

Organisation Structuring for Start-ups with Mr P Senthil Kumar



Mr. P. Senthil Kumar with student managers

The student managers of Institute of Management Technology, Nagpur had the opportunity to interact with Mr. P. Senthil Kumar, Chief Executive Officer at Gardner Consulting on the 23rd of August 2016 on the topic Organization Structuring for Start-ups. Mr. P. Senthil Kumar has a work experience of over 15 years. He was the Vice President – Human Resource and Administration at Perfetti Van Melle. He had been the Head – Human Resource and Administration at Mahindra Holidays and Resorts Limited. In his career span he had also worked as Chief Human Resource Officer at Tata Steel and Director – Human Resource and Administration at Cairn India Limited. Here is an excerpt from the interview:

Q1. Is start up a 21st century phenomenon or has it existing from before without the hype?

Ans. Start-ups existed before as well, the key difference is that anybody can translate their ideas into commercial success today. Earlier, the ideas started by those people who could afford to make it into a business. But today the ideas can be generated by anybody and has got the opportunity to be converted into commercial success.

Q2. How is the organisational structure of start-ups different from that of established companies? What are the challenges faced by them?

Ans. The difference lies in terms of shared resources, even the founders share their expertise by performing various functions to the best of their capabilities. The number of people working is less and the spread is within few people. The challenges that start-ups face are more in terms of investing versus operating. The challenge lies in whether to operate and get a good market before investing more or invest more to get a better market.

Q3. Can crowd funding be taken as a legitimate source of funding for start-ups?

Ans. Crowd funding is legitimate but the difference is that we do not get to leverage the investor's strengths very much. Normally, the start-up founders get a lot of leverage from the people who invest. They bring in lot more value to the table in the form of contacts, networks, mentoring and expertise, knowledge about how to run a business. In crowd funding that gets diluted – you get the money but you lose the expertise that is available.

Q4. In order to scale-up the business in a start-up one would need expertise and talent. If there is lack of infrastructure then how would the company acquire and retain talent to help achieve full growth?

Ans. It is always a chic knowledge to reform start-ups and that is why funding enables them to get financial expertise. All these start-ups like Snapdeal, Flipkart, etc. in their starting phase never went to any college campus but suddenly they placed people from top colleges just because they can now afford to hire people. But the question arises that the resources you derive from all the funding part, can you make the business profitable because that is what a business is supposed to do. Thus profitability becomes the major area of concern that is why investment has become tight and much more mature to ask questions like these.

Q5. How was your experience at IMT Nagpur?

Ans. According to me the students of this institution have got the best environment to grow and learn, you just need to make the best use of it. The prime thing about your institution is that it provides holistic experience and management is not taught only through books and concepts. This can be shown through your event that I attended, it is a kind of experience to learn from. I am greatly enamoured by this campus.