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DOB: 24 September 1982

ACADEMIC EDUCATION:

- FPM (Doctoral), NITIE, Mumbai, Pursuing
- Qualified UGC Net in Management, July 2016 – 65.71%
- MBA, Rajagiri School of Management Kerala, 2005 – 3.47/4.00 CGPA
- BSc (Physics) - 2003, Nirmala College, M.G. University, Kerala – 91.00%

PUBLICATIONS

1. Nair, A.K. and Bhattacharyya, S.S., 2019. Is sustainability a motive to buy? An exploratory study in the context of mobile applications channel among young Indian consumers. *foresight*, 21(2), pp.177-199.
2. Nair, A.K. and Bhattacharyya, S.S., Mandatory corporate social responsibility in India and its effect on corporate financial performance: Perspectives from institutional theory and resource-based view. *Business Strategy & Development*.
3. Nair, A. (2019). Case Analysis III Carasid Interventions that Make Businesses Sustainable. *Vision*, 23(2), 219–221. <https://doi.org/10.1177/0972262919844621>

CONFERENCES

Presented paper titled " Study of CSR Act 2013 in India: Has it Done More Bad Than Good?" in Strategic Management Society (SMS) special conference held at ISB Hyderabad in December 2018

Presented paper titled "Integrated strategic management model for sustainability and innovation" in the international ISDSI conference held at SPJIMR Mumbai in December 2018

ACADEMIC SKILL SET:

- A total of 6 years of experience in corporate and academic field.
- Extensive voluntary experience in the social sector
- Excellent critical thinking and communication skills

WORK EXPERIENCE:

Research Associate – Strategy
SPJIMR, Mumbai

September 2014 – Present

- A purely academic role assisting the faculty in delivering classes in the areas of business strategy and marketing management.
- Imparting sessions in the subject areas of business strategy.
- Designing quizzes, question papers, assignments and study plans.
- Evaluation of assignments, group works and exam papers.
- Additional responsibility of designing and implementing the department's social media strategy
- Planning and strategizing for the alumni meets, convocation, colloquiums, conducted by the department.
- Researching and assisting the faculty in making presentations and articles related to the areas of strategy and marketing.

Associate Marketing Specialist
Pangea3, Thomson Reuters, Mumbai

February 2013 – August 2013

Proposal Management

- Determining proposal concept by identifying ,clarifying opportunities and needs; studying requests for proposal(RFP)
- Gathering proposal information by identifying sources of information; coordinating submissions and collections; identifying and communicating risks associated with proposals. Obtaining approvals by reviewing proposal with key providers and project managers.
- Developing proposal by assembling information including project nature, objectives/outcomes/deliverables, implementation, methods and budget. Writing, revising and editing drafts including executive summaries, conclusions and organization credentials.
- Maintaining proposal templates, proposal-writing standards and proposal support databases.

Marketing

- Coordinating email campaigns
- Gathering competitive intelligence
- Writing and summarizing blogs for the company LinkedIn page

Research Associate (Flexi role)

SP Jain Institute of Management &Research, Mumbai

November 2011- February 2013

- Evaluation of Project and Assignments
- Preparation of Courseware, Questionnaires and Quizzes
- Writing Case studies, White Papers etc

Senior Executive- International Business Development

Aptara Corp, Pune

September 2007 – November 2008

- Establish and maintain positive partnership with e-learning Vendors, NGOs, schools and Educational service providers.
- Identifying volunteers and sponsors interested in contributing to the different projects undertaken by the NGO.
- Preparation of presentations, proposals and reports.

Executive-Regional Sales Support (APAC)

IBS Software Services, Techno Park, Trivandrum

July 2005- July 2007

- Prospecting and Sales-Funnel management - Responsible for building a universe of prospects and qualify them to market platform and later to business platform.
- Market Research - Experienced in creation and maintenance of prospect database, study industry developments and trends that can be used to drive sales and marketing initiatives.
- Bid Management - Creation of proposals and acting as a gateway between the client and the technical team during the proposal and initial requirements.
- Internal communication & Sales Collaterals - Handle all internal and external sales department communication. Work with the creative agency and the product team to create and manage sales collaterals in line with the requirements provided by the regional sales personnel

VOLUNTEERING EXPERIENCE

- Admin Volunteer, British Heart Foundation
- London and Reading Volunteer, Northside Primary School, London
- Marketing Volunteer, Vanamoolika, Wayanad
- Math teaching volunteer at AXF foundation, Mumbai



foresight

Is sustainability a motive to buy? An exploratory study in the context of mobile applications channel among young Indian consumers

Asha K.S. Nair, Som Sekhar Bhattacharyya,

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Mandatory corporate social responsibility in India and its effect on corporate financial performance: Perspectives from institutional theory and resource-based view

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Abstract

The enactment of the Companies Act of 2013 in India mandating CSR spending is a regulatory pressure from the government. Institutional theory suggests that such regulatory pressure has an impact on firm heterogeneity and consequently on the competitive advantage of a firm. On the other hand, a firm's resources and capabilities like R&D expertise, advertising intensity and staff welfare & training intensity leads to firm heterogeneity and helps firm to achieve competitive advantage. So, this paper combines the insights of the resource-based view with the institutional perspective from the organization theory to study the combined impact of both on financial performance. The study was conducted on Indian firms which belonged to the top thousand firms by sales for the time-period between the years 2010 and 2018. The data was collected from CMIE Prowess database.

KEYWORDS

CSR in India, mandatory CSR

1 | INTRODUCTION

The positive relationship between CSR and financial performance was verified in the literature through multiple studies (McWilliams & Siegel, 2001; Wang, Dou, & Jia, 2016). CSR was a voluntary activity (Carroll, 1999) and firms were free to choose their level of CSR contributions according to what makes business sense for them (Gangopadhyay, 2012). However, in 2013 government of India through the amendment of Section 135 of the Companies Act 2013 made CSR mandatory. The enactment of the regulation on mandatory CSR in India mandating CSR spending was a regulatory pressure from the government. This forced firms to spend 2% of their profits on CSR mostly because of regulatory pressure. Institutional theory suggested that such regulatory pressure has an impact on firm heterogeneity and consequently on the competitive advantage of a firm. Institutional theory (DiMaggio & Powell, 1983, 1991; Scott, 1987) evaluated the role of social influence and pressures for social conformity in determining organization's actions.

Research and development expertise and marketing abilities are resources and capabilities that leads to superior financial performance.

The resource-based view (Amit & Schoemaker, 1993; Dierickx & Cool, 1989; Mahoney & Pandian, 1992; Wernerfelt, 1984) examined the resources and capabilities that enable a firm to achieve superior financial performance and a sustainable competitive advantage. The sustainable competitive advantage stemmed from the firm heterogeneity in acquiring and deploying resources and capabilities. A firm's resources and capabilities like R&D expertise and advertising expenditures (Servaes & Tamayo, 2013) lead to firm heterogeneity and helped firm to achieve competitive advantage.

The resource-based view however does not look beyond the resources and resource markets to explain superior performance (Oliver, 1997). This paper combined the insights of the resource-based view with the institutional perspective from the organization theory to study their impact on financial performance. Following the perspective of institutional theory Oliver (1997), the study postulated CSR intensity (CSRI) and staff welfare & training intensity (swti) as institutional capital. From the resource-based perspective, the study employed R&D intensity (R&Di) and advertising intensity (adi) as resource capital. Institutional capital and resource capital had been proposed to have an impact on firm performance and sustained

Case Analysis III

Carasid: Interventions that Make Businesses Sustainable

Vision

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**Asha Nair¹**

Executive Summary

This case is about Carasid, a manufacturer of pastry and cakes in Goa. It was founded in 2007 by Mr Sunil Shrivastava and Mrs Christabel in the region of Goa. Carasid produced cakes and pastries with quality ingredients and catered to the taste buds of a wide variety of customers, including the upscale Goans and domestic and international tourists. Carasid started off with one outlet moving on to adding one more at Law College Road in Panjim, Goa and later added one more outlet in Margoa. By February 2018, Carasid had one factory in Pilerne Industrial estate in Goa and three outlets. Currently, Carasid is planning to expand its business by opening more than 10 outlets across Goa. The founder Mr Sunil was worried whether the business will be able to scale its business model successfully, as it did with its first three outlets. He was not worried about finances as much as about whether he would be able to inculcate the same foundational culture across its franchisees. He was also worried about its business ability to cater to health-conscious customers, a trend that is catching up like wildfire. Also, another cause of his worry was his concern about whether the single factory at Pilerne will be able to cater to all its outlet across Goa.

Statement of the Problem

The case is trying to find an answer to how the business model could be scalable. After reading through the case, it is evident that both the owners and the business itself has lot of capabilities to scale the business. The business model has many unique characteristics, which could be replicated and build on for its future outlets (Porter, 1989). However, a phased expansion is suggested, considering the fact that the owners have a unique one-to-one relationship with each of their outlets, employees and customers, which is the winning formula for this business. The recommendation would be to maintain relationship building in each of their outlets, which requires tremendous planning, effort and

vision from the owners' side. A simultaneous roll-out of outlets may be counter-productive in this scenario. Instead, it could be done in a phased manner.

Causes of the Problem 1

Maintaining Standard and Quality in Products

Mr Sunil is worried whether he will be able to maintain the standard and quality in products when the business scales-up.

Decision criteria: It is evident from the case that the product was produced with utmost care through a four-step production process such that it has a five-star quality. Carasid started off with producing brownies, moving on to establishing its first outlet in Miramar, in the city of Panjim in Goa. This store was instrumental in acquiring customers for Carasid as it was located on the high-street in a posh locality which was frequented by both affluent local customers and moving tourists.

Recommended solution: From this, it is evident that the business has capabilities for keeping up with its standards. There are in-house processes that are in place to ensure quality. So the business can definitely scale-up by replicating the same standards and quality procedures.

Causes of the Problem 2

Catering to Health-conscious Customers

Mr Sunil is worried about the store's business ability to cater to health-conscious customers, a trend that is catching up like wildfire.

Decision criteria: From the very beginning, Carasid was positioned not just as a fast food manufacturer, but also was positioned to cater to the health-conscious customers.

Recommended solution: Catering to health-conscious customer can be primarily done through innovation and

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