



A Critical Analysis of GCS – Shri Ghewarchandji Surana's Frugal and Flexible Approach to Strengthening Self - Confidence in Corporate Governance

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Abstract: Doing business is basically to the act of exchanging goods or services for money or other compensation. The process is simple, unless it is overburden by different business rules, regulations, tricks and attractive practices to make a certain profit. From a businessman's point of view she/he can do business on any product, available in this materialistic world with demand. In case of a product without demand also the demand can be created through proper marketing strategies. In the language of business world, product or service is important. When the businessman is dwelling in the academic domain, who will be his product? Is it the course she/he is offering? Is it the group of learners whom she/is going to place in the job market, as well as in the society? Will the business man look at her/his academic ventures just in the equation of profit and loss only? All these basic questions are inevitable in a critique's mind and the same is searched in the life, work and ideologies of Shri Ghewarchandji Surana, the founder of Bengaluru based Surana Group of Institutions.

Keywords: Management, Resources, Budgeting, Responsibilities, Turnover, Mischievous, Leader, Aggressive.

1. Introduction

Etymologically, the word, business refers to any commercial organization or entity engaged in industrial and professional activities. Economic activities, production of goods or services as per the requirement of the market are major phenomenon of any business. In this scenario, a businessman is a man who works in business and generally he holds management level position in his own company. The authority and command of the businessmen comes with his ability of governance also. A successful businessman typically focuses on understanding and meeting the needs and wants of his existing customers, as well as target customers. Market research, product development and desired customer service should be at his fingertips.

Shri Ghewarchandji Surana (GCS to all), the pioneering business role model of Surana Group maintains a structured organizational framework, with roles, responsibilities and processes in place to ensure efficient operations. Business uncertainties like market fluctuations, competitions, technological advancements and economic conditions are well taken care off to overcome the rough weathers of life. Managing financial resources, budgeting, investments, reporting in due intervals, recruiting,

managing employees etc. are some of the comprehensive responsibilities of a well-established businessman and Shri Ghewarchandji Surana, as the former Chief Managing Director of Surana Group operates with time proven expansion strategies and effective soft skills to provide expected organizational setting with appropriate operational context. The man behind the realm of the businessman is the focus of this research paper with all these pros, cons and critical analysis.

GCS and Shri Dilip Surana:

"My induction as his apprentice- shiksha – commenced early on. I was granted an observer status in every discussion- meeting, every negotiation or deal-professional, commercial or social" (Surana and Daitota 2), as mentioned by Shri Ghewarchandji Surana's successor and the present CMD of Surana group regarding the goal-oriented approach of GCS to prepare the next generation to take care the business empire. The far-fledged visionary leader is reflected with his mission and vision for the betterment of the organization. "GCS's trademark style of simultaneously running the industrial and educational empires alongside his charitable and religious ventures" (Surana and Daitota 3) refers to his utmost ability regarding ability to foresee market trends, strong leadership with strategic decisions,



financial acumen, resilience and perseverance with customer centric approach. "the eyes and ears of GCS" (Surana and Daitota 3) are the driving forces behind his analytical skills and networking abilities in the organization and beyond.

Besides the business capabilities, the majestic living of GCS was in the attention of others. His choice of clothing, furnished living along with his legendary magnanimity were the talk of the town in those days. The in-detail description of ripping open the envelopes inside out, cut them in small slips, tight them up with clips and write instructions or directions with a Japanese black micro-tip pen was the illustration of GCS's idea and approach towards business privacy. The multi-layered thinking process could be the added advantage to any entrepreneur of twenty-first century.

"GCS brand of frugality. Jugad – thinking, as far back as I can recall, was a second nature with GCS, long before innovation, creativity or lateral thinking became buzzword" (Surana and Daitota 3). In Indian subcontinent, where all the ready-made, scientific solutions are not available as per the wish of the businessman, action research is the demand of the time indeed. Even at the age of artificial intelligence, the necessity of native intelligence with its non-replicable and non-cloneable attributes stand straight with the life proven examples of GCS. In this aspect he is not only the representative of business class, but the pride of whole mankind who against the possible threat of AI.

GCS & Anand Surana:

"Every time we met people from his life, they would reminisce about their times with him – sharing how he had inspired them and changed their lives" (Surana and Daitota 5), the approach of Shri Anand Surana refers to the humanitarian, social face of Shri Ghewarchandji Surana under the mask of a "hard bargainer". (Surana and Daitota 3) GCS came to the promising city of Bangalore (now, Bengaluru) with all his belongings in bag like an ordinary but focused Indian youth and left behind the annual turnovers and the recognitions, not only for of his business empire but also his magnum opus as the point of motivation for those youths who are still coming to the land of fried beans in search of a better future and career. To ignite the impactful and enlightened behavior, the life, struggle and success of Shri Ghewarchandji Surana is motivating and significant.

The bonding of Krishna-Sudama:

A businessman is a human being first. The sense of morality, ethics, social behavior are his primary characteristics. From this point of view, GCS's childhood

friend, Bohrilal Jain's analysis is quite interesting. Bohrilal describes GCS as a respectful, reliable person. It is told that a visionary person can understand the up-coming days, other wise why GCS says to Bohrilal that he may not remain alive till the inauguration of the proposed temple, but he (Bohrilal) should offer the same respect to all their friends. The starting of Microlabs as the pharmaceutical company, the success to get Government order for medical supply etc. are quite evident in the writing of Bohrilal but Shri Ghewarchandji Surana, as a human being is more prominent with the qualities like, a person against lies, disciplined, fond of hygiene, no show off, maintaining good relation with family members and childhood friends, dedicated to hard work and effective strategy and set high targets are the reflections of GCS's personality. The contribution of Bohrilal Jain is short but specific to understand GCS as a human being by going across his popular identity as a successful businessman.

GCS and Jayanti Lal Surana:

A fond of Osho's spirituality and Kishore Kumar's melodious voice, Shri Ghewarchandji Surana belongs to a village called Balrai, Rajasthan but his acquaintance with the promising city of Bengaluru is in the form of silk business assistant of his brother-in-law. A rank holder of the boarding school of Verkana, GCS took good care of his younger brother, Jayanti Lal Surana who was only in sixth standard in tome of moving to Bengaluru. "He raised me like his own son, try" Ing to provide everything I wanted." (Surana and Daitota 15) From the distributor of La Medica, a Delhi-based pharmaceutical company to the inauguration of Micro Labs in Chennai, the image of a Karma Yogi is quite prominent. In time of shuttling in between Bengaluru and Chennai, "Sometimes all he could manage was a spot in the passage near the toilet" (Surana and Daitota 16), still the indomitable courage ensures "a turnover of around 50 lakh rupees the first year" (Surana and Daitota 16). The combination of "soft at heart" (Surana and Daitota 16) and the identity as a "tough master" (Surana and Daitota 16) can be treated as the unheard voice of GCS towards success.

GCS and Suki Parekh:

"People will know me later" (Surana and Daitota 17), is the confident reply of Shri Ghewarchandji Surana regarding the advice of networking. GCS was confident in his own ability. Named after a sweet dish, 'Ghewer', Shri Ghewarchandji Surana was a good student and the master of practical jokes on everyone. On the day of Sukhi's wedding, "He circulated the 'news' that camel-borne dacoits were about to attack us. The women quickly gathered all their jewellery and hid everything in the fields." (Surana and Daitota 17) An intelligent but aggressive child, GCS's childhood days

are as normal as any Indian child with mischievous activity, fight with sister, hunger strike etc. The same person changes a lot after coming to Bengaluru with his hard work till late night at Dadha Pharmaceuticals. In spite of the severe scolding from his brother-in-law's end, GCS was focused to his ambition which was later possible with his industrious nature.

Professionalism and GCS, the Soft-spoken Person:

"One fine morning in 1959, I was at my office in Bangalore. A gentleman (probably an audit assistant with Kotadia & Co) came to my office along with a young man and requested me to train him in pharmaceutical distribution business. This gentleman was none other than Sri Ghewarchandji" (Surana and Daitota 21), as S. Mohanchand Dadha states and we can get a glimpse of the early days of a GCS's career. His indomitable courage can be observed in the writing of C. P. Bothra, Charman, Lyrus Lifesciences Pvt. Ltd., Bengaluru as he mentions, "His thoughts and dreams were always larger than life. He had the capacity to handle the most adverse situations and turn them into opportunities." (Surana and Daitota 23) Four basic, yet important characteristics of Shri Ghewarchandji Surana were hard work, intelligence, foresight and humility help him to touch the zenith of success in true sense.

"He was a meticulous planner. He worked to accomplish everything he had planned and also paved the way for us" (Surana and Daitota 25), as P. Jawahar Babu, Senior Vice-President- Corporate, Micro Labs Limited, Chennai thinks on GCS. The plannings and meticulous work ethics are important for a smart person in his professional and personal domains. Indeed, these two components are the sources of confidence and perfection for the planner. Shri Ghewarchandji Surana is an exemplary personality regarding this. In a hostile place like Bengaluru, it helps him a lot to keep his works arranged and implemented. From the memory of Ms. Gajalakshmi, former General Manager- Purchase, Micro Labs Limited, we come to know the other attributes like 'Hardworking', 'dedicated', 'proactive', 'general awareness', 'ability to crunch numbers', 'tremendous quality of assessing a person' etc. about the pioneering personality like Shri Ghewarchandji Surana.

He "believed in learning" (Surana and Daitota 27), as GCS's nephew Dr. Ghisulal Jain remembers regarding the motivational presence with his role like 'A wonderful teacher', 'boss', 'leader', 'friend' in the journey of a 'trainee' of a pharmaceutical company. "What is spelling of Commission?" (Surana and Daitota 29), is the first question of GCS to Mr. Jagadish Kumar Solanki, Proprietor, Sri Mahalakshmi Associates, Bengaluru. It refers to the simple but pragmatic approach of GCS at the

starting level of a young boy's career, immediately after completing his SSC (Secondary School Certificate). "I started filing the voucher by punching the sheet without centering them. He started scolding me, explaining the importance of the right way of filing." (Surana and Daitota 29) Mr. Jagadish Kumar Solanki can remember this incident during his training period in Micro Labs. It reflects GCS's level of commitment towards the assigned work. K. Jayanthi, Accounts & Administration Manager of Micro Labs Limited writes, "Suranaji by nature was a simple, unassuming and down to earth person. He was highly knowledgeable in every sphere of the work..." (Surana and Daitota 29) The word simplicity refers to the quality or condition of being easy to understand or to do with full clarity. Complicated approach cannot last longer. Simple but focused mentality and methodology can be helpful in long journey of life, whether it is personal, academic or professional.

Through sheer hard work and determination, Shri Ghewarchandji Surana takes the small factory of Micro Labs to a group of factories. Thousands of young employees achieve their dream career with the able guidance of GCS. The true meaning of the word, responsibility was not only the state of authority and control with power, but it also referred to the proper management, positive influence and leadership for GCS. It is also the ability to make the organization function properly according to the desired goal with financially viable approach, along with social well beings. Philo Mathew, former Personal Secretary to Founder Chairman, Micro Labs Limited refers GCS as a "self-made industrialist." (Surana and Daitota 37) He was a person without any excuse for tiredness. This diligence and scrupulous nature of GCS makes him different and unique in his approach. During his approach as a systematic person, GCS always note down all the required points even before a phone call also. It is told that hazard work is devil's work and GCS never believes in keep the work to be done in future.

"I don't want to make money on dying people. I am ready to manufacture quality medicine to save people's lives." (Surana and Daitota 37) The approach is quite similar to the ideology of Swami Vivekananda that to serve man is to serve God. He was ambitious but not as the cost of human life. Beside his business, GCS took different philanthropic works by way of starting hospital, educational institutes, temple as a token of gratitude for all the blessings showered on him the Almighty and the society at large. "He was not fluent in English, so he was very adamant that his children should get a very good education. He sent them to European school for a few years and this became the primary motivation to start an educational institution that could provide quality education at an affordable fee." (Surana

and Daitota 37) This leads to the foundational stone of Surana Group of Institutions at the heart of the garden city, Bengaluru.

From the memory of Dr. Rajeshwar Singh, we can understand the visionary out look of GCS, when he asks Dr. Singh, "Is there any difference in the job of a marketing manager, a product group manager and a product manager? I find them doing the same thing!" (Surana and Daitota 41) Even the in-depth though is quite visible in GCS's question, "What exactly is the role of Human Resources Department in a pharma company?" (Surana and Daitota 37) The broad mind to accept the new technology is another characteristic that makes GCS ahead of time. His approach towards computer, scanner and printer is really beforehand for Shri Ghewarchandji Surana. He even sends his factory head to the office of Dr. Singh to understand the contemporary development of technology. "GCS was a man of ideas" (Surana and Daitota 43), remembers Medha Bhaskaran, former Product Manager, Micro Labs Limited regarding her work from home which is a completely new concept in 1979. Being a workaholic person, GCS was never engaged in professional gossip, movies and politics. As a pragmatic person, his principle reflects when he says, "We do not need expert advice on what to introduce, but what NOT to introduce." (Surana and Daitota 43)

The quality of a good leader is not only to guide the followers but also to understand the motive of the work. For this purpose, GCS used to work side-by-side with his employees. It proves his egoless character that is useful to communicate with the other employees in a better way. "It was a shock to me at first when I saw him working alongside us as an employee" (Surana and Daitota 44), mentions Ramesh Mehta, Vice President-Purchase, Micro Labs Limited, Bengaluru. The quality to remain down-to-earth is a good quality for a business leader to understand his customers. "What is the difference between ampicillin and amoxicillin", he asked in a grim face" (Surana and Daitota 45), remembers Medha Deshmukh Bhaskaran in her Crossword Bookstore publication, "Perception of Life" (publication year: 2018). The simple yet useful approach of Shri Ghewarchandji Surana is really unmatched in his contemporary time.

2. Conclusion and Future Scope

"Memories play a big role in my life and the days I spent with Late G. C. Surana hold a special place in my heart." (Surana and Daitota 51), memorizes Amar Singh Sisodia, Director, Micro Labs Limited, Bengaluru. A pioneer was born in the form of Shri Ghewarchandji Surana with all his hardships, struggles, innovation, far-fledged visions and reasonable, practical approaches to business world and to the humanity in large extent. Like a true leader, GCS goes

the way and shows the way for the upcoming generation. Therefore, it can be mentioned that GCS has struggled in his early career, come out as a trailblazer and control his empire as a perfect task master. Still the social responsibilities and the bond of friendships were not forgotten. Being a true follower of ancient Indian principle of "Vasudhaiva Kutumbakam" (Surana and Daitota 112), Shri Ghewarchandji Surana, popularly known as GCS shows the seed of the future with his divine journey in true sense.

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