

47th National Management Convention
Getting Through the Pandemic and Beyond

21 – 22 September, 2020

CONVENTION AGENDA

(as on 20 September, 2020)

Day 1: Monday, 21 September, 2020

0900 – 1000 hrs

Plenary Session 1

Chasing Fire: Strategy for an Accelerating Future

May you live in exponential times. This is the 21st century version of the oft-told proverb about the blessing (and curse) of living in interesting times. Moore's law is at the heart of this shift, but as the SARS-CoV-2 pandemic has dramatically demonstrated, this is a moment defined by multiplying exponentials in myriad fields far beyond the digital revolution. The result is that we are living in a "hyper-exponential moment" in which the gap between ever-accelerating events and slower-moving cultural, governmental and business institutions has become the single greatest challenge facing us today.

Introductory Remarks

Rekha Sethi

Director General, All India Management Association

Welcome Address

Sanjay Kirloskar

President, AIMA &

Chairman and Managing Director, Kirloskar Brothers Ltd

Opening Remarks

Sunil Kant Munjal

Convention Chairman &

Chairman, Hero Enterprise

Moderator

Rajiv Makhni

Group Managing Editor - Technology, NDTV

In conversation with

Paul Saffo

Technology Forecaster and Adjunct Professor, Stanford University and
Chair of Future Studies, Singularity University

Interaction with Audience

1000 – 1115 hrs

Plenary Session 2

Setting the Board Agenda: Winning Trust and Influencing Ethics

The performance and longevity of companies depend on the governance provided by the boards. Often enough, boards become complacent, or even complicit. However, frequent economic crashes have exposed the acts of omission and commission. The credibility of corporate accounts, contracts, CEO pay, M&A, labour and environment practices etc have come under severe scrutiny and boards have faced piercing questions. Whistleblowers are making life hard for lazy and submissive boards and social media spares nobody's reputation. Increasing legal liabilities of board

members are making the independent directors nervous. Boards need to reform themselves in order to gain public trust and influence management ethics. This session will look at some of the key questions which need to go into the making of a well governed Board including

- *How can boards balance management scrutiny and support?*
- *How can independent directors be enabled to probe the management better?*
- *What kind of whistleblower policies would encourage exposure of malpractices without creating incentive for extortion?*

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Chairman Address

Sunil Kant Munjal

Convention Chairman &

Chairman, Hero Enterprise

Release of Convention Souvenir

Keynote Address

N R Narayana Murthy

Founder, Infosys Ltd and Founder, Catamaran Ventures

Interaction with Audience

Concluding Remarks

Harsh Pati Singhania

Sr Vice President, AIMA &

Vice Chairman & Managing Director, JK Paper Ltd

1115 – 1200 hrs

Plenary Session 3

AIMA Awards Presentation

Award Presentation by

Sanjay Kirloskar

President, AIMA &

Chairman and Managing Director, Kirloskar Brothers Ltd

Sunil Kant Munjal

Convention Chairman &

Chairman, Hero Enterprise

Harsh Pati Singhania

Sr Vice President, AIMA &

Vice Chairman & Managing Director, JK Paper Ltd

C K Ranganathan

Vice President, AIMA &

Chairman and Managing Director, CavinKare Pvt. Ltd.

Rekha Sethi

Director General, All India Management Association

Awards being presented

- **AIMA-Kewal Nohria Award for Academic Leadership in Management Education 2020**

- AIMA-R K Swamy High Performance Brand Award 2020
 - AIMA Best LMA Awards
-

1200 – 1245 hrs
Plenary Session 4

Global Business in a Fractured World: Reorganizing IT Services Supply Chain

After the covid shock, businesses are trying to revamp supply chains and shift more commerce and work online. This offers fresh opportunities to India's IT services companies. However, the world is breaking up into hostile enclaves and countries are becoming fussy about who they buy from and who they let in. Covid's pressure on economies is driving localization of work and jobs irrespective of costs and efficiency. India's IT companies have to learn to walk this disintegrating landscape and adapt their global delivery model. They also need to integrated work from home and gig work in the supply chain. Simultaneously, Indian IT companies have to keep up with the market's shift to cloud based infrastructure and applications. The IT services supply chain is set for a revolution and Indian IT sector must lead it.

- *What are the key changes in the global IT services supply chain this year and how has Indian IT companies adapted?*
- *What can Indian IT companies do to become more resilient themselves and help their customers achieve greater supply chain resilience?*
- *How can Indian IT companies reimagine the supply chain and business models to keep up with technological advances and market shifts?*

Moderator

Vikram Chandra

Founder, Editorji Technologies

In conversation with

Rishad Premji

Chairman, Wipro Limited

Interaction with Audience

1245 – 1345 hrs
Plenary Session 5

Race for Covid Vaccine: More than just a Cure

Almost a million people have died because of covid across the world and the pandemic is still going strong. India has become the second most infected country in the world and it could end up being the most infected one. There is a race on to develop vaccines for covid and more than a hundred contenders are working on different approaches to neutralize the virus. There is a scramble to organize capacity to produce, distribute and apply covid vaccine for 7.5 billion people. Never has a vaccine been rushed like this and there are serious questions about the efficacy and safety of the covid vaccines. However, covid vaccine is about more than just the cure. Covid has destroyed economies and caused social unrest. A vaccine is needed urgently to assure life and livelihood. Governments want to time the vaccine with propaganda and elections. Covid vaccine has also become the proxy for national pride and legitimacy of presidents and prime ministers. Covid vaccine developers are dealing with not just a global health emergency but also a global economic and political emergency.

- *When can the world expect a viable covid vaccine, and from whom?*
- *Of the many approaches to neutralizing the virus, which are the most effective and practical?*
- *How should a covid vaccine be priced?*

Moderator

Rishabh Gulati

Managing Editor, NewsX

Panelists**Poonam Khetrpal Singh**

Regional Director for South-East Asia, World Health Organization (WHO)

Pankaj R. Patel

Chairman, Zydus Cadila

Randeep Guleria

Director, All India Institute of Medical Sciences, New Delhi

Interaction with Audience

1345 – 1430 hrs**Lunch**

1430 – 1530 hrs**Plenary Session 6****Beating the Covid Blues: Renewing the Economy**

Indian economy was already tiring before covid hit and now it is down with flu. The country is resigned to a shrinkage of GDP in 2020. The government has prevented a stalling of the economy by pumping cash but to get it growing fast again will take a more complete effort. To revive the old economy or to renew it - that is the question. Covid has offered a readymade disruption to experiment with radical ideas. India can spur fresh investment and consumption by changing its ways. There is an immediate opportunity to induct digital technologies into India's healthcare, education and retail sectors. Enabling low-travel work and lifestyle would clean up Indian economy, and powering production with cleaner energy would make Indian exports more compelling. Reducing dependence on imports for cheap consumption, digitization, infrastructure and defence would create more jobs and wealth in India. Being bold would help India beat the covid blues and renew its economy instead of merely saving it.

- *How can India pull out of the growth dive even if covid stays?*
- *How can India reinvent its economy without a prolonged disruption?*
- *How can India balance greater local production with its need to keep costs of producers and consumers low?*

Moderator**Nayantara Rai**

Chief of Delhi Bureau, ET-Now

Panelists**Rajnish Kumar**

Chairman, State Bank of India

Sanjiv Mehta

Chairman & Managing Director, Hindustan Unilever Limited

Sanjiv Bajaj

Chairman and Managing Director, Bajaj Finserv Ltd.

Interaction with Audience

1530– 1615 hrs**Plenary Session 7****Making Friends and Choosing Enemies: India's Place and Role in the New World Order (or Disorder)**

India has always preferred to keep its options open and have friendly relations with every big power of the day. However, in the post-covid era, India has to choose its friends and enemies, as the geopolitics has become ill-tempered and exclusionary. India's place and role in the world will depend on these choices. On the one extreme, there is the incumbent power which no longer wants to lead but still wants to have the final word on everything, and on the other there is the rising power that sees

itself as the leader but lacks the nous to be one. In the resulting world order, or disorder, picking the winning side is hard, and India must go by the compatibility of disposition to throw its lot with a particular side. Moreover, India must show leadership in shaping a new world order, in which it can prosper and be secure.

- *Can India afford to make friends afar and enemies in its neighbourhood?*
- *Can India rely on the Quad for its economic and territorial security?*
- *What role can India play for democracies in preventing a world order fashioned by life-time rulers?*

Moderator

Rajdeep Sardesai

Consulting Editor, India Today Group

In conversation with

Martin Wolf

Associate Editor and Chief Economics Commentator, Financial Times, London

Interaction with Audience

1615 - 1700 hrs

Plenary Session 8

Atmanirbhar Bharat: A New Era of Self-reliance

Covid has been a wakeup call for India. The widespread disruption of global supply chains has exposed the perils of dependence on others. Moreover, the turbulence in geopolitics has accentuated the need for self-reliance. It is a defining moment for India and the pivot to Atmanirbhar Bharat is vital for the country to meet its own needs and to export. A new era of self-reliance has begun. Atmanirbhar Bharat does not mean looking inwards. Rather, India is opening its doors to the world to produce in India while encouraging the local enterprises to become more efficient and competitive. Though the government is providing incentives and support, the outcome of this pivot to self-reliance depends on the private sector's ingenuity. India's entrepreneurs and managers need to make this opportunity count.

- *How can Indian and foreign businesses take advantage of the Atmanirbhar Bharat campaign?*
- *What can India offer to global manufacturers that other Asian countries cannot?*
- *How can India ensure that Atmanirbhar Bharat remains compatible with open trade needs of global companies?*

Introductory Remarks

Rekha Sethi

Director General, All India Management Association

Welcome Address

Sunil Kant Munjal

Convention Chairman &
Chairman, Hero Enterprise

**Presentation of Honorary
Life Fellowship of AIMA to**

Harshavardhan Neotia

Immediate Past President, AIMA &
Chairman, Ambuja Neotia Group

Acceptance Speech

Harshavardhan Neotia

**Introduction of the
Keynote Speaker**

Sanjay Kirloskar

President, AIMA &
Chairman and Managing Director, Kirloskar Brothers Ltd

Keynote Address

Piyush Goyal

Minister of Commerce and Industry and Minister of Railways
Government of India

Interaction with Audience

Concluding Remarks

C K Ranganathan

Vice President, AIMA &

Chairman and Managing Director, CavinKare Pvt. Ltd.

1700 – 1800 hrs

Plenary Session 9

Coexisting with the Dragon: India's Security and Economic Conundrum

India has a big problem on its hand. In China, it has a strong and rich neighbour with hegemonic ambitions, which also supplies a big part of India's consumption, technology and investment needs. India shares its largest land border with China and some of India's critical rivers originate in China. Lately, China has got rough with India and that has created new concerns for India. Given that India's relations with Pakistan are always sour, now India has to be ready for two-front conflict. India has responded to Chinese aggression by strengthening its forces on the border and shunning Chinese phone apps and investments. The country has swung towards America and its allies for economic and military boost. However, India cannot swap its neighbour. To compound the matters, China has exploited the anti-India sentiment in the subcontinent to build commercial and military bases surrounding India. Despite all disputes and rivalries, India has to coexist with the dragon and find ways to solve its security and economic conundrum.

- *How can India and China settle their border dispute without either country losing face?*
- *Can Asia accommodate geopolitical ambitions of both India and China?*
- *How can India control its own destiny and not become a stage for the new cold war?*

Moderator

Pranjal Sharma

Economic Analyst, Advisor and Writer & Author-India Automated

Panelists

Nirupama Rao

Former Foreign Secretary and Ambassador of India to China, USA & Sri Lanka

Claude Smadja

Chairman, Smadja & Smadja Strategic Advisory Inc.

Harry Broadman

Partner & Practice Chair, Berkeley Research Group LLC; Johns Hopkins University Faculty; Author, *Africa's Silk Road: China and India's New Economic Frontier*

Interaction with Audience

1800 – 1900 hrs

Plenary Session 10

Surviving Covid Disruption: Restructuring Indian Startups

India's startup sector had an encouraging 2019 with hefty investments and significant revenue growth. In 2020, covid has disrupted revenues for most startups and the tension between India and China has interrupted free flow of Chinese funding and digital knowhow. The shock to the system has forced a change of priorities. Cash guzzling startups have to shift focus from buying users to eking profits, and from aggrandizing founders to repaying investors. Now, startups have to restructure and become self sustaining. Some need to merge and all of them have to curb their burn rate. They need to diversify their sources of funds and reorient themselves to the changing needs of the people. Covid and the ban on Chinese apps have created new opportunities for Indian startups and they need to exploit those. Indian startup ecosystem is in for a shakeout and a makeover.

- What have Indian startups done to overcome the revenue and funding disruption caused by covid?
- How can Indian startups make up for the loss of Chinese investment and business knowhow?
- How should the startups pivot from existing businesses and business models to exploit the new opportunities thrown up by covid and ban on Chinese apps?

Moderator

Ruchi Bhatia

Deputy Chief of Delhi Bureau, ET Now

Panelists

Vani Kola

Managing Director, Kalaari Capital

Mohit Bhatnagar

Managing Director, Sequoia Capital India

Falguni Nayar

Founder and CEO, Nykaa.com

Yashish Dahiya

Co-founder & Group CEO, Policybazaar.com

Peyush Bansal

Founder & Chief Executive Officer, Lenskart.com

Interaction with Audience

1900 - 1945 hrs

Plenary Session 11

Curing the Economy: Post-covid Policies for Resilient Growth

Even the most optimistic expectations of India's GDP growth this year are negative. Between comprehensive and selective lockdowns, economic has turned sick and despite an apparent mega stimulus, it is unlikely to bounce back instantly. The government has tried to mend the economy through relief to the producers, especially MSMEs and farmers, and it has tried to boost GDP by driving more domestic output at the expense of imports. However, India's policy makers face challenging dilemmas. Without incentives for consumption at some stage, Indian producers would be saddled with inventories. Making is easy to make in India while making it difficult to import would eventually lead to lower exports and overall GDP growth will be constrained. By protecting MSMEs, India would save jobs but lose efficiency and competitiveness. To cure the economy, India needs all the capital, production and markets it can get, and for that India needs to be more open during a crisis and not less.

- *How can Indian policy makers avoid causing more injury to the economy while trying to heal it?*
- *How should India balance its need for more local manufacturing with its need for greater global trade and investment?*
- *How can India wean its MSMEs of protection and prioritize care for the larger, less labour-intensive, more efficient enterprises?*

Welcome Address

Sanjay Kirloskar

President, AIMA &

Chairman and Managing Director, Kirloskar Brothers Ltd

In conversation with

Arvind Panagariya

Former Vice Chairman, NITI Aayog and

Professor of Economics and the Jagdish Bhagwati Professor of Indian Political Economy at Columbia University

Interaction with Audience

Concluding Remarks

C K Ranganathan

Vice President, AIMA &
Chairman and Managing Director, CavinKare Pvt. Ltd.

1945 - 2045 hrs

Plenary Session 12

Management for Challenging Times

Yogi, mystic and visionary, Sadhguru is a spiritual master with a difference. An arresting blend of profundity and pragmatism, his life and work serves as a reminder that yoga is a contemporary science, vitally relevant to our times. In this session, Sadhguru will be sharing his insights on "Management for Challenging Times". Sadhguru offers his inspirational but delightfully simple perspectives on management and its many challenges in the Post-Covid world, including ways to overcome those using subtle, effective methods. His idea of cultivating leadership as an innate, intuitive process does not rely on strategies and techniques, instead creating a pure inner balance and an insightful mind. Main Topics to be discussed include:

- *Shifting the management paradigm in the Post-Covid World*
- *What it will take for us to bounce back*
- *How Leaders can handle Management in challenging times*
- *Inner Engineering and Inner Management*

Welcome Address

Preetha Reddy

Vice Chairperson, Apollo Hospitals Group

In conversation with

Sadhguru

Founder, Isha Foundation

Interaction with Audience

2045 hrs

Day One of the Convention Concludes

Day 2: Tuesday, 22 September, 2020

0915 – 1000 hrs

Plenary Session 13

Zooming Ahead: The Shaping of a New World

Covid lockdowns threatened to stop life to save lives, but videoconferencing platforms saved the day. They became the lifeline for businesses, workers, governments, courts, schools, artists, families and friends. Everything from work to wedding and festivals to funerals moved to videoconferencing platforms. The software that was developed for enterprises with extensive IT departments became a general utility overnight. The functionality and security of these platforms has developed as they have been used. Privacy issues have become a challenge as the ease of use and monetization have to be balanced with individual users' needs and sovereignty. Now, it is difficult to imagine a world without these platforms. They have changed lives and livelihood, and the future is about making them more efficient and secure for a variety of needs and users.

- *How has videoconferencing platforms market developed during covid?*
- *How has consumerization of videoconferencing challenged the platforms?*
- *What kind of innovations are underway to make videoconferencing more capable, convenient and secure?*

Moderator

Pranjal Sharma

Economic Analyst, Advisor and Writer & Author-India Automated

In conversation with

Velchamy Sankarlingam

President of Product and Engineering, Zoom

Interaction with Audience

1000 – 1100 hrs

Plenary Session 14

Reimagining Travel and Hospitality: Shape-shifting to Serve and Survive

Rapid transportation has carried the corona virus around the world and social congregations have helped it propagate. In absence of a better idea, governments have clamped down on travel, entertainment and hospitality. Though lockdowns and lockouts are beginning to ease, the travel and hospitality businesses continue to wait for permissions and people. They have tried to stay alive by repurposing their vehicles and properties but there is no going back to the old world, sooner or later. They have to reimagine their business and operating models to serve and survive, as the world has learned that work, meetings and conferences can get done without leaving home. Skies have got fragmented as countries are getting used to the idea of controlling who they let in and out. People have become paranoid about sharing transportation and spaces with strangers. Shape-shifting is the only option for travel and hospitality businesses to thrive in the new normal.

- *How can the travel and hospitality companies assure customers and the governments of health safety?*
- *How can the hospitality companies reoriented their assets and expertise to serve customers' need for comfort and convenience in work and living?*
- *How can the travel businesses grow in a less mobile world?*

Moderator

Sunil Kant Munjal

Convention Chairman &
Chairman, Hero Enterprise

In conversation with

Bhavish Aggarwal

Co-Founder & CEO, Ola

Ritesh Agarwal

Founder and Group CEO, OYO Hotels & Homes

Interaction with Audience

1100 – 1200 hrs

Plenary Session 15

An Opportunity in Crisis: Reforming India's Banking and Finance Sector

India's banking and finance sector is leading the stimulus to revive and transform the economy. However, the sector's capacity to bear that burden is constrained by its own poor health. Scams, defaults, liquidity crunch and corporate failures have caused a crisis of confidence in the system. During the covid crisis, the government has leaned heavily on lenders to provide relief and support to struggling households and businesses. However, the sector is set for an explosion of defaults once the moratorium on loan and interest repayment is called off. A lot of fresh capital is urgently required by banks, NBFCs, HFCs and insurers to ensure confidence in the system. Moreover, the government has to either give up its fiscal targets or its ownership of many banking and finance establishments. The sector also needs more autonomy and freedom from the fear of constant second-guessing. Covid crisis has presented a great opportunity to reform the banking and finance sector.

- *How quickly and adequately can the government liberalize the banking and finance sector?*
- *How can the government balance its need for policy instruments and the government-owned banks' need for capital and autonomy?*
- *How can the NBFCs, HFCs and insurance companies be enabled to play a greater role in funding economic growth and achieving financial inclusion?*

Moderator

Shereen Bhan

Managing Editor, CNBC-TV18

Panelists

Amitabh Chaudhry

Managing Director & CEO, Axis Bank

Chandra Shekhar Ghosh

Managing Director & CEO, Bandhan Bank

Hemant Kanoria

Chairman, Srei Infrastructure Finance Limited

Interaction with Audience

1200 – 1300 hrs

Plenary Session 16

Paying for the Cure: Fixing the Macroeconomy

India's macroeconomic policies have been stretched for some time and now the big relief and rescue effort of the government has thrown the economy further off-kilter. As India tries to revive and transform its economy, there are tough demands on its resources. Given the fiscal constraints and over-reliance on monetary measures, there are challenges in throwing money at the problem without skewing the economy. Even though India has been conservative with its stimulus package compared to other large economies, the bills are still huge and will have to be settled in due course. India's policy makers and businesses need to get creative and find ways to reduce the immediate pain while ensuring long-term economic health of the country.

- *What needs to be done to strengthen India's macroeconomic health?*
- *How can the fiscal and monetary measures be mixed better to drive growth?*
- *What kind of policy innovations might help India pay for rebuilding the economy without causing difficulties in the future?*

Moderator

Sudhir Jalan

Chairman, Neo Foods

Panelists

Harsh Pati Singhania

Sr Vice President, AIMA &

Vice Chairman & Managing Director, JK Paper Ltd

C K Ranganathan

Vice President, AIMA &

Chairman and Managing Director, CavinKare Pvt. Ltd.

T V Mohandas Pai

Chairman, Manipal Global Education Services

Pramod Bhasin

Founder, Genpact and Chairman, Clix Capital

Interaction with Audience

1300 - 1345 hrs **Break for Lunch**

1345 – 1430 hrs
Plenary Session 17 **StandUp Comedy on “Startup to Shutdown”**

Moderator **Bindu Subramaniam**
Co-founder, SaPa in Schools

Presenter **Anmol Garg**
Founder, Sales5x and StandUp Comedian

1430 – 1530 hrs
Plenary Session 18

Introspect for Better Prospect

The Covid 19 pandemic has changed the world in more ways than one. The established pattern and norms have been disrupted forcing the Nations, the organizations and individuals to introspect and start from the scratch. Nothing grows endlessly unless it is balanced. Air, water and soil have cleaned up, people have spent more time with their families and mindless consumerism has been halted in its tracks. This is the time to recalibrate and focus on how organizational and personal growth can happen in a more purposeful way. It opens plethora of opportunities at the same time to aim and live a more meaningful life. The session aims to unfurl the principles of Eastern philosophy and mix it right with Western Scientific Thought to create a new potion for the future, with emphasis on principles of Heartfulness, Mindfulness and Purposefulness.

Welcome Address **P Balaji**
Chief Regulatory and Corporate Affairs Officer, Vodafone Idea Ltd.

Suresh Prabhu
India's Sherpa to the G20/G7 &
Member of Parliament

In conversation with **Kamlesh D Patel (Daaji)**
Author and Spiritual Leader

Interaction with Audience

1530 hrs **47th National Management Convention Concludes**
