

Nanogene

Business



first Namaste Solar Case Namaste Solar adopts a unique business model that provides high accountability and ownership to every employee, unlike conventional founder-employee-organization model that dispenses responsibilities and accountabilities more unequally. Their model has worked extremely well for the company right from the beginning, and is supported by an inclusive and engaging culture. Additionally, Namaste Solar's organizational culture and practices are well-aligned to its values, vision and mission. This alignment and structure places highest importance on its employees, which are also partial owners of the company; a concept that most organizations are pursuing in contemporary management, but with conventional practices such as differential organizational and human resource practices, salary and remuneration practices, rewards and recognition policies, etc. Most organizations also strive to align these practices and policies with their vision and mission; but the strategic alignment always has gaps and breeds inefficiency somehow or other. Thus, employee commitment and responsibility, in the form of ownership, as well as its engaging culture are the reasons for its competitive edge in the market.

On the contrary, present situation at Namaste Solar, which is to scale up their business in order to sustain their position in the highly competitive and volatile market, needs serious thought on aspects related to growth and expansion on larger scale compared to their previous smaller steps. All founders and employee-owners recognize this fact at Namaste, and that they have immense potential to grow and make larger profits. After much discussion and meetings held with all employees, as followed in its culture, Namaste Solar is now faced with three options, either to sell, invite external

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investment for a larger stake or retain its original values, vision and mission. Namaste's culture, vision and values will be at stake if it decides on either first or second option, which on the other hand promise better growth and profits for the company. These options however do not promise growth and profits for Namaste's employees as the new entrants and/or stakeholders would come with different expectations that may not match with Namaste's culture; in this case, employees that are used to one way of leading their company and giving commitment may not be able to adjust to the new change and differences. This is probably a disadvantage of Namaste's model that is its existence and sustenance in long run.

Considering vast majority of employees' concerns and favor towards the third option, Path C, which is also the CEO, Blake's choice about way forward for Namaste Solar, should be adopted after obtaining a consensus from all stakeholders. This company's culture, vision and values, their operational strategies, employee practices have all helped in immense growth; with the same set of principles, Namaste can overcome present challenge, with slight tweaking of operational, marketing, and financial strategies. Although this might seem difficult at the beginning, employee commitment to take their company to greater levels will not wane; and for the stressed out employees and/or employees with differential opinion, different operational strategies and practices that will address their specific concerns can be of great help instead of changing the entire company's ownership, structure, culture etc. In short, Namaste Solar's business structure is close to ideal and its core ideology is adequately aligned with its vision; however, its vision of future needs attention through changes in strategies.