC team coordinated by Mr.S.Karthick, Asst.Prof., Department of Mechanical Engineering.
- The Alumni engagement and follow up is done by a team headed by Mr.G.Venkatesan, Head of Science and Humanities department.
- The Admission Cell strategy planning is headed by Dr.D.Sugumar, Department of MBA
- The admission process is managed by Mr.S.Sriram Sundar, Department of ECE.
- The club activities and extension activities in the name of Life@CARE is coordinated by Mr.R.Saravanan, Department of EEE.

With the involvement of all the above-mentioned coordinators and the respective supporting staff members, **Leadership meet** is being conducted every year for Goal setting and to succeed as per the roadmap of the organization.

The success of the institution is predominantly governed by the practice followed in six area namely

- Academics
- Research and Development (R&D)
- Industry Institute Partnership Cell (IIPC)
- Training and Placement Cell (T&P)
- Alumni Connect and
- Admission Cell.

ACADEMICS:

- The academics and other departmental routines are taken care by the respective department heads. They have the liberty to plan their budget and operate finances accordingly.
- HoDs plan for departmental activities in every semester and every year and ensure the academic and overall progress of the students and department faculty.

R&D:

- The Research Coordinator conducts a periodical meeting with the coordinators from all departments to ensure the paper publications in international conferences and reputed journals.
- Continuous follow up is made to submit proposals for getting Research Grants, Travel Grants, Modernization of Labs and conducting Seminars or Conferences etc.

IIPC:

- The IIPC connects the faculty and students with industry to bridge the skill gap.
- The Cell makes a memorandum of understanding with many industries through which many workshops and other training are being carried out.
- Internships are being arranged for all students depending on the field of interest through this IIPC.

T&P Cell:

- The Training and Placement Team headed by Placement officer plans and prepares the training schedule for all the students.
- The effectiveness of the training is followed by the placement coordinator in each department. The placement team contacts the recruiters and schedules the interview process.
- The T&P team makes close monitoring of students in each step of the recruitment process to ascertain the success of the students.

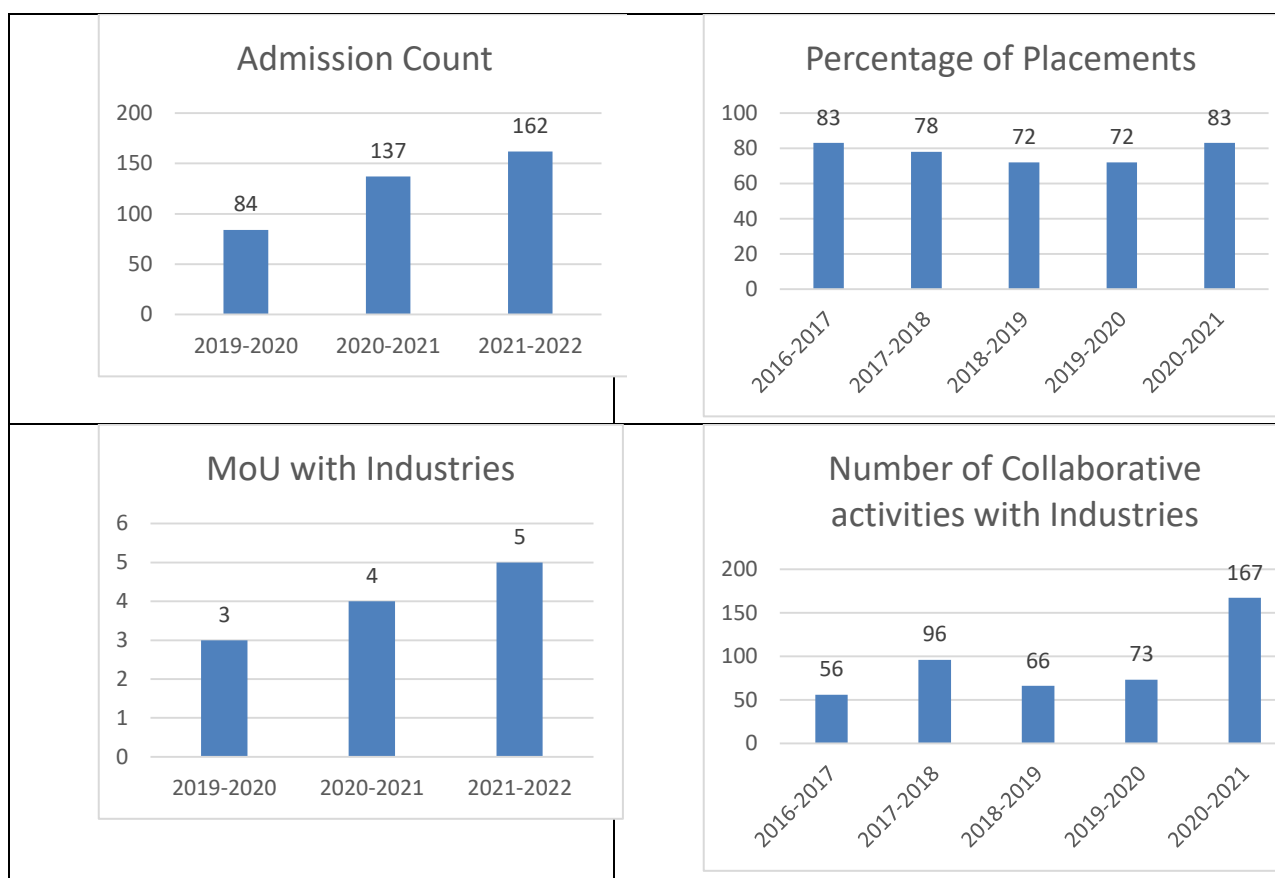
CARE ALUMNI:

- The alumni coordinator in each department and the respective HoD keeps in touch with the Alumni. Invitations are sent for all the institutional/departmental celebrations.
- The Alumni are very much helpful in guiding their juniors in employment preparations. Guest lectures are also given by the Alumni in the latest technologies.

ADMISSION CELL:

- The admission team in discussion with Management and Principal decides the strategic plan, budget, tasks and action plan.
- The sequence of works is well planned before execution. Training is given to a second set of people for student counseling and admission conversion.
- Admin team is made ready for process follow up once the admission is confirmed.

EVIDENCE OF SUCCESS



THE CHALLENGE AND THE REMEDY:

- In spite of individual control of all the aforesaid cells, a few problems may arise due to sudden occurrences of activities which may intervene with the workflow of the rest of the area.
- All these activities are well scheduled in advance to overcome this risk of hindrance between various area and substitutional plans are also taken instantaneously by the respective head in charge for seamless workflow.
- This prevents the time delay in getting approval for every action from the management.
- We share a common storage drive and schedule calendar in our intranet to be aware of the subsequent team activities and plan accordingly.
- This ensures a rational use of all the resources available in the institution by every team for its progressive development towards the vision and mission of the college.

7.3 Institutional Distinctiveness (Additional information)

7.3.1. Portray the performance of the Institution in one area distinctive to its priority and thrust within 1000 words

In order to improve the quality education in our institution, conducted the work flow analysis via recognized standards like Stanford University SEED Programme and adaptation of Clairvoyance, based on the reports of the implementation, our college apply the required corrective measures and assess the progress on a continual process. The assessment reports from the Stanford Seed Programme are attached.

- A. Stanford Seed Programme Certification Report
- B. Clairvoyance Report

Based on the two reports, our management implemented the Distributive Leadership and Inclusiveness in our Institution.



Strengths & Weaknesses Evaluation

Company: CARE

Date: 4.9.2017

Instructions: This survey is intended to give your company a big picture review of its strengths and weaknesses by functional area. This information will be used to help you make a clear assessment of where your company is today. And then to prioritize which changes are needed most to support your company's transformation. It will also help the faculty and Seed staff better understand your business.

It is important to be honest with your responses. There is no right answer. There will be opportunity for your leadership team to collaborate on the final assessment.

Step 1 (Company leader): Identify the appropriate functional lead on your team to complete each relevant functional area(s). Ideally they will work directly into the Word document format.

Step 2 (Functional leads): Review your section(s) of this evaluation and complete.

- For each line, determine whether your company operates more like the strength or weakness statement. Then determine the extent to which this behavior exists by choosing a response.
 - Please answer all questions with a number 3 to -3, or N/A. 3 represents the greatest strength, and -3 represents the greatest weakness. 0 represents neither a strength nor a weakness. N/A represents "no answer."
 - **Please place only one number (or N/A) per row.**
- Blank spaces are provided for you to add any important strengths or weakness that were not included in the list.
- For each section that you are completing, identify your company's most important Strengths and Weaknesses. (Have 2-4 per section).
 - In addition to the numerical score, consider how critical is this element to your company's transformation. Highlight the most important dimensions that will be required for your company's transformation.
- Provide a way for all leadership team members to review this diagnostic in a consolidated format together prior to the workshop. (e.g., a shared Google doc.)

Step 3: As a leadership team, review the completed sections together. Identify any additional Strengths and Weaknesses that weren't included. Consolidate your survey results into one document. **Submit the completed, consolidated Strengths & Weaknesses document via canvas at least 3 days in advance of your scheduled In-Company Workshop.**

Step 4 (Team lead volunteer): During the Workshop your team will identify the overall most important Strengths and Weaknesses, and capture them for your T-Map. (Post Workshop).



STRATEGY					
Functional Lead:					
	STRENGTHS	3 to 1	0 or N/A	-1 to -3	WEAKNESSES
1.	Our value proposition (the value to our customers or reason why they buy from us) is unique.	1			There are many organizations providing similar value propositions.
2.	We have key capabilities that distinguish us and are hard to replicate.			-1	Our key capabilities are easily replicated.
3.	Our mission (statement) informs our major management and operational decisions as well as our key activities.		0		Our major management operational decisions and key activities do not align closely with our mission.
4.	Our mission, vision and values are known, and internalized by our management team and staff members.	1			Our mission, vision and values are unknown to much of our management team and staff members.
5.	Our strategic/operational plan (for the next 3-5 years) is realistic, achievable, articulated & based on sound logical reasoning.			-1	We don't have a strategic /operational plan (for the next 3-5 years) or it is imprecise and relies more on good fortune than on logical bases.
6.	We have a prescribed, data-driven and collaborative process for determining strategy and for making strategic decisions.			-2	We rely on our leader(s) who makes unilateral decisions about strategy based solely on hunches.
7.	There is a high barrier to entry into our market which means we have few competitors and new ones find it hard to get into the industry.	1			Potential competitors enjoy a very small barrier (or none) to entry into our market.
8.	We consistently accomplish strategic objectives on time, within budget and with good quality.		na		We rarely accomplish strategic objectives on time, within budget and with good quality.
9.	Our mission statement is concise, memorable, specific & actionable. It evokes emotions and conveys our reason for being.		0		Our mission statement is long-winded (rambling) and non-memorable, and non-inspiring.
10.					
11.					



PRODUCTS & INNOVATIONS					
Functional Lead:					
	STRENGTHS	3 to 1	0 or N/A	-1 to -3	WEAKNESSES
12.	We have evidence that our products fill important need(s) of our customers.	2			We introduce products to find out if they will fulfill the needs of [our] customers.
13.	There are strong synergies among our various products and services.	2			There are no synergies among our different products and services.
14.	We have a multi-year new product pipeline plan.			-1	We do not have a systematic way of planning for new products.
15.	We have dedicated product development staff who are accountable for bringing new products and services to market.			-1	Our product development is done by staff who have other primary responsibilities.
16.	Our products and services are difficult to replicate/copy	1			Our products and services are easy to replicate/copy
17.	There are no direct substitutes for our product / service.			-1	There are many direct substitutes for our product / service.
18.	Our products and services make it hard for users to switch to alternatives.			-1	Switching from our product/service to another is easy and inexpensive.
19.	Our products / services are dramatically superior to our competitors'.	1			Our products / services are inferior to our competitors'.
20.	We speak often with our customers and prospects and use our findings to improve our offerings.	2			We do not use customer feedback to improve our offerings.
21.	We offer complete after-purchase services as part of our brand promise	1			We don't provide any form of after sale services.
22.	We focus on beyond Curriculum activities like Entrepreneurial Initiatives, Co-curricular	3			
23.	We encourage students to do innovative projects with faculty mentoring	3			



MARKETS & CUSTOMER SEGMENTS					
Functional Lead:					
STRENGTHS		3 to 1	0 or N/A	-1 to -3	WEAKNESSES
24.	Our strategy is based on clear understanding and analysis of our market size. (Plus two students seeking Professional Course)	1			We do not know the size or value of our market.
25.	We exercise great power when setting the price and terms for our product/service.	1			Our customers exercise power and drive the price and terms.
26.	We respond quickly to the market's changing needs. (Industry – skill Set & Parent Expectation – Friendly environment)	2			We do not respond quickly to the market's changing needs.
27.	We know which customer segments are most valuable and gear special services aimed at serving them. (Selected Schools in Trichy)	2			We do not address our customer base by segment or distinguish between valuable and costly customers, and we gear the same services to all customers.
28.	Our customer base is diverse and is also growing by a significant percentage each year.			-1	Our customer base is small and is shrinking by a significant percentage each year. (Decrease in no. of students who opt Engg.)
29.	We regularly measure our customers' satisfaction through a variety of formal and informal methods. (Students & Alumni feedback)	2			Our sales volumes are our sole gauge for *measuring customer satisfaction. We informally talk to customers at the point of sale.
30.	Our customers are willing to pay for quality. (Not all)	1			Our customers are very price sensitive and driven solely by pricing.
31.	Our pricing model is dynamic and responsive to customers' willingness and ability to pay, and minimizes the amount left on the table. (Merit sch, Fee concession, Split payments)	1			Our pricing model is static and unresponsive to customers' varying willingness to spend.
32.	We have a high customer loyalty rate and a high customer retention rate. ? (Fulfilling customer needs, satisfaction – Refers for subsequent years' admission)	1			Our customers are not loyal and our retention rate is low.
33.	Our revenue streams are diversified among multiple customer segments with different purchasing and payment behaviors.(Parents affordability)		0		We depend on a single revenue stream.



MARKETING					
Functional Lead:					
STRENGTHS		3 to 1	0 or N/A	-1 to -3	WEAKNESSES
36.	Our Marketing team is experienced and effective.			-1	We do not have a dedicated marketing team. (Faculty does the job)
37.	Our Marketing team is aligned and works closely with our product development team.			-1	Our Marketing team is at odds with our product development team.(Not all faculty go as per values of Org)
38.	We tell clear and compelling stories/messages that connect with our target customers and inspire them to engage with our company. (Counseling at Admission office)	2			We are not skilled at connecting with our clients through clear compelling stories and messages.
39.	Our company name, product name, packaging and logo send the message of global quality & excellence. (Not sure of global quality)	2			Our company name, product name, packaging and logo confine us to a local marketplace.
40.	We establish strong, emotional ties with our users and clientele evidenced by high customer retention rates(Students admitted, retained)	1			We have low customer retention rates due to lack of marketing, superior competition or other reason.
41.	We have a clear positioning in the marketplace that differentiates our offerings from our competitors(Stand by values)	2			We do not define a clear positioning in the marketplace with respect to our competitors.
42.	Our brand is well recognized for the value it creates.	1			Our products/services aren't branded or our brand has a negative image.
43.	Our product/service pricing is based on customer based data collection and analysis.		0		We base our pricing solely on comparisons with competition and substitutes. We struggle and are not confident about our pricing strategy.
44.					
45.					



SALES					
Functional Lead:					
	STRENGTHS	3 to 1	0 or N/A	-1 to -3	WEAKNESSES
47.	The experience and skills of our sales force fit with our key customers' expectations and requirements.			-1	There is a sizable gap between the skills of our sales force and the expectations and requirements of our customers. (Not able to convince the customers)
48.	Our compensation structure rewards ethical sales practices.(Referral amount)	3			We have to engage in unethical practices to obtain sales.
49.	Our sales force is stable and loyal.(Those who work - try sincerely)	2			Our sales force is constantly changing.
50.	Our revenue streams are predictable.	3			Our revenue is unpredictable and erratic.
51.	We use, monitor and analyze our sales funnel/process, starting with lead generation.	1			We do not use, monitor or analyze our sales funnel.
52.	We use analytics to target our sales efforts.	1			We do not use data or analytics to direct our sales efforts.
53.	We acquire new customers at a high rate.			-1	We rarely add new customers.
54.	Our average sales per customer is increasing.		0		Our average sales per customer is decreasing.
55.					
56.					



VALUE CHAIN AND OPERATIONS					
Functional Lead: Mr.T. Vasanthakumar and Dr.K. Santhy					
STRENGTHS		3 to 1	0 or N/A	-1 to -3	WEAKNESSES
57.	Our company's customer, supplier, and internal operational transactions are managed in an electronic database. We frequently run reports to review activities such as sales volume by customer, supplier delivery performance, inventory levels, and cycle times.	1			Our company deals with customers, suppliers, and our own activities manually. We have a limited view to how the material, information, and cash positions flow between our organization.
58.	Process flow documents that describe our company's manufacturing or service processes exist and are accessible to employees as needed.	1			Our employees have been with the company for a long time and verbally pass information among each other as needed.
59.	The output of our operation is of consistent and predictable quality. It is infrequent that we miss production schedules due to material shortages, labor or equipment issues.	1			Our company frequently experiences delayed customer deliveries and/or stock-outs for reasons such as poor planning, labour or material shortages, equipment malfunctions, production quality problems, or unanticipated increase in customer demand.
60.	We regularly analyze our supply chain for efficiency, cost effectiveness, quality and cash flow maximization.	1			We have not evaluated our supply chain to maximize value.
61.	The inputs to our products or services come from reliable and diverse sources who predictably deliver quality materials on time.	2			We have only a few suppliers and they can be unreliable and produce variable quality or quantity.
62.	We consider many of our suppliers to be our partners and even share the benefits of cost saving activities. We also work with them to ensure quality and consistency of supply.	1			We have no relationships with our suppliers beyond ordering our inputs and making payments
63.	Our company has minimal working capital tied up in inventory.	1			Our company has high levels of both good and obsolete inventory. Our value chain is volatile either due to variation in customer demand, payment, supplier terms, or production bottlenecks.
64.	We have direct access to our end consumers or have very beneficial relationships with our distributors and other intermediaries	3			We rely heavily on our distributors and other intermediaries who have a lot of power and set their own credit terms and conditions.
65.	We exercise great influence over supplier pricing and terms.		NA		Suppliers exercise great influence over our terms and prices. or are able to set the terms and condition of purchase
66.					
67.					



ACCOUNTING					
Functional Lead:					
	STRENGTHS	3 to 1	0 or N/A	-1 to -3	WEAKNESSES
68.	Our company has at least two years historical, independently audited financial statements and our current year financial statements are accurate up to date.	3			We do not have independently audited financial statements and would need some time to get our current financial statements.
69.	We collect our receivables efficiently and our average collection time compares well to the credit terms that we have extended to our customers.	3			Our customers regularly exceed the credit terms that we have extended to them and we have many accounts that are well past due.
70.	We regularly request for and get credit terms from our suppliers that are similar or better than those we extend to our customers.	3			The credit terms we get from our suppliers are worse than those we extend to our customers and in some cases, we have to pay our suppliers before they ship us their products.
71.	Our costs are predictable.	2			Our costs are unpredictable.
72.	There are managers other than the owner/CEO who are authorized to make varying amounts of payments.	1			No one other than the owner/CEO can authorize any payments
73.	Our company has clearly laid down financial and internal control procedures which support (rather than hinder) strategy implementation.	1			Our company has not defined or institutionalized its financial control policies and procedures.
74.					
75.					
76.					



FINANCE					
Functional Lead:					
	STRENGTHS	3 to 1	0 or N/A	-1 to -3	WEAKNESSES
77.	Our company has multiple established sources of credit which we strategically use depending on the time horizon.			-2	Our company hasn't yet established any sources of credit.
78.	Our current debt service is of small consequence to our growth.			-3	Our current debt service is constraining the company's ability to invest in growth.
79.	We have ample cash flow for aggressive growth targets.			-1	Our operations are limited by severe cash-flow constraints.
80.	Our company has a high return on capital employed (shareholders' funds + long-term debt).			-3	Our company has a low (5% or lower) or negative return on capital employed.
81.	An annual budget is prepared at multiple levels of management. Actual results are analyzed monthly to make business decisions.			-2	The company budget and spending plans are made by the company leader only. Actual versus budget analysis is irregularly done.
82.	We have an annual budget for evaluating and managing our capital investments.	1			We make capital expenditures as needed when there are sufficient funds to purchase.
83.	Our company has a strategy for funding working capital and long term investments that involves investing retained earnings, debt and equity.			-1	We do not have a strategy for funding working capital and long term investments. We often get funds from the cashflow of other business run by our owners and other such stakeholders.
84.	We regularly produce short term (up to 1 year) and medium term (1-5 years) financial forecasts to predict profitability and capital needs.	1			We generally don't make any financial forecasts.
85.	Our planning benefits from thoughtful sensitivity analysis for modeling and addressing possible outcomes and scenarios.			-3	We plan without rigorous modeling or evaluating the effect of various plausible scenarios.
86.	Our company has been assigned a valuation by a 3rd party.		0		We are unsure of our company's valuation.



COMPANY PERFORMANCE MANAGEMENT					
Functional Lead:					
	STRENGTHS	3 to 1	0 or N/A	-1 to -3	WEAKNESSES
89.	Our company performance is managed through setting and tracking both financial and non-financial goals and objectives which are specific, measurable, delegated and have due dates. These goals are ultimately tied to the company's financial performance.	1			Our company sets objectives every now and then. They are not formally tracked or consistently tied to the company's financial performance.
90.	There are visible metrics within our organization. Employees know the status of products/services quality, delivery timeliness, and cost targets.	2			Our company measures its performance only by financial metrics and these are reviewed by senior management only.
91.	The senior management team's performance and compensation is based upon overall company financial performance.	2			The senior management team is assessed and compensated only on the performance of their functional area.
92.	Our company has performance metrics across the organization that capture financial and non-financial measures.	1			Our company has not instituted a system of performance metrics.
93.	We have mechanisms in place to track sales and profitability by distribution channels, geographical region, products and customer segments		NA		We do not know the level of revenues or profits generated by our distribution channels, markets or products.
94.	Our company has a comprehensive business disruption management and recovery plan.	1			Our company is not prepared to handle any unforeseen business disruption (e.g. caused by fire, flood, loss of key suppliers, or other environmental event).
95.					
96.					



ORGANIZATIONAL DESIGN AND HUMAN RESOURCE MANAGEMENT					
Functional Lead:					
STRENGTHS		3 to 1	0 or N/A	-1 to -3	WEAKNESSES
97.	Our company organization has specifically designated positions and clear reporting relationships which are documented in an organization chart which is shared with all employees in the company. Each role has a written job description.	2			The positions in the company are generic and not documented or communicated internally.
98.	Our company's organization design reflects our company strategy. For example, if the strategy is to consistently innovate new products and services, we have an R&D function.			-1	We manage strategic initiatives through individuals. Our organization design is generic and not linked to any strategic initiatives.
99.	We change our organization structure as needed.	2			Although our organization has grown, we have not considered restructuring.
100	Talent acquisition at our company is thoughtful, structured, and documented. When gaps in critical skill sets are identified, there is a consistent method for sourcing, recruiting, interviewing, and making hiring decisions. These methods are for the most part documented.			-1	Hiring employees at our company happens as needed. The process is dependent on the situation and the hiring manager or CEO.
101	Our company conducts an annual performance review for all employees. The review is based upon preset goals and/or measurable performance indicators. Both positive and constructive feedback is delivered by the manager to the employee verbally and documented in writing.	1			There is no formal performance review process for employees at our company.
102	We have processes in place for identifying employee gaps in skills and offering the necessary training through in-house as well as external experts such as consultants and certified trainers	1			We do not offer any training or only offer on the job training by a co-worker, when a new employee is hired.
103	There is a deliberate communication scheme within our organization. Employees are kept knowledgeable about company strategy, goals, achievements, and personnel changes through all-hands, staff, one-on-one meetings, or email.	1			Leadership rarely communicates information about strategy, goals, personnel changes and achievements to employees.
104	The organizational culture aligns fully with the company's mission and values.	1			There is a clear disconnect between the organisation culture and the company's mission and values.
105					
106					



LEADERSHIP, GOVERNANCE AND ETHICS					
Functional Lead: N.Meikandan					
	STRENGTHS	3 to 1	0 or N/A	-1 to -3	WEAKNESSES
107	Our CEO's vision for our company is well communicated throughout the organization. It inspires and aligns employees across the organization.	2			Employees at our company understand the aspect of the business where they contribute, yet not necessarily share the same view of where the company is going.
108	We have a capable management team. Our leaders consistently demonstrate both leadership as well as functional area expertise.	1			Our management team members' experience varies by function. Individuals cover their functional area, yet cross-functional management is limited.
109	Our company has separate representatives for Marketing/Sales, Operations, Finance, R&D (if applicable), and HR.	1			The company leadership is primarily the company owners, who wear many hats interchangeably.
110	Decisions are made at all levels in the organization. When issues arise that require senior leadership to engage, they are escalated.	1			Most important decisions at our company are made by the CEO.
111	Our company has a sound succession plan in place.			-1	It is not clear what would happen to our company if our current leader departs.
112	We have an active, independent board of directors which holds management accountable for the company's well-being.			-3	Our company doesn't have a board of directors or the one we have does not actively contribute to the well-being of the company.
113	Our board was selected primarily because of their expertise and commitment.			-3	Our board is based on relationships.
114	Our company has a documented policy and other mechanisms that guide all employees on ethical and compliance matters if and when they arise.	2			Ethical and compliance challenges occur regularly in the course of business. We do not have a documented policy or other mechanism to guide our employees on this.
115	We have conducted risk assessments and therefore we know that our company is not at risk for any regulatory or financial compliance issues.	1			Our company is frequently distracted by remediating regulatory or financial compliance issues.
116					
117					



COMPANY CULTURE					
Functional Lead:					
STRENGTHS		3 to 1	0 or N/A	-1 to -3	WEAKNESSES
118	Our company's communication style is open, honest and supports all to speak their minds. Anyone can communicate with anyone freely without fear of reprimand. <i>(Yes. We have more freedom to communicate and suggest to higher official or management openly. Any level of communication is possible.)</i>	1			Our company's communication style is closed, guarded and does not support employees speaking their minds freely. Employees are afraid to speak to each other or call each other out when behavior detrimental to company culture is displayed.
119	Our company approaches decision making in a consensual and inclusive way. <i>(We can able to give our suggestions and own perspective to certain problems for decision making)</i>	1			Our company approaches decision making in a closed, hierarchical way.
120	Our company has a formal reward and recognition scheme that encourages employees to deliver excellent work. <i>(Yes. Rewards and recognition will be provided to encourage the employee only once)</i>	1			Our company has no formal reward and recognition scheme for employees.
121	Our company is lean and exceptionally efficient in terms of policies, procedures, appraisal cycles and speed in decision making. <i>(Policies are more benefit to the employees. But frequent changes in procedures, not regular appraisal for all employees, in few cases more time for taken for small problems)</i>	1			Our company is highly bureaucratic in terms of policies, procedures, appraisal cycles and speed in decision making.
122	Our company's controls strongly support accountability and entrepreneurship among employees. <i>(Oraganization ensures the accountability of every individual employee. No physical support (like providing facility) for employee in entrepreneurship (But never asked from employee side))</i>	1			Our company's controls are lax and do not support accountability nor entrepreneurship in our employees.
123	Our key values are explicitly spelt out, known by all employees and reinforced by our leadership.	1			Our key values are unclear (not explicitly spelt out) and not well internalized by our employees.



					(All the Company key values are not clear to all the employees. Main focus of our company, our methodology etc.)
124	Tolerance for risk and failure are embraced in our company. Lessons learned are collated and shared within the company - with no fear of reprimand. (More tolerance level for risk and failure, for example university results.)	2			Failure is not tolerated in our company and employees are afraid to take risks for fear of reprimand.

Please list your company's top business challenges:

1. Admissions

- 1.1. More colleges and lesser interested students
- 1.2. Decreasing in trend for engineering
- 1.3. Lack of meritorious students who choose our institutions
- 1.4. External environmental factors (less demand for engineering & management courses, less growth in manufacturing industries)

2. Branding

- 2.1. CARE Brand building
- 2.2. People's perception about the college
- 2.3. Balance between Values we offer Vs Customer Expectation
- 2.4. Constant reach out to customers
- 2.5. Brand reach
- 2.6. Reaching the target customers and converting them
- 2.7. Institution Branding
- 2.8. Regional barriers
- 2.9. Attracting Customers

3. HR

- 3.1. Lack of practical aspect of teaching/educating
- 3.2. Ability to innovatively teach the subject or transfer know-how
- 3.3. Rely on our leaders to make all decisions. Lack of ownership/responsibility within the second and third level teams
- 3.4. Role play of faculty (all faculty to be aligned with Core values of Org.)
- 3.5. Identifying the right Faculty/ Leadership resources



4. Process / Operations

- 4.1. Action plan and monitor for any proposal and progress.
- 4.2. Driving the organization towards achieving the set metrics.
- 4.3. Strengthening the internal system of organization
- 4.4. Aligning Customer, company and Control body interests

5. Accounts

- 5.1. Less Inflow of the cash due to less admission
- 5.2. Less utilization of fixed assets
- 5.3. High maintenance cost in terms of managing both hostel and college
- 5.4. Consumable expenses is also high
- 5.5. Non planned expenditure happens like expenses incurred for sending faculty to the events (Sponsor) etc.,

6. Other

- 6.1. Placement in high profile companies
- 6.2. Academic result
- 6.3. Creating a singular vision
- 6.4. Product Realization

CARE Group of Institutions

TRANSFORMATION PLAN



Stanford | Seed
Stanford Institute for Innovation
in Developing Economies

TABLE OF CONTENTS

YOUR COMPANY TODAY

- Summary - Your Company Today
- Mission Statement
- Your Company Today - Starting Strategy
- Top Product's Value Proposition
- Your Company Today - Diagnostic
- Timeline and Milestones

TRANSFORMATION

- Summary - Your Company Transformed
- Impact (Today & Transformed)
- Ambitious Goal(s)
- Pillars to Transformation
- Market Opportunity
- Competitive Landscape
- Value Chain
- Operating Plan
- Risks and Mitigations
- Performance Management & Indicators
- Team & Key Stakeholders (Investors, Advisors)
- Human Resources
- Organizational Design
- Governance & Ethics
- Financials as attachments
- Financial Processes
- Financial Projections
- Investment: Your 'Ask' for Resources, Basic use of funds
- Addendum

CARE TODAY

MISSION STATEMENT

WHOM YOU SERVE / HOW YOU DO SO / OUTCOMES YOU CREATE

Empower students through quality education, critical thinking, creativity and the spirit of entrepreneurship for betterment of humanity

Refer to T-Map “Mission” Box

CARE TODAY

SUMMARY

WHO YOU ARE AND WHAT YOU DO

We are an educational institution where we mold students to become leaders, problem solvers & entrepreneurs who strive to make the world a better place.

CARE TODAY

SUMMARY

YOUR MOST COMPELLING PRODUCT/SERVICE

We offer engineering education through practical and activity based learning and we enhance their skills in problem solving, creativity by collaborating with passionate leaders & industries

CARE TODAY

STRATEGIC OVERVIEW

STARTING STRATEGY

SCOPE:

We are in the educational industry offering Engineering, Management & Architecture programs in affiliation with ANNA University. We also run an International school in affiliation with CBSE.

Currently we operate only in Trichy, Tamil Nadu, India. Our current market segment is students from Trichy and sub urban regions. We compete in this space by offering experiential learning labs, practical approach to teaching and develop in each student critical thinking and creativity to get good academic, better placement and performance excellence

CARE TODAY

STRATEGIC OVERVIEW

Competitive Advantage

Students

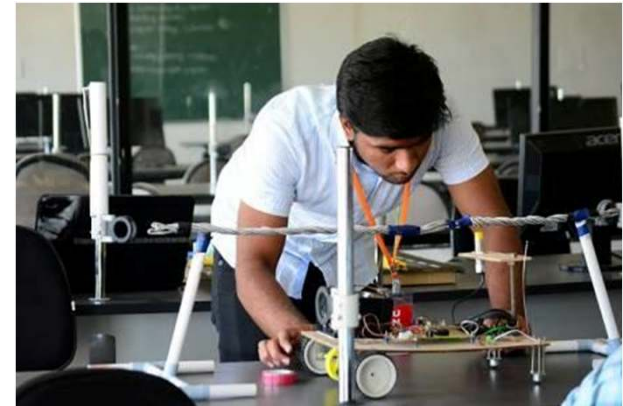
- **Good academic**
- **Providing better placement**

Employer

- **We make students Industry ready for performance excellence**
- **We offer Practical & collaborative learning**
- **We provide platform for Intersection of disciplines and partnership**
- **Repetitive visit by placement companies**

Logic to Win

We have created Experiential Learning Labs where curriculum can be learned through activities and projects. We guide students with problem identification and solving skills. The pursuit of which help students come up with innovative ideas to solve local problems.



We offer professional skill development programs to bridge the skill gap between academia and the industry. We have partnered with likeminded companies who support us in organizing these programs.



We have students visit industries relevant to the subjects being taught so they have a better understanding of concepts. We are a member of Confederation of Indian Industries and this gives us access to Industries for such programs.



Most Educational Institutions have not realized the importance of practical & collaborative learning. We believe that the most promising opportunities for discovery exist at the intersection of disciplines and partnerships between them. This gives us a clear advantage. Our organization structure, people & training helps us stay ahead and move ahead.



CARE TODAY

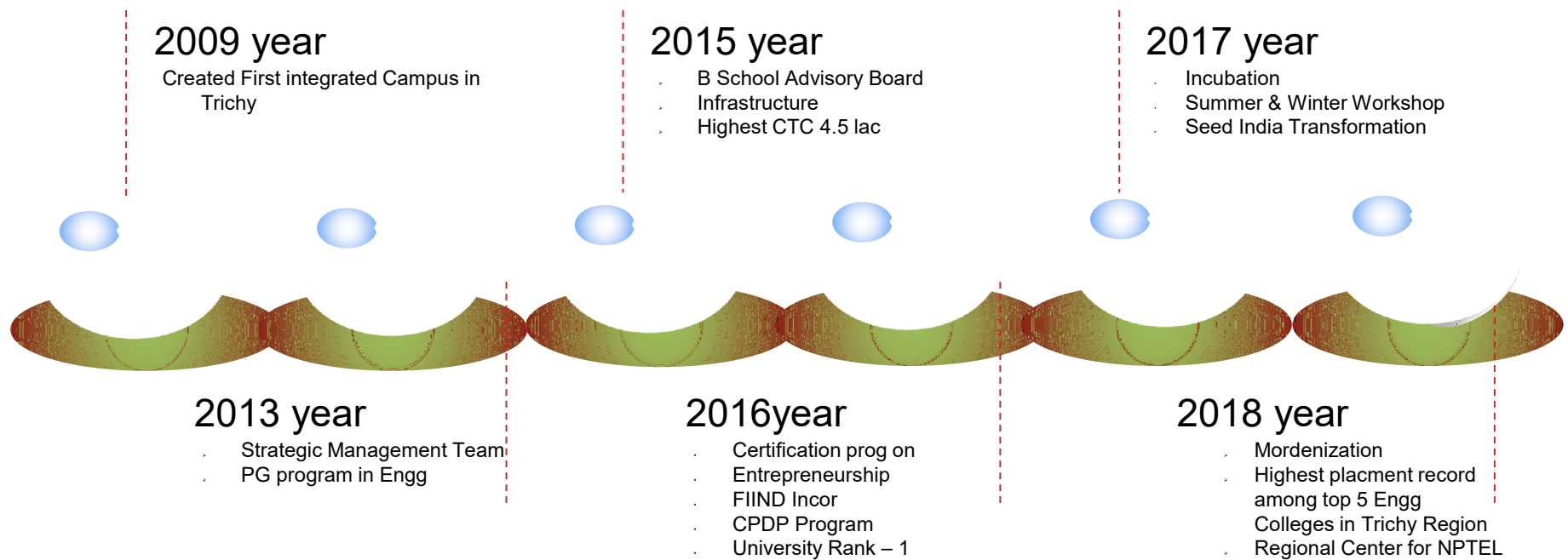
DIAGNOSTIC

WHAT ARE YOUR COMPANY'S CURRENT STRENGTHS & WEAKNESSES

Function	Strength	Weakness
Product & Innovation	We focus on delivering curriculum in a practical manner include problem solving and entrepreneurship initiatives	Not all courses taught with experiential learning
Company Culture	Our Company's communication styles is open honest and support all to speak their minds. Anyone can communicate with any one freely without fear of reprimand.	Unable to get new employees to quickly adapt to our culture. Focus on on-boarding missing.
Industry Connect	Collaborating with industry for better understanding of the concepts and providing jobs to students	No Proper systems for industry connect Less numbers of fortune 500 companies connected
Company performance management	Our company performance is managed through setting and tracking both financial and non-financial goals and objectives which are specific, measurable, delegated and have due dates.	Not tied to financial outcomes and not delegated with accountability KPI not clearly fixed
Marketing	Well known Brand within the region, respected for quality	No specialised marketing team Awareness of all programs offered missing
Manpower Planning	Have several employees who share the passion & vision of the organisation	Unable to attract and retain expert faculty

TIMELINE AND MILESTONES TO DATE

COMPANY HIGHLIGHTS



TRANSFORMATION

YOUR TRANSFORMED COMPANY INFORMATION
WILL BE INSERTED IN THE FOLLOWING SLIDES

CARE TRANSFORMED COMPANY

SUMMARY

WHAT DOES TRANSFORMATION MEAN FOR YOUR COMPANY?

- We at CARE provide a framework that helps cultivate innovative mind set & creating powerful winning action plan to solve global problems
- We at CARE pioneer in inculcating the current trends in industry by thinking ahead of the technology
- We at CARE provide a Vibrant Campus Life filled with Experiential Learning & Activities
- We provide high profile job offers through placement programs
- We bring reputed companies to our campus repetitively

CARE COMPANY

TRANSFORMED PRODUCTS/SERVICES & VALUE PROPOSITION

DESCRIBE THE PRODUCT/SERVICE PORTFOLIO YOU WILL OFFER

Need of the customers Product & Service	<ul style="list-style-type: none">➤ High Profile Jobs➤ Good Academic➤ Practical learning➤ Students with good technical skills➤ On the job performance excellence
How have you validate Meet the customers Need	Interaction with the customers
Value Proportion	<ul style="list-style-type: none">➤ We offer experiential learning,➤ Industry linked course plan delivery➤ Technical excellence➤ Career based certification program➤ Internship and placements

CARE COMPANY

TRANSFORMATIONAL STRATEGY

PROVIDE A DESCRIPTION OF YOUR TRANSFORMATIONAL STRATEGY

	2020	2025
Market	<u>Students</u> Suburban Cities in India <u>Placement</u> Pan India	<u>Students</u> Urban/Suburban Cities in India <u>Placement</u> Pan India
Who are your customers	Students completed XII, Diploma & UG Engg Continuing Education, <u>Companies</u> Reputed Companies	Students completed XII& Diploma, BE graduates + Small and medium scale industry <u>Companies</u> Reputed Companies
Which Products	Engg UG + PG + Design School + Certification Program + Testing facilities and Consultancy	Engg UG + PG + Online Certification program Testing facilities and Consultancy Training Program for employees in Industry

CARE TRANSFORMED COMPANY

TRANSFORMATIONAL STRATEGY

PROVIDE A DESCRIPTION OF YOUR TRANSFORMATIONAL STRATEGY

Transformed Competitive advantages

	2020	2025
Unique Selling Proportion	<ul style="list-style-type: none"> ➤ Vibrant Campus with experiential learning ➤ Internship & Placement @ premier companies ➤ Creative & Innovation labs 	<ul style="list-style-type: none"> ➤ International twining Program ➤ Industry collaborative online Certification courses ➤ Up skilling courses
Competitive differentiation	<ul style="list-style-type: none"> ➤ Innovative teaching pedagogy ➤ High salaried placements ➤ Expert faculty & High profile guest lectures ➤ Career based certification ➤ New product development 	<ul style="list-style-type: none"> ➤ High Brand awareness ➤ Solving societal problems ➤ Well established FAB labs ➤ R&D in all branches ➤ International exposure ➤ Resource sharing with foreign universities
IP protection Technology	<ul style="list-style-type: none"> ➤ IP for New products from Design school/Incubation 	<ul style="list-style-type: none"> ➤ Self-developed case study

CARE TRANSFORMED COMPANY

TRANSFORMATIONAL STRATEGY

PROVIDE A DESCRIPTION OF YOUR TRANSFORMATIONAL STRATEGY

LOGIC TO WIN

What is path	The global market and industries expects engineers to solve evolving challenges, provide innovative solutions and also to work with less handholding . Our experiential & industry collaborative learning will help the students to acquire these skills and measure up to the expectation	
Capabilities Building	<ul style="list-style-type: none">➤ Industry connects➤ Expert & passionate faculty team➤ Adjunct faculty from corporate➤ Designing career based certification program➤ Marketing Function	<ul style="list-style-type: none">➤ Infrastructure for research labs➤ Fund generation➤ Strengthening IT support➤ International connect
Reorg Industry, Proof Evidence etc.,	<ul style="list-style-type: none">➤ High Profile faculty on board➤ Centre of Excellence	<ul style="list-style-type: none">➤ International Accreditation➤ Autonomy

IMPACT

CURRENT IMPACT AND TRANSFORMATIONAL IMPACT

- Career advancement of employees
- Placing students in high profile job, increases their family income & quality of life
- Providing quality education and enhance the knowledge of the students in the region
- Skill based training on trending technology enhances the employability
- Providing skilled employees to industries who need less hand holding
- Creating a Brand image for CARE

Refer to the Dashboard on the T-Map

AMBITIOUS GOALS

1 OF 3

- **To increase our admission from 28% to 70% of the strength of the campus by 2020**
- **Partner with fortune 500 companies for resources sharing and get students internship and placement in at least from 15 of those companies by 2020**
- **Through consultancy projects each department should increase their department revenue by 15% by 2020**
- **Have a fully functional Design School by 2020**
- **At least 5 new product to be developed and 15 companies to be added in incubation by 2020**
- **Create vibrant campus filled with 50 experiential learning activities in each branch of studies by 2020**
- **Increase the revenue by 100% by 2021**
- **Be the preferred Educational destination for students in this region**
- **Expand market reach about our Institution across India by 2021**
- **Become an Autonomous Institution by 2025**

PILLARS TO TRANSFORMATION

THE **MAJOR SHIFTS** YOUR ORGANIZATION MUST EXPERIENCE IN ORDER TO SUCCESSFULLY TRANSFORM

- Specialised Marketing Team - To expand market reach
- Passionate & Expert Faculty Team – To be preferred Educational Destination
- Industry, Designers & Entrepreneurs as Partners – To increase Internship, Placement & Consultancy and to assist in creating Practical Activities aligned to curriculum
- To build a clear culture of accountability and a performance oriented organisation

SIZE OF MARKET OPPORTUNITY

Engineering (In Tamilnadu state only)

Total Accessible Market = 4,23,008 (MPC students in TN)

Total Serviceable market = 1,78,903 (80% Sub Urban + 20% Urban)

Total Eligible Candidates = 24,265 (Trichy MPC Students)

COMPETITIVE LANDSCAPE - Engineering

	Urban	Sub Urban	Rural
Who are our key competitors?	Sastra , SRM,SSN,PSG,VIT	Saranathan, TRP, KRCE,PSNA	Kongu Nadu,JJ,IG Chettinadu,MAM
Why might potential customers choose them over your company/product?	Brand, Specialized Course, Autonomous ,	Results,	Competitive price
What do your competitors do well to improve their competitiveness in the market/industry	MOU, Accreditations, Industry Connect, Location	Academics centered, Placement	Admits low cut of students also.
What are your competitors' strengths and weaknesses and how do those strengths & weaknesses compare to your company's	<p>Strength:</p> <ol style="list-style-type: none"> 1. Established brand 2. More choice of courses/MOU 3. High profile guests 4. High Average placement offer <p>Weakness:</p> <ol style="list-style-type: none"> 1. High Course fee 2. Autonomous 3. Not suitable for SubUrban customer 	<p>Strength:</p> <ol style="list-style-type: none"> 1. Established brand 2. High Pass percentage 3. Students strength <p>Weakness:</p> <ol style="list-style-type: none"> 1. No innovative teaching pedagogy 2. No Other courses than academics 3. Industry connect 	<p>Strength:</p> <ol style="list-style-type: none"> 1. Less course fee <p>Weakness:</p> <ol style="list-style-type: none"> 1. Teaching Pedagogy 2. Other courses 3. Placement

VALUE CHAIN OPTIMIZATIONS

1. Upfront fee collection (Scheduled follow up)
2. 30 days credit period for payments

Refer to the Value Chain Box on the T-Map

CARE OPERATING PLAN

1 of 2

Functional area	Initiative	Action items	Due date	Owners	Financial impact
Academic	Course Plan and delivery evaluation	Course plan model / Template	July 20th 2018	Dr.Meikandan & Premalatha	Budgeted
		Finalisation of activity	Aug 10th 2018		
		Evaluation of Delivery	Aug 10th 2018		
		Updation & Documentation of Course Plan	Oct 15th 2018		
Placement	Skill gap, Training & Mapping	Template for profiling(Evaluation sheets)	July 10th2018	P.Selvakumar & Raja	Budgeted
		Profiling of the students	July 20th 2018		
		Identifying training needs	July 30th 2018		
		Planning Training activities	Aug 24th 2018		
		Evaluating post training development	Sep 6th 2018		
Marketing	Specialized marketing teams	Defining tasks & role of Marketing Team	July 20th 2018	Dr.Shanthi	Budgeted
		Budget plan for identifying marketing team	July 30th 2018		
		Identifying marketing team	Aug 10th 2018		
		Marketing team on board	Aug 17th 2018		

CARE OPERATING PLAN

2 of 2

Functional area	Initiatives	Action	Due date	Owner	Financial
Campus life	Summer, winter school visibility	Schedule for summer winter school plan	Aug 10 th 2018	Dr.K.Santhy & Belinda	Budgeted
		Expert Resources person identification	Sep 20 th 2018		
		Collaboration with Govt. / Private organisation for certification	Oct 10 th 2018		
		Promo plan & Budgeting	Oct 15 th 2018		
Placement & Industry Connect	Sourcing and networking for external resources for data base	Identifying the high profile companies based on students aspiration	Aug 20 th 2018	P.Selvakumar & Raja	Budgeted
		Identifying high profile workshop/seminars for networking	Oct 10 th 2018		
		Contacting listed companies and fixing appointments	Sep 20 th 2018		
		Partnering with Companies for long term association	Nov 10 th 2018		

RISKS AND MITIGATIONS

IN THE FOLLOWING TABLE, ASSESS YOUR RISK AND DESCRIBE YOUR MITIGATION:

Risk	Impact	Probability of Occurrence	Risk Mitigation
Slow down in admission	High	High	Increasing Product line Specialised Marketing team
Recruiting & Retaining resources fitting the organisation culture	Medium	Medium	Career management Performance linked incentive
Cost of training needs	Medium	Medium	Identify Internal & External training resources
Upfront Fee collection	Medium	Medium	Incentive for early payment
Advancement of Technology	Medium	High	Thinking ahead of the Market and update the knowledge
Associating with companies for long term partnership	High	Medium	Building Strong Relationships with Companies & Industries

PERFORMANCE MANAGEMENT & KPIs

YOUR KEY PERFORMANCE INDICATORS AND METRICS

S.No	Functional area	KPI	Targets	Owners
1	Placement	No of companies	15	Mr.Raja
		No of students placed	100%	
		Avg CTC	5 lac	
		Number of Students joined	80%	
2	Academic	Avg. Pass Percentage	80%	Ms.Premalatha
		CGPA	50% (with 7 CGPA)	
		Innovation in Teaching		
		Activities	5 per subject	
		GL	2 Per subject	
	Workshop	1 per subject		
3	Consultancy /Training/R&D	No of consultancy /Training/CSR	3	Dr.K.Santhi
		Students projects (Non Mandatory Projects)	10	
		Revenue Generated	200000	
		Journal publication	10 (WITH ISI)	
4	HR	No of high Profile faculty	1per dept	MR.George
		Avg days recruitment	20days	
		Career advancement	5 opportunities per employee	
		No of Employees trained	72 Hours per employees	
		Retentions	Increase to 80%	

Refer to the T-Map dashboard.

PERFORMANCE MANAGEMENT & KPIs

S.No	Functional area	KPI	Targets	Owners
5	Incubation	No of Companies incubated	5 Companies	Mr.Venkatesh
		No of products	5 Products	
		Program/ Activities	10 activities	
		Revenue	200000	
6	Campus life	No of Club activities	10	Ms.K.Santhi
		No of associations	6	
		Summer & Winter School	5 program in each season	
7	Industry Connect	No of companies	10	Mr.Vasantha Kumar
		No of interns	100%	
		No of Industry visit	1 per subject	
8	Marketing	Foot fall increase	70% to be increased	Ms.Shanthi
		No of Promotional activities	8	
		Social media /Website visit	Regular	
		Partnering with feeder institutions	15 School 10 colleges	
9	Finance	Number of students fee collected	100%	Mr.Vignesh
		Credit days	30days	
		Debtors days	15days	

CARE: OUR TEAM



❖ Prative Chend CEO

MS from State Florida University; 7 years Application Architect in Minami; 9 years CEO Care Group of Institutions, Angel Investor ; Cofounder Web Ventures Intl Inc, Delegate G20 Young Entrepreneurs Alliance; Co Chair/Chair Young Indian Trichy;

❖ Meikandan, Director

40 years academic experience; Research Fellow From IIT Madras ; Has published more papers and headed various committee in the college. He is specialised in Quality Control.

❖ Vasanthakumar Industry Connect

35 years of Industry Experience and 7 years of academic experience. He had experience as a Vice president of Harihara industry Trichy. He is specialised in Manufacturing Technology and Process Planning

❖ Karthik Strategic Planning

Karthik has expertise in AI and machine learning from years of experiences across multiple industries and customer data. Prior to Fiind, Karthik successfully set up global advanced analytics center at PWC to provide advisory services, pioneered customer segmentation at HSBC, published papers at JPL Labs, NASA.

❖ Vijaykumar, Strategic Planning

Practicing architect having 30 years of rich experience; Won the Architectural Creation of the Year Award ,Instituted by the IIA TamilNadu Chapter for the year 2006. and Won the runner up for best House Award in Tamilnadu, and the winner in the Trichy District, Instituted by Vijay TV – Dalmia Cements

❖ Dr. Shanthi, Marketing

Research Scholar from Anna University and has rich industrial experience of 6 years and a research experience of 7 years.5 months adding to 13.5 years of academic experience. She is the Admissions incharge right from the day she joined CARE.



Slide 30

S2

Get data from team will update it

Sugumar, 25-05-2018

CARE: OUR TEAM



❖ **Premalatha, Head Academics,**

MS in Structural Engineering (National University of Singapore), PhD. She has 11 years of research cum teaching and 2.5 years of Industry experience



❖ **Santhy, Head Campus life**

Research Fellow from IIT Madras, having 8 years of teaching experience. She has been instrumental in keeping the Campus vibrant



❖ **Aarthi Nehru, CEO International School**

10 Years of academic experience as a principal in the School



❖ **Preethi, Senior Principal**

10 Years of academic experience as a senior Principal

❖ **Raj Kumar , Academic**

Having 10 years of academic experience added with 4 years of industry experience . He specialised in CAD/CAM/CIM, Finite Element Methods, Kinematics of Machinery, Dynamics of Machinery, Vibration. He has interested towards academic. Prior to CARE he was in SASTRA University



❖ **Belinda , Campus life**

Practicing Architect , having 10 years of academic and industry experience and very keen on vibrant campus life. Her area of interest is visual design and interior design



EXAMPLE: OUR TEAM



❖ **Raja** , Placement & Training

Having 9 years of industry experience and 6 years of academic experience. Prior to CARE worked as technical team leader in IBM India Pvt Ltd

❖ **Sri Ram Sundar** , Alumni Relation

Having 10 years of academic experience ; prior to CARE associated with Kalasalingam University

❖ **Mr.Venkatesh**, Entrepreneurship & Incubation

18 years entrepreneurial experience. Has expertise in Entrepreneurship Development Programs and supporting Startups to scaleup. He has attended FDP on Entrepreneurship organised by EDII, Ahmedabad. He has organised EDPs.

❖ **George** , HR

7 years in HR Recruitment consultings prior to CARE and 6 years in academic . Expertise in conducting and organising Training programs on management topics.

❖ **Sugumar**, Accounting

15 years of teaching experience. Research Fellow from School of Management, St.Joseph's College, He expertise in accounting and finance, Serving as board of studies members for colleges; He received awards as a best teacher in Management - 2017 by International Integrated research and Honorable jury mention certificate for Best researcher in Management -2018 by 3rd South Asian Education awards



HUMAN RESOURCES

Please describe your HR processes for managing your company's talent.
(Sample processes are provided, but feel free to use your own.)

Process	Process Description	Owner	Frequency
Manpower planning (to be done in the last month of the semester)	<ul style="list-style-type: none"> ➤ Getting the manpower requirement numbers from Heads of the department and functional heads ➤ Drafting job description in consultation with heads, defining clearly the needed skills ➤ Fixing the budget for hiring (salary of the candidate) ➤ Defining the metrics/scores for shortlisting ➤ Identify people who will be responsible for Interview & Selection 	HR Department	2 times in a year
Recruitment	<ul style="list-style-type: none"> • Identifying the various sources to find the talent based on JD • Screening and scheduling level 1 interview(Senior Staff of the Department) • Shortlisted candidates to meet Heads of the department • Final round with the CEO • HR Discussion and Offer 	HR Department	2 times in a year

HUMAN RESOURCES

Please describe your HR processes for managing your company's talent.
(Sample processes are provided, but feel free to use your own.)

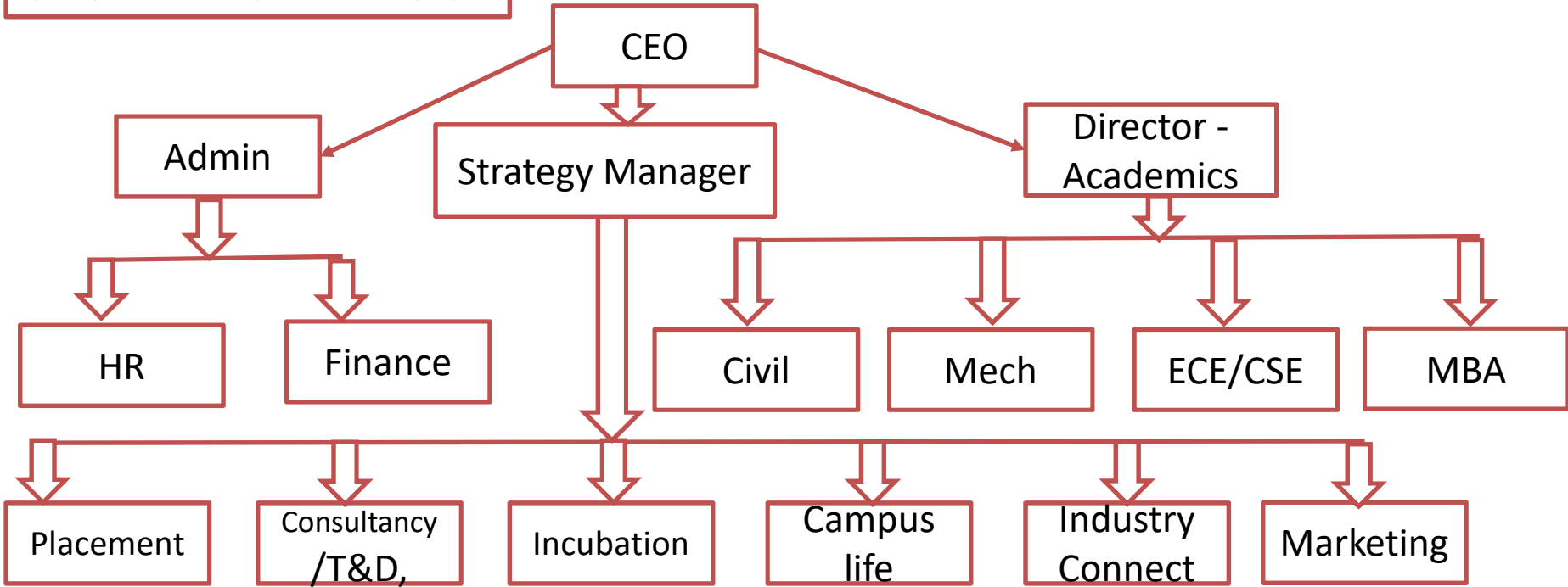
Induction	<ul style="list-style-type: none">• Following up the offered candidates on joining date• Conducting Induction program• KPI Discussion	HR Department	2 times
Performance review	<ul style="list-style-type: none">• Heads and staff discussion on role KPI• Fixing the KPI metric• Evaluation of KPI• Feedback to staff based on evaluation	Heads of the Department	Monthly

HUMAN RESOURCES

Please describe your HR processes for managing your company's talent.
(Sample processes are provided, but feel free to use your own.)

Career Management	<ul style="list-style-type: none">• Heads discussion with staff on Career plan• Fixing career goals and Timeline• Evaluation of Career goals• Feedback and mentoring• Identify Mentors for Junior Staff	Department Heads	4 times
Training & Development	<ul style="list-style-type: none">• Identifying training needs based on Performance review and Career management• Identifying training sources (internal /External)• Feedback on training• Feedback on performance post training from the heads•	Department Heads	2 times

ORGANIZATIONAL DESIGN



STRATEGY & ORGANIZATIONAL DESIGN

- Our organization structure is based on considering the functional areas of the transformations
- We have well defined HR policy and clearly specifying KPI along with functional based attainable metrics , this is in alignment with our transformation strategy

Refer to the Strategy and Organizational Design Boxes (Transformed) on the T-Map

GOVERNANCE & ETHICS

- We have transparent HR policy
- Board influences only financial and strategically decision
- Monthly scheduled review and feedback system
- We have well define dos and don'ts of organization culture explicitly communicated to all stake holders

School of Engineering Income Statement

	2017	2018	2019	2020	2021	2021
Income						
Sales	6,28,63,855	8,17,23,012	10,62,39,915	13,81,11,889	17,95,45,456	23,34,09,093
Cost of sales						
Gross profit	6,28,63,855	8,17,23,012	10,62,39,915	13,81,11,889	17,95,45,456	23,34,09,093
Expenditure						
Administrative	6776451	74,54,096	81,99,506	90,19,456	99,21,402	1,09,13,542
Advertisement expenses	976798	10,74,478	11,81,926	13,00,118	14,30,130	15,73,143
Event expenses	1510596	16,61,656	18,27,821	20,10,603	22,11,664	24,32,830
Fees paid	551040	6,06,144	6,66,758	7,33,434	8,06,778	8,87,455
Hostel Expense	10400497	1,14,40,547	1,25,84,601	1,38,43,062	1,52,27,368	1,67,50,104
Insurance	228111	2,50,922	2,76,014	3,03,616	3,33,977	3,67,375
Internal audit Fees	172500	1,89,750	2,08,725	2,29,598	2,52,557	2,77,813
Miscellaneous Expenses	19397	21,337	23,470	25,817	28,399	31,239
Printing & Stationary	37700	41,470	45,617	50,179	55,197	60,716
Provident fund	1581753	17,39,928	19,13,921	21,05,313	23,15,845	25,47,429
Repairs & Maintenance	3066835	33,73,519	37,10,870	40,81,957	44,90,153	49,39,168
Salaries	29401326	3,23,41,459	3,55,75,604	3,91,33,165	4,30,46,481	4,73,51,130
Staff welfare	11200	12,320	13,552	14,907	16,398	18,038
Students Books	1980657	21,78,723	23,96,595	26,36,254	28,99,880	31,89,868
Telephone Expenses	359607	3,95,568	4,35,124	4,78,637	5,26,501	5,79,151
Travelling Expenses	344029	3,78,432	4,16,275	4,57,903	5,03,693	5,54,062
Uniform Expenses	51162	56,278	61,906	68,097	74,906	82,397
University fees	2578360	28,36,196	31,19,816	34,31,797	37,74,977	41,52,475
Vehicles fuel & Maintenance	5776705	63,54,376	69,89,813	76,88,794	84,57,674	93,03,441
EBITDA	(29,60,869)	93,15,815	2,65,91,999	5,04,99,182	8,31,71,478	12,73,97,717
Depreciation	3330129	36,63,142	40,29,456	44,32,402	48,75,642	53,63,206
Amortisation		-	-	-	-	-
EBIT	(62,90,998)	56,52,673	2,25,62,543	4,60,66,780	7,82,95,836	12,20,34,511
Loan interest	56,400	51,815	46,679	40,927	34,484	27,269
Loss on disposal of fixed assets	-	-	-	-	-	-
Profit before tax	(63,47,398)	56,00,859	2,25,15,864	4,60,25,853	7,82,61,352	12,20,07,242
Taxation	1027771	11,30,548	12,43,603	13,67,963	15,04,760	16,55,235
Profit after tax	(73,75,169)	44,70,311	2,12,72,261	4,46,57,890	7,67,56,592	12,03,52,006

School of Engineering Balance Sheet

	2017	2018	2019	2020	2021	2021
Fixed Assets						
Tangible	2,04,85,156	1,37,25,055	91,95,787	61,61,177	41,27,989	27,65,752
Intangible	-	-	-	-	-	-
Total Fixed assets	2,04,85,156	1,37,25,055	91,95,787	61,61,177	41,27,989	27,65,752
Current Assets						
Fixed deposit - Bank	15959604	1,69,17,180	1,79,32,211	1,90,08,144	2,01,48,632	2,13,57,550
Deposit others	683104	7,24,090	7,67,536	8,13,588	8,62,403	9,14,147
Loans & Advances	65500	2,98,98,564	6,39,63,431	12,39,01,165	21,90,36,153	36,16,46,346
Receivables	6132253	67,16,960	87,32,048	1,13,51,662	1,47,57,161	1,91,84,309
Interest accrued	187943	9,98,562	10,58,476	11,21,985	11,89,304	12,60,662
TDS receivables	162376	1,78,614	1,96,475	2,16,122	2,37,735	2,61,508
Cash at bank	5648361	2,98,98,564	6,39,63,431	12,39,01,165	21,90,36,153	36,16,46,346
Cash in hand	998236	-	-	-	-	-
Total Current Assets	2,98,37,377	8,53,32,535	15,66,13,607	28,03,13,832	47,52,67,540	76,62,70,869
Total assets	5,03,22,533	9,90,57,589	16,58,09,393	28,64,75,009	47,93,95,529	76,90,36,621

Liabilities	2017	2018	2019	2020	2021	2021
Unsecured loan from Trustee	470000	470000	470000	470000	470000	470000
Current Liabilities						
Provisions	2585136	28,43,650	31,28,015	34,40,816	37,84,898	41,63,387
Sundry Creditors	1371788	1,34,33,920	1,74,64,096	2,27,03,324	2,95,14,322	3,83,68,618
Caution deposit	5157550	81,72,301	1,06,23,991	1,38,11,189	1,79,54,546	2,33,40,909
Tax Deduction Made	3,45,624	3,80,186.40	3,80,186.40	3,80,186.40	3,80,186.40	3,80,186.40
Other Liabilities	21,80,625	23,98,687.50	23,98,687.50	23,98,687.50	23,98,687.50	23,98,687.50
Group Accounts	3,82,11,810	3,82,11,810	3,82,11,810	3,82,11,810	3,82,11,810	3,82,11,810
Total Current Liabilities	4,98,52,533	4,09,90,684	4,09,90,684	4,09,90,684	4,09,90,684	4,09,90,684
Total Liabilities	5,03,22,533	4,14,60,684	4,14,60,684	4,14,60,684	4,14,60,684	4,14,60,684
Net Current Assets	-2,00,15,156	4,43,41,851	11,56,22,923	23,93,23,148	43,42,76,856	72,52,80,185
Net Assets	4,70,000	5,80,66,906	12,48,18,709	24,54,84,325	43,84,04,845	72,80,45,937
Share capital						
Retained earnings	(73,75,169)	44,70,311	2,12,72,261	4,46,57,890	7,67,56,592	12,03,52,006
Long term loan	4,70,000	94,612	56,400	38,212	4,31,788	-
Total of Capital & Retain earning	(69,05,169)	45,64,923	2,13,28,661	4,46,96,102	7,71,88,380	12,03,52,006

School of Engineering

Cash Flow

Cash Flow Statement	2018	2019	2020	2021	2021
Profit for the year	56,00,859	2,25,15,864	4,60,25,853	7,82,61,352	12,20,07,242
Add: non cash items:-					
Depreciation	36,63,142	40,29,456	44,32,402	48,75,642	53,63,206
Amortization	-	-	-	-	-
Loss on disposal of fixed assets	-	-	-	-	-
Movement in working capital					
Increase/(decrease) in creditors and provisions	1,23,20,645	43,14,541	55,52,030	71,55,079	92,32,786
(Increase)/decrease in accounts receivable and other debtors	5,84,707	20,15,088	26,19,614	34,05,499	44,27,148
Cash generated from operations	2,21,69,353	3,28,74,949	5,86,29,900	9,36,97,571	14,10,30,382
Taxation paid	11,30,548	12,43,603	13,67,963	15,04,760	16,55,235
Net cash generated from operations	2,32,99,901	3,41,18,552	5,99,97,863	9,52,02,330	14,26,85,618
Investing items:					
Purchase of fixed assets					
Financing items:					
New equity raised					
Loan repayment	(47,934)	(53,686)	(60,128)	(67,343)	(75,424)
Net increase/(decrease) in cash and cash equivalents	2,32,51,967	3,40,64,866	5,99,37,735	9,51,34,987	14,26,10,193
Opening cash and cash equivalents	66,46,597	2,98,98,564	6,39,63,431	12,39,01,165	21,90,36,153
Closing cash and cash equivalents	2,98,98,564	6,39,63,431	12,39,01,165	21,90,36,153	36,16,46,346

FINANCIAL MANAGEMENT

LIST YOUR COMPANY'S FINANCIAL PROCESSES FOR FORECASTING, REPORTING, & CONTROLS:

Process Name	Process Description	Process owner/title	Frequency (per year)
Financial Forecasting	Preparation of Department/functional area wise budget	Functional /Department heads	2 times
Financial Reporting	Statements are made for each activities	Accounts department	12 times
Financial Controls	Compare with actuals and budgeted	Finance department	12 times

INVESTMENT FOR SCHOOL OF DESIGN & INCUBATION

Total Debt to Raise INR(₹).50,00,000

Current Banks, Financial Partners, Investors:

- Axis Bank
- Indian Banks
- Trustees
- Government funding

Planned Use of Proceeds: % of (₹) Raised

- Component Acquisitions 20
- New hires/Professional fees 20
- Capital expenses / equipment 60

SEED TRANSFORMATION PROGRAM REPORT

Intern visited the Campus:

S. No.	Intern Name	Topic	Date	Suggestions and Implementations
1	Julia Danie	Vibrant Camus	4/8/2018	<ul style="list-style-type: none">• Pilot Program – Trained 7 Faculty on Teaching and learning• Residential leader• Peer Tutor
2	Susie Garcia	Students interaction in the Classes	5/7/2019	<ul style="list-style-type: none">• She helps to build confidence in English communication
3	Melanie	Teaching and Learning, Students engagement	30/8/2019	<ul style="list-style-type: none">• Storytelling initiative• Recognising student leaders• Pilot Program – Trained 7 Faculty on Teaching and learning

Such a unique initiative by the management helps to lean the global best practices in teaching and learning.



Teaching and Learning

Every department was using the experiential teaching and learning practice which includes the guest lecture from industry, adjunct faculty, Internship, Summer and winter school beyond that add certification etc., This helps the students to know interdisciplinary and industry practices which empower students to face many changes in the dynamic world.

Student's engagement

Campus-wide student's engagement activity happened to build the leadership and team etiquettes. There are 7 active professional clubs ran by the students and they do one activity every week from a club. Campus full engagement fun, learning, knowledge sharing happening in the campus. Collaborative initiation helps to students to reshape the perspective on engineering education and learned multitasking skills.



Employee's engagement

A well-established performance-based organization concept was designed and implemented in the campus to ensure the quality of teaching and learning with balance work contribution for better culture in the organization. This helps employee to understand works and contribute them to find gaps in the work planned

and execution. All set in place and helps the organization to know the employees performance and devise the strategy to retain the best performing employees.

As the whole the Seed Transformation guided all internal stakeholders and helps to the origination to serve the students, society and people as defined in the vision of the organization.

Seed Program Certificate:

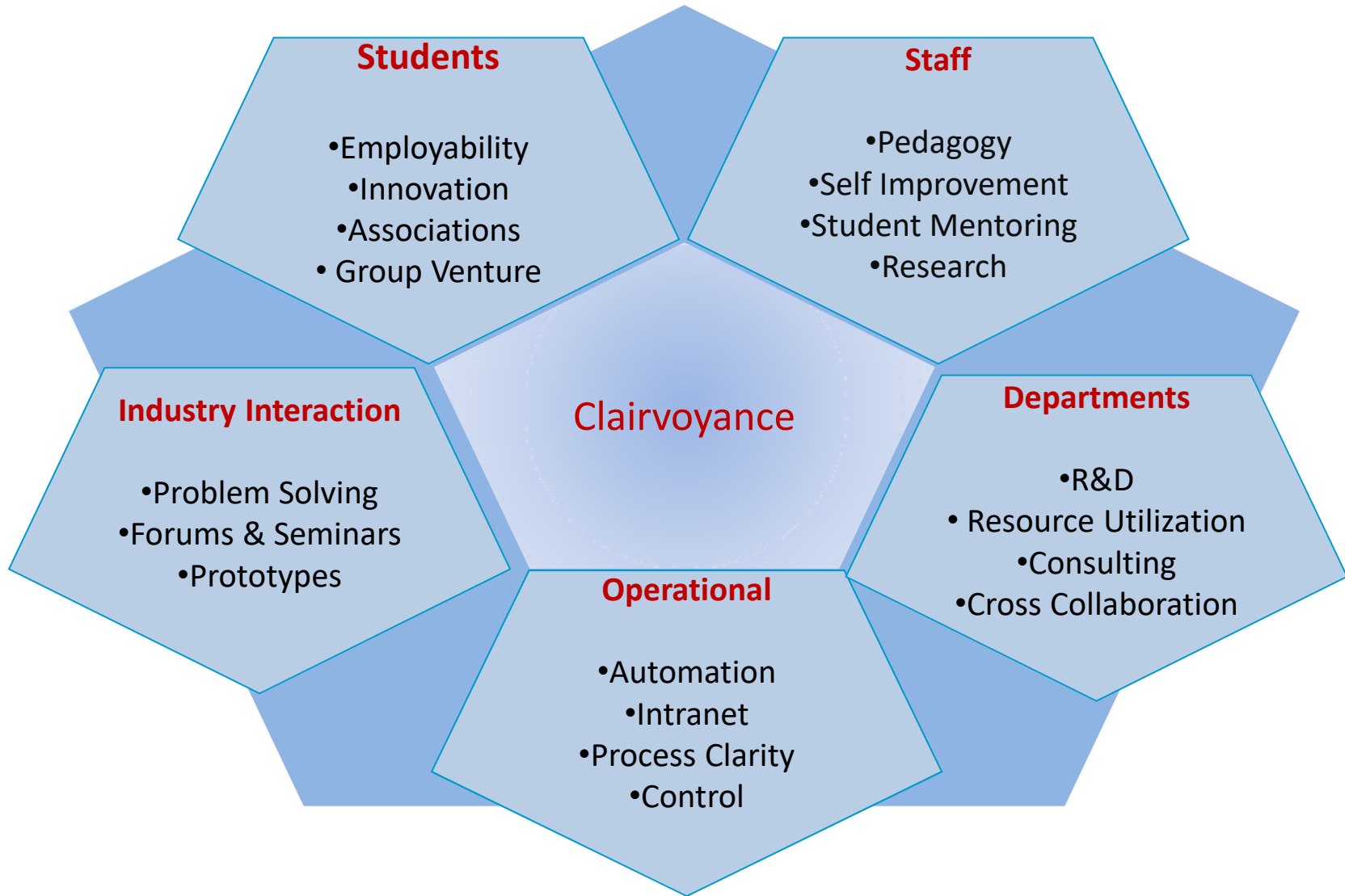




CLAIRVOYANCE

Initiative Focus Areas

Dimensions



Focus



Create a Culture *(Expedite Change)*

Dept Meetings & 1-o-1

Awareness Building

Set Expectations

Form Frontline Group

Two Way Communication
Thru FLG Team



Build Capability *(Expedite Skill Building)*

Learning & Development

Idea Pool for mini
projects

Cross Pollination

Industry Interaction

Consulting

Standardized Process



Self Monitoring for Continuous Improvement *(Expedite Productivity)*

Publish Plan

Define Metrics

Identify Roles

Publish Status Reports

Improve Resources
Utilization

Share your Success

Framework

Advisory Committee

CEO, Principal, Dean, Dir-School of Architecture

Planning & Execution- Head
&
Dept Staff Front Line Group

External Consultants

HODs

Methods: 1-on-1 interviews, Questionnaires, Meetings, Discussions, Workshops

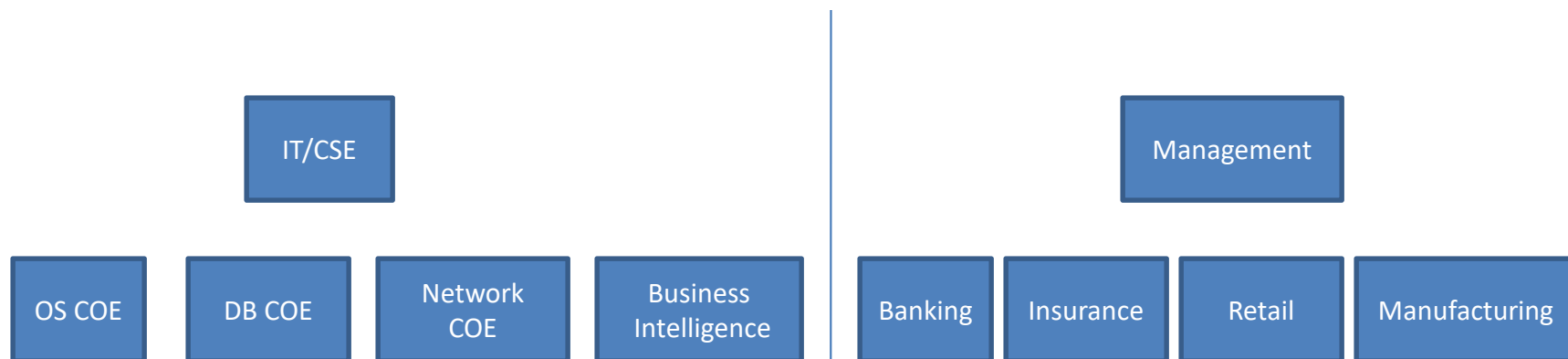
Outputs:

1. Defined Objectives, Goals
2. Priority List
3. Identified Challenges
4. Road Map, Mile Stones
5. Department Plan
6. Defined Metrics

Department rollout identified PILOTs
Status Reports and Meeting for Continuous Improvement

Internal

1. Centres of Excellence(COEs), Special Interest Groups(SIG) in Departments—eg., below
2. Appreciation and rewarding culture
3. Create milestones , Awards for departments and individuals
4. Accessibility across disciplines, Flow of Information and Best practices; Break the silos
5. Empower individual departments
6. Influential advisory/governance across departments
7. Operational Efficiency – Paperless, Intranet, Faculty, Student Access System etc.,
8. Counselling Cells – Academic, Career, Research
9. Engage all in Value add, apart from the daily routine



External

Collaboration, MoU, Partnership

1. Collaborate with limited and similar thinking institutes
2. MoU with industry leaders for mutual strengths
3. Identify Industry PARTNERS or Individual visionaries for scholarships
4. Active participation in industry forums
5. Conduct regular industry connect programs in all departments
6. Foreign College for exchange programs for star performers(staff and students)

Reach the Community

1. College Quarterly News letters on success stories – Student+Staff+Management
2. Community Radio, Campus Channel through existing industry players
3. Semester wise Parent Meet
4. Collaborate with a knowledge event City, State
5. School programs

Consulting and Training

R&D

1. Take real time industry issues , collaborate for solutions, build prototypes
2. Benefits students and staff learning, research as well
3. Motivates staff and experienced industry personnel
4. Cross Department, Functional, Automated solutions
5. Management consulting and Technical consulting
6. Institute to Professionals model(I2P)

L&D

1. Platform for Continuous Education , Soft skill training for Professionals, Working
2. Coaching programs for higher studies
3. Corporate Trainings - Outsourcing Partner for Learning needs of companies
4. Examination Centres for certifications
5. Offer Training centres for Small and Medium Industries - in campus and off campus
6. Build custom build programs for their new employees

Priorities

High

1. Current , Define To Be and Mile stones
2. Staff Align with Institution vision
3. Metrics for this Initiative
4. Induction Program
5. Frontline Group
6. **Operational Efficiency**
(Attendance, Leave Approval, Self Service Request)

Medium

1. Staff Incentives for Excellence
2. **Operational Efficiency**
(Feedback, Result Analysis, Student Profile, Know your Faculty, Library Management)
4. Generate Project Ideas
5. Regular Staff L& D program
6. Knowledge Repository
7. Standardized Department Reports,
8. Standardized Templates
9. Keep Dept update current in internet

Low

1. Identify COE, SIG and owners
2. Identify external bodies to be associated
3. MOUs
4. External FDP trainings
5. **Operational Efficiency**
(Exam Cell, Result Analysis, Training Enrollment and Tracking, Disciplinary Tracking)

RoadMap

June (1 Month)

1. Department wise meeting
2. Individual Staff 1-o-1s
3. Collate CURRENT state of dept
4. **Finalize Core Participants**
5. Finalize Initiative Name
6. **Initiate Metrics Identification.**
7. Initiate formulating T&DI
8. Initiate Staff Induction program
9. Identify Operational eff



Progress

July-August(3 Months)

1. Identify Short term programs for July and August
2. Pool Ideas for Mini Project
3. Identify Mini Projects
4. Department wise Plan
5. **Finalize Core Team Metrics**
6. Core Team Responsibilities
7. Finalize L&D modules and owner
8. Publish Monthly L&D Schedule
9. Build Knowledge Repository
10. Address Operational Efficiency

Sep-Nov(3 Months)

1. One Dept Association Program
2. One Industry Connect
3. Mini Project Teams
4. Weekly Non Syllabus discussion
5. Status and Dashboard
6. Status Meetings
7. Weekly status check on Intranet projects

Trainings - FDP

Technical		
Civil	Stadpro	L1
	Autocad	L1
Computer	Program ming Skill	L1
Mechanical	CAD, CAM	L1
	Core	L1
ECE	S/w, H/w	L1
ALL	Excel	L1
	PPT	L1
	MSP	L2
MBA	SPSS	L1

Soft Skills	
Verbal/Written / Spoken	L1
Email Etiquettes	L1
Presentation	L1
Socializing	L1
Counselling/Coaching/Mentoring	L2
Consensus Building	L2
Accountability and Responsibility	L1
Pedagogy	L1
Conflict Management	L3
Attitude building	L1
Personal Hygiene	L1
Team Work	L1
Goal Setting and Exceeding expectations	L1
Leadership	L3
Mentoring and Coachng	L2
Stress Management	L3

Management Trainings	
Organization Value and Culture	L1
Entrepreneurial	L3

Industry	
Retail	
BFSI	
Cards	
Capital Markets	
Manufacturing	
6 Sigma	
Project Management	

Metrics – Initial inputs

Individual

1. Projects Leading
2. Student Mentees who submitted Student Papers, Led activities
3. Training & Development Hours attended – 72 hours in a year (12*6)
4. Cross Discipline Connections
 1. Projects
 2. Trainings
 3. Consultancy

Department

1. Internal Projects
2. External Projects, Consultancy Work, Trainings conducted
3. MoU
4. Student Association Programs
5. Internship/Inplant
6. Patents Applied

Action

- | | |
|-------------------------------------|--------------------------|
| Department wise Plan | – Departments |
| Ideas for Student Practice Projects | - Departments |
| Finalize Consistent Metrics | - Departments + AC + FLG |
| Provide Monthly Dept Data | - Departments |
| Frontline Group Meetings – Weekly | - FLG |
| Publish Dashboard to AC, HODs | - FLG |