



VALUE TALK

A MONTHLY NEWSLETTER BY ADD VALUE CONSULTANTS

Add Value Consultants is a leading Management Consulting Firm serving Indian Industries. This Newsletter is an endeavor to provide updates, understanding and sharing of global practices to the Business Owners, Mangers, Academicians and Executives.

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ISSUE: 24

VOLUME: 18

YEAR 2025

Editorial Team

Chetan Bhojani and
Team- Add Value Consultants

E-mail:

chetan.bhojani@gmail.com

Editorial Note

Dear Readers,

Recent reports on Air India highlight a turbulent phase marked by delays, rescheduling, and persistent concerns over service quality. Once a symbol of pride in Indian aviation, the airline today finds itself battling both operational challenges and questions on management practices. Through a thought-provoking lens of HR and business strategy, this piece revisits Air India's journey-from its glorious past of impeccable service to its current struggles under the TATA banner. It challenges whether organizational culture, people policies, and leadership approaches have been the true deciding factors in shaping its trajectory. The reflections shared here not only spark debate on Air India's future but also invite broader lessons in management, accountability, and the resilience of corporate legacy.

Have a Great Time....!!!

Regards,
Chetan Bhojani

THE STATE OF AIR-INDIA

- UP ABOVE THE WORLD SO HIGH,
- LIKE A DIAMOND IN THE SKY
- Thus read a verse from a poem most of us recited ‘n’ times during our formative years. No prizes for the right answer. The sermon today is about two shining stars of the sky who sparkled like diamonds in the skies for decades only to unfortunately NOSEDIVE from the skies into oblivion. They followed the title of the sermon seriously! To unfold the guess-the-subject game, the reference here is to “then-yes-than did not-than again” TATA owned passenger carriers Air India / Indian Airline / Indian.
- Old timers may remember the inflight services of the airline even for the cattle

class (a term coined by the elite class for the mango people) passengers till the 90’s. An ordinary passenger too would be treated to a 200ml bottled lemonade and a hot scented face-towel to freshen-up, followed by delicacies from the Taj kitchen and a 200ml of drinking water ending with take 2 or even 3 helpings of after mints. Oh, how have I forgotten the tray of chocolates & candies that would be served soon after boarding by the designer sari clad hostess conveying an implied meaning take as many as you can!

Year 2025 seems more to be a year of nemesis for Air India. Now a passenger is greeted by delays, cancellations, rescheduling, and sudden change in aircraft and if you are lucky to board, a nagging doubt of safety. What could have contributed to all of this?

As a life time student of management, particularly HR my analysis heavily rests on the two.

- Early on was it the monopoly of a smaller number of air operators that kept the airline afloat and not any sound business management policies & practices.
- Those days one always heard of the free flights for the employees & their families.
- One would also come across news (rumours) of an entire flight being operated exclusively for the families of selected politicians.
- Was the top management especially HR too compromised to permit (read surrender) to such blatant (ab)use of the revenue generating resources of business.
- Is HR the proverbial

sacrificial lamb whenever business goes for a toss.

- After much brouhaha (pun unintended) management reins of the airline were restored with the TATA's. Is there any noticeable change to the business fortunes?
- Is the famous TATA magic in management concepts & practices overhyped? Where & how have the people policies and practices failed to enthuse & pump in life into the now TATA airline employees? Are culture and practices so deep rooted that they are beyond repair such that they cost almost the entire business.
- If the rich TATA brand & its legacy cannot revive a business who can?
- Recent news from its group company the TCS may be a pointer to the management thinking especially on the HR front in the post Ratan Tata era.

- I am no management or HR critique. The analysis is my take on the likely reasons that can & should be disagreed to.

About the Author



Mr. Sandeep Purohit

A former: Sr. Vice President (Human Resource & Services) - GSFC / Director on Board - GSFC Agro-Tech Ltd / Director at GSFC University.

He is a recipient of several awards in HR, notably the Best HR professional presented by his alma mater. GSFC received the prestigious Indian Chemical Council (ICC) - award in HR excellence during his tenure as Head-HR. He is a former president of Baroda Management Association (BMA).

Thank you all clients, well wishers, friends and Media for coverage and wishes on Birthday of Mr. Chetan Bhojani, our Founder and Director, Add Value Consultants

મેનેજમેન્ટ નિષ્ણાંત ચેતન ભોજાણીનો આજે જન્મદિવસ

વોઈસ ઓફ ડે | રાજકોટ

ઈન્ડિયન સોસાયટી ફોર ટ્રેનિંગ એન્ડ ડેવલપમેન્ટ (આઈએસટીડી) રાજકોટ ચેપ્ટર ના પૂર્વ ચેરમેન-રાષ્ટ્રીય કારોબારી સભ્ય અને જાણીતા મેનેજમેન્ટ નિષ્ણાંત ચેતન ભોજાણીનો ૨૦ સપ્ટેમ્બરના રોજ જન્મદિવસ છે. ચેતન ભોજાણી એડ વેલ્યુ ગ્રુપ ના ડિરેક્ટર,



એલાયન્સ ફોર ઈન્ટેગ્રિટી, જર્મનીના ગ્લોબલ સ્ટ્રીટીંગ કમિટી મેમ્બર તથા તેમજ એનિમલ હેલ્પલાઈન, રોટરી કલબ રાજકોટ મિડટાઉન સહીત અનેક શૈક્ષણિક, સામાજિક સંસ્થાઓ સાથે સક્રિય રીતે જોડાયેલ છે. પરિવારજનો તથા શુભેચ્છકો દ્વારા મો. +૯૧૯૪૨૨૦૨૨૬૩ પર અભિનંદન વર્ષા થઈ રહી છે.

ઈન્ડિયન સોસાયટી ફોર ટ્રેનિંગ એન્ડ ડેવલપમેન્ટના પૂર્વ ચેરમેન ચેતન ભોજાણીનો આજે જન્મદિવસ

ઈન્ડિયન સોસાયટી ફોર ટ્રેનિંગ એન્ડ ડેવલપમેન્ટ (ISTD-આઈએસટીડી) રાજકોટ ચેપ્ટરના પૂર્વ ચેરમેન-રાષ્ટ્રીય કારોબારી સભ્ય અને જાણીતા મેનેજમેન્ટ નિષ્ણાંત ચેતન ભોજાણીનો ૨૦ સપ્ટેમ્બરના રોજ જન્મદિવસ છે. ચેતન ભોજાણી એડ વેલ્યુ ગ્રુપના ડિરેક્ટર, એલાયન્સ ફોર ઈન્ટેગ્રિટી, જર્મનીના ગ્લોબલ સ્ટ્રીટીંગ કમિટી મેમ્બર તથા તેમજ એનિમલ હેલ્પલાઈન, રોટરી કલબ રાજકોટ મિડટાઉન સહીત અનેક શૈક્ષણિક, સામાજિક સંસ્થાઓ સાથે સક્રિય રીતે જોડાયેલ છે. બહોળુ મિત્ર વર્તુળ ધરાવતા સૌમ્ય સ્વભાવના ચેતન ભોજાણીને વિવિધ સંસ્થાઓના પ્રતિનિધિઓ, રાજકીય, સામાજિક અને શૈક્ષણિક સંસ્થાઓના આગેવાનો પરિવારજનો તથા શુભેચ્છકો દ્વારા મો. +૯૧૯૪૨૨૦૨૨૬૩ પર અભિનંદન વર્ષા થઈ રહી છે.



SANJ SAMACHAR - 20/9/2025

Sessions on “International Business” at Ahmedabad Management Association



A Session on International Business by Mr. Chetan Bhojani, Global Management Expert



A Session on International Business by Mr. Chetan Bhojani, Global Management Expert

Two sessions on **"Cross Border Buyer Retention Strategies"** and **"Scaling in Global Markets without huge budgets"** were organized by Ahmedabad Management Association(AMA) on 13th September, 2025. The session was conducted by Mr. Chetan Bhojani, Founder & CEO, Add Value Consultants.