

# Global Strategies for sustainable Business Management based on ISO 9001: 2015

Sacchidanand S. Gogawale<sup>1</sup>, Dr. Sanjeevani Gogawale<sup>2</sup>, Mahek Yadav<sup>3</sup>

<sup>1,3</sup>VIT, Pune, India

<sup>2</sup>SMART Incubation Centre Pune, India

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## ABSTRACT

Since 1984 standard for Quality Management System has been revised and latest version 2015 emphasize on the visionary leadership developing strategies based on interest groups needs and expectations to minimise & manage risks, knowledge management, and process approach. Ramkrishana Math Mission founded in 1902 by Swami Vivekananda, to fulfil the spiritual aspiration of an individual globally and to bring Vedanta through a monastic missionary for social reengineering, plays a major role in man making nation building. This case study narrates the need for such committed leadership and stake holders interest mapping through organisational strategies for excellence in Business management. Based on these principles and revised standard the Math has proven its credentials and is still above all defined standards. We have one more organisation formed in line with Math drives and has achieved similar results for past 30 years, this shows the same principles apply to excellence irrespective of type and nature of activities. The Smart incubation centre works for social development by empowering the students and ladies. Similar to Math has social services like health, education, food etc. to combat the social ill<sup>1</sup> challenges. With help of this case study of Ramkrishana Mission and Math a land mark initiative of Mysore Vidyadhala, where in consistent toppers across countries are being developed for more than 60 years, we conclude excellence protocol and its application to vision, strategies, and improvisation are the only drivers for Quality management system than other conventional protocols. Processes of funds management, HRM, Operations, and quality in given frame of reference, helps the organisation to develop, sustain and grow, with triple win situation. A successful sustainable committed organisation also means development of stake holders and social development, along with knowledge building. These case studies show the principles of excellence are generic and can be applied to any organisation.

**Key Words:** Ramkrishana Math, Mission, ISO 9001:2015, Vidyashala Mysore, excellence smart incubation

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## I. INTRODUCTION

Ramakrishna Math and Ramakrishna Mission are twin organizations which form the core of a worldwide spiritual movement (known as Ramakrishna Movement or Vedanta Movement), which aims at the harmony of religions, harmony of the East and the West, harmony of the ancient and the modern, spiritual fulfilment, all-round development of human faculties, social equality, and peace for all humanity, without any distinctions of creed, caste, race or nationality. **RAMAKRISHNA MATH** is a monastic organization for men brought into existence by Sri Ramakrishna (1836-1886), the great 19th century saint of Bengal who is regarded as the Prophet of the Modern Age. **RAMAKRISHNA MISSION** is a registered society in which monks of Ramakrishna Math and devotees cooperate in conducting various types of social service mainly in India. It was founded by Sri Ramakrishna's chief apostle, Swami Vivekananda (1863-1902), one of the foremost thinkers and religious leaders of the present age, who is regarded as 'one of the main moulders of the modern world', in the words of an eminent Western scholar A. L. Basham. Although Ramakrishna Math and Ramakrishna Mission are legally and financially separate, they are closely inter-related in several other ways, and are to be regarded as twin organizations

**The main goals and objectives of these twin organizations, based on the principles of Practical Vedanta, are:**

- ☒ To spread the idea of the potential divinity of every being and how to manifest it through every action and thought.
- ☒ To spread the idea of harmony of religions based on Sri Ramakrishna's experience that all religions lead to the realization of the same Reality known by different names in different religions. The Mission honours and reveres the founders of all world religions such as Buddha, Christ and Mohammed.

- ✓ To treat all work as worship, and service to man as service to God.
- ✓ To make all possible attempts to alleviate human suffering by spreading education, rendering medical service, extending help to villagers through rural development centres, etc.
- ✓ To work for the all-round welfare of humanity, especially for the uplift of the poor and the downtrodden.
- ✓ To develop harmonious personalities by the combined practice of Jnana, Bhakti, Yoga and Karma.

**The motto of Ramakrishna Math and Ramakrishna Mission is:**

**Atmano mokshartham jagad hitaya cha, "For one's own salvation, and for the welfare of the world".**

Vivekananda Institute of Human Excellence has been serving the society from almost ten and a half years by conducting various courses, seminars and programmes helpful for all age groups giving special attention to the youth and also for people from all walks of life like students, parents, teachers, doctors, police officials, nurses, government employees etc. They number of beneficiaries are more than 6,00,000.

Besides being a busy institute for character development and personality building, it is also a place where many attractive and inspiring paintings have been housed. These paintings depict various ideas of moral and ethical importance. There also are paintings which depict various ways of spiritual unfoldment and various states and kinds of Yoga. So also, there are beautiful paintings depicting various incidents in Swami Vivekananda's life and various ideas from the great Swami's message. All these make it a must-visit place in the Ashrama. Other educational initiatives of Ramkrishana math are defined in respective websites and are worth studying, In this research triggered by the cruel incidences related to school safety researchers wanted to study is there any model for excellence in education that can be adapted by all institutes where in all stake holders will enjoy to get associated, Stray experiments as defined in Totochan and My school summer Hill are not sustaining, The organisation that has sustained more than 50 years . and not compromised on results and discipline can be considered as role model for mapping quality management standard, and beyond it an excellence protocol, validated by interested parties feedbacks.

Here, activities are based on donations and some projects are based on grants, however, the excellence process and improvisation and growth are evidenced all those years. We in 1986 took this as our inspiration and role model to start an incubation centre that works for ladies and student development called SMART incubation - Socially motivated application of research and technology. Although we have nothing but the inspiration the results are encouraging, today we wish to share the excellence and QMS standard frame work as applied to our organisation, to reveal our success factors.

## II. HYPOTHESIS

Vision - selfless service and Self actualisation pursuit for social and self-development results in developing an organisation with triple win association, makes it sustainable and successful.

In absence of these values, and commitment, the organisation may not be sustainable and effective.

These principles if adapted as business values and strategies the sustenance, development and growth is assured, and the organisation meets the QMS protocols and continues its excellence journey beyond certification standards.

## III. METHODOLOGY

The case study data is mostly primary based on one to one interactions, and secondary collected from the websites and reports published. The hypothesis is validated by a pilot case validated on QMS standard & the organisational performance, and is shared for further peer reviews.

## IV. OBSERVATIONS & FINDINGS

The turbulence in every business and industry segment globally has forced to identify sustainable strategies for organisational growth. Bhagini Nivedita started a school in Kolkata in 1898 over 100 years it has grown and is not having any negative news like other private Girls school. The school safety is a concern, to day, various standards and scholars are identifying the success factors to map for organisational excellence and strategic planning that of. When we were doing the 9001 and 14001 certification training and audits for excellence protocols, we compile the data for leadership through the vision, missions, policies, strategies mapping, validate it based on stake holders' expectations and needs, dynamic SWOT and interested parties' expectations, knowledge management. While doing the system reviews we realised knowingly or unknowing, we have no other example to quote across the globe, that for more than

100 years, without any negative trend, incidence, complaints has sustained and grown, though it is a spiritual organisation & joining is voluntary.

Every location math runs 4 major activities, education, with or without conventional schools, hostels and trainings, Health support, dispensary, diagnostic centres, and or hospitals, Spiritual guidance, and retreat & rural and local society, incidental relief activities support - Prasad – Narayan Seva (food distribution), prayers and discourses are common.

The success factors as per us are the 1. Leadership – Vision, mission, policies and processes being dynamically controlled by dedicated monks 2. Focus on stake holders (Customer, supplier, employees) needs and expectation 3. Knowledge management 4. Improvisation drive 5. Process approach.

This case study denotes the key success factors are the firm organisational system and protocols as defined by the Visionary leader. Mission of self and social development deployed by Monks, who are volunteers and not employees although some staff is employed, all follow Selfless service and self and social development commitment, along with supplier and service receivers. All are volunteers, who have no other goal or any entanglement in their life. The Math activities show very effective symbiotic associations of Monks, and the devotees who contribute for this noble cause, and are very happy and proud to get associated and sustain the drive.

The director Smart incubation centre says - We wanted to work on the model and requested all to follow the same principals not knowing we were following the ISO 9001:2015 guidelines, that were not even thought of then. The Experiment in own domain to verify the applicability of this model in the field of business to verify the hypothesis, with help of SMART incubation centre operating on these lines was going on, till in September 2015, when the revised version was released, @we were happy to note the similarity and decided to publish the paper to get peer feedback and motivate others to develop the model and their business on similar line.

Smart incubation Centre is developed and started with similar guideline and principals of Ramkrishana Vidyashala Mysore. The Entrance of Mysore Vidya Shala states 6 pillars of Education, which includes spirituality and character building. Unless we identify education as means to groom character and develop an individual, a strong society is not feasible. Incidences due to lack of character need not be discussed, but we conclude based on the crime data analysis the common factor is lack of self-control due to lack of character, due to lack of grooming, we decided to accept it as our contribution to social building, so with vision of converting problems to prosperity we stated this incubation centre. We are sure, any organisation, if in their organisation inculcate such values, incidences of negative pattern will be eliminated.

We after starting the set up allowed students, & ladies to join for their creative ideas and other creative skills to be groomed. We have used the validation criteria as National level awardsp policy. As our approach was not having any similar standard, now with the revision the new version of ISO 9001:2015 supports our deployment method and we conclude we are on the right track.

Since the year of perception, we have bagged gold awards, at international level, excellent and par excellent awards in National conventions, Awards for posters, slogans, quiz, kaizen, essay, photography, at national level consistently.

The problem to prosperity was not easy journey, we have to follow the proven PDCA, when we started the faith and friends were our only assets. Faith on the QC principles, and Swamiji's guiding thoughts and will to experiment. We in our own way formed unconventional circles and started addressing unconventional problems. The drive started from office then to homes and now in society where we stay. Ramkrishana math, Sarada math, VAMNICOM, Rescue homes are some remarkable mile stones and associates. Now we have students' teams and incubation centres working for socially value adding projects using technology and corporate support. The focus and commitment ensured the return on investment is man Making education and we are getting results thereof.

On lines with Nivedita School of thought empowered the dedicated teachers, the Vivekananda and Youth drive empowered & socially and spiritually oriented the engineering and management students many more associates like VIT, MIT, Sinhgad from academics and Intra Electronics, Nalco Dai -Ichi, Ask Chemicals, Wyse Biometric systems from Industry, have started sharing the same concepts, and reaping the benefits there of. Society is made up of individuals. A small contribution by them or towards them makes a big difference. The dedicated students team breaking the stereotypes and developing innovative products and joining innovation, getting incubated has contributed in start-up India and stand up India drive. The continual professional development and community development initiatives through Aadishakti has benefited more than 500 individuals and 2000 students, 116 case studies in respective organisation making us better and better day by day, so we can contribute and add value to the society by controlling waste, pollution, risk, a better safer, productive, cost effective, innovative drives. Together we can achieve and cherish better, & more if the society is benefited through you, your family, homes or workplace, helping hand join to ensure the project sustains and multiply the happiness. Value adding spreads, & then the model becomes self-sustaining as stake holders extend the support needed. The risks are mitigated by volunteering and strategies deployment is feasible without conventional budgeting and funds flow through divine grace. Sustained growth and stake holders' satisfaction are interlinked. Stake holders go beyond their roles to be a part of this organisation, such win -win association also

leads to better society, & organisation and stake holders' development. The growth is slow as identifying and grooming takestime, but the growth is evidenced and sustained, for us over last 30 years.

We have the role model of mission the sustenance over 100 years, itself is a valid indicator of success, so every business striving for long term success, should aim for the development of self and society. Now validated by ISO 9001:2015 standards requirements and principles we conclude these are the success factors for any and every organisation for excellence protocol and effective quality management system.

We, as researchers agree with them. The CSR need not be 3 % as per directive of law, but every individual in every action shall be careful to avoid any remote antisocial activity. The Smart incubation through an incubation have contributed to the Start-upIndia and Stand up India and made in India drives and been a part of a success multiplication proposition. The commitment towards development, then the focus on immediate return, ensures these initiatives are not only self-sustaining they also generate the necessary funds, through delighted stake holders.

The demonstrated leadership by developing vision, mission, policies strategies deployment protocol as defined in revised ISO 9001 standard and ISO 14001 standard matches very well with the model developed, established and sustained in Ramkrishana math, Sarada math and their activities, are our motivation and role model although, are not business model. But with revised QMS we conclude is a sustainable development model better explained than the standards for QEMS and ZED protocols that we share during the incubation to our incumbents.

The steps are - stake holders need and expectations are identified and detailed up to minutest details and are transformed with risk analysis, as controls in hands of Monks or Nuns or selfless leaders ensuring, objectivity, transparency and no corruption in the whole process. The associated staff and the workers are answerable to the protocols and procedures set by the monks, and follow the deployment guidelines.

In vidyashala, the students are busy from Morning 5 am to 10.30 pm including holidays. The schedule starts with prayers, thought for the day, ground -sports, breakfast, study, also before sleep an hour of TV programs. And indeed, the service & self-help. This balanced overall development, entertainment and discipline is feasible as it is a residential school, however, in our incubation centre we recommend the schedule, for overall development, including the diet and exercise.

The group interactions ensure the collective learning and synergy grooming the children, in a unique way, that is proven very effective as in Vidyashala most of the Engineering innovation awards like QCFL, Chapter, national and international conventions for Kaizen, QCI quality month competitions at student and professional level are bagged by our students.

Students are not only happy to cope up with this schedule, there are ex-students who feel proud to come with their families to share the excellent grooming. Scientists from ISRO and Infosys and leading organisation, enjoy sharing their knowledge, such industry academia bridge, bridge with alumni's and society ensures the overall development of the students.

The results are showing the raising trends, and increasing competition for entry defines the customer delight. The organisation is beyond certification as the best of best awards across countries including, sports, debate, academics are bagged. When we interacted with Swamiji the in charge for Vidyashala, he advises us to visit the value education centre and Dedicated B. Ed. college where in the value education and moral science are taught to all teachers. We also on similar lines made it mandatory to all to follow the same moral standards and values for no negativity.

## **V. DATA ANALYSIS AND INTERPRETATION**

The value addition is a process, lean control is defined by the vision, mission and policies, for developing the excellence culture, selfless leadership is essential. The stake holders feedback and involvement in process design and meeting their expectations and needs ensure growth and sustenance irrespective of any and every problem. Complaints if any are solved by mutually defined teams, showing the improvisation is the focus. The learning is shared, and innovation and creativity makes the organisation active and dynamically growing. The recently published QMS principles and standard also has similar model starting with process, derived from context and stake holders, leadership, resources, and process control to facilitate set objectives by improvisation. Consistent awards since inception show the system and model is effective and has built in correction, so control beyond six sigma is achieved. As it follows the requirement of QMS certification globally approved we conclude the model is validated.

## **CONCLUSIONS**

The above case studies show. The vision based on stake holders needs and expectation fulfilment commitment. Risk analysis and reviews and deployment for excellence with selfless service and social development commitment, ensures,

any service or product, as an excellent service and product. The revised ISO 9001 & 14001 standard calls for such vision formulation, strategies and stake holders need a and expectation mapping, in year 2015, but Ramkrishana math and mission has much more to offer based on their value and mission. Any organisation no matter spiritual or otherwise, if adapts to these values, operation model, gets success as proven by Smart incubation over last 30 years. now validated based on revised ISO 9001- 2015 requirements.

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