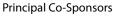




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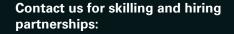
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# 48<sup>th</sup> NATIONAL MANAGEMENT CONVENTION

# BEYOND RECOVERY NEW RULES OF THE GAME

22 - 23 September, 2021

# Souvenir

#### ALL INDIA MANAGEMENT ASSOCIATION

Management House, 14 Institutional Area Lodhi Road, New Delhi - 110 003. India Tel.: +91 11 2464 5100 / 4312 8100, Fax: +91 11 2462 6689 E-mail: mhassan@aima.in, Website: www.aima.in



# 48 National Management Convention

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#### **CONTENTS**

CONTENTS	PAGE NO.
From the Desk of the President	09
• About NMC	10
About Theme	· 11
• About AIMA	12
• Speaker Profiles	13
LeaderSpeak Sessions	33
Management Articles	45
• Sponsor Profiles	63
• Event Calendar	81
• Advertisements	83



#### From the Desk of the President

Dear AIMA Member

Welcome to the 48th National Management Convention (NMC). It has been another year of remote everything and once again we meet in the virtual world. I sincerely hope that the pandemic will subside soon and we will be able to get together under the same roof.

I am pleased that AIMA has continued its digitalisation and become quite proficient at remote conferences, education, testing, training, recruitment, everything. The new technological capabilities developed during the pandemic will come in very handy in both doing new things at AIMA and doing things in new ways.

Digitalisation has enabled AIMA to overcome the limitations of location, time of the day and cost to extend its services to many more people. This convention is accessible to tens of thousands of people all over the world instead of about the usual thousand or so who would be present at the venue.

Thanks to the prompt and comprehensive pivot to digital, AIMA has been able to continue with the programmes that could not be done in the physical world because of restrictions, and the organisation has been able to create new programmes that have proved extremely useful and popular. The LeaderSpeak and the BusinessUnusual series are examples of such successful and sustained innovations. Earlier this month, AIMA could present management degrees, diplomas and certificates to nearly 1600 students because teaching and evaluation could be done online through the past year.

I am grateful to everyone at AIMA for going the extra yard to adapt to the new normal and ensure continuity of services to the management fraternity while also transforming itself. I owe a great deal to my fellow office bearers, past presidents, council members and the secretariat personnel for helping me steer AIMA through the turbulent and uncertainty of the past year. Together, we were able to withstand challenges and we could turn those into opportunities for growth and improvement.

At this NMC, we are looking beyond recovery and focusing on the new rules of the game because the world has changed irrevocably. The enterprises and the professionals need new lenses to see things and a new flexibility and agility to adapt quickly. I am pleased that we have an exciting programme that covers many facets of the new challenges and opportunities and we are privileged that we have an array of outstanding speakers and panellists in each session.

I am particularly grateful to Mr Nitin Gadkari, Minister for Road Transport & Highways; Mr Piyush Goyal, Minister of Commerce & Industry, Consumer Affaires & Food & Public Distrubution and Textiles; Mr Shaktikanta Das, Governor, Reserve Bank of India, and General MM Naravane, PVSM, AVSM, SM, VSM, ADC, the Chief of Army Staff for participating in the convention. I also appreciate the generosity of the many CEOs, startup founders, diverse experts and icons who have agreed to share their special knowledge and ideas at the convention.

This NMC is a great opportunity to interact with key policymakers of the country and business and thought leaders who are shaping the new landscape of business, economy, security and society.

As every year, the NMC also marks the change in AIMA leadership. I am delighted to pass on the baton of AIMA presidency to Mr CK Ranganathan and I trust him to take the organisation to greater heights.

Though my tenure as AIMA President is getting over, I will be available to AIMA for any support. It has been a privilege being AIMA President last year despite the Covid trouble and I have personally learnt a lot. I will always cherish the special bond I have forged with everyone at AIMA.

**Best wishes** 

Harsh Pati Singhania President, AIMA & Vice Chairman & Managing Director, JK Paper Ltd



## **The National Management Convention**

The National Management Convention (NMC) is the annual flagship event of AIMA which focuses on a topical theme of national importance, based on relevant issues and current events. The Convention is addressed by eminent speakers, including Ministers, CEOs and Thought Leaders from different spheres of life, who share their views with participants through interactive sessions.

This year's NMC is being held on a specially curated digital platform and will witness over 30 speakers from India and overseas address the two day Convention. The Convention will also be streamed live on AIMA's YouTube, Facebook and Twitter channels; with expected participation of over 10000 unique participants.

AIMA's 48th National Management Convention is being chaired by Mr Sanjay Kirloskar, Immediate Past President, AIMA and Chairman & Managing Director, Kirloskar Brothers Ltd. The convention this year is being organised under the theme 'Beyond Recovery: New Rules of the Game' and will provide a thought leadership platform to discuss the opportunities, by bringing together stakeholders and thought leaders from different spheres of life who share their views with delegates over several interactive sessions.

The Convention is also the occasion when AIMA's new President takes charge. This year, the current President, Mr Harsh Pati Singhania, Vice Chairman & Managing Director, JK Paper Ltd, will hand over the reins of AIMA to the incoming President, Mr CK Ranganathan, Chairman & Managing Director, CavinKare Pvt Ltd., at the end of the Convention.

# Convention Theme 'BEYOND RECOVERY: NEW RULES OF THE GAME'

All bets are off as the tides of Covid pandemic have washed away the plans laid in the wake of the vaccine breakthrough. The second Covid shock has made everyone realise that the goal posts can shift anytime and everyone has to learn to play by the new rules of the game. One must learn to get on with radical uncertainty and turn it to one's advantage. New answers have to be found to the many questions raised by the health and the economic crises: How can the government provide relief and rebuild the economy without losing its fiscal and monetary vitality? What kind of industrial and trade policies would enable India to become resilient and take advantage of global supply chain restructuring? What kind of alliances must India make to secure its territory and economy? How should the business apply digital and automation technologies to overcome disruption and grow? What new ways of working must be adopted for disruption-proofing business and life? What can be done to shore up India's financial system to provide abundant capital for private and public projects? As Covid recedes again, India must think beyond recovery and take action for faster and sustainable growth in the new circumstances.





The All India Management Association (AIMA) is the national apex body of the management profession in India. AIMA is a not for profit, non-lobbying organisation, working closely with Industry, Government, Academia and students to further the cause of the management profession in India.

AIMA has a membership base of over 38000 members and close to 6000 corporate /institutional members, through 67 Local Management Associations affiliated to AIMA; and is represented on a number of policy making bodies of the Government of India and national associations.

Established in 1957, AIMA has contributed immensely to the enhancement of management capability in the country over the years. AIMA offers various services in the areas of testing, distance education, skill development & training, research, publications, executive education and management development programmes.

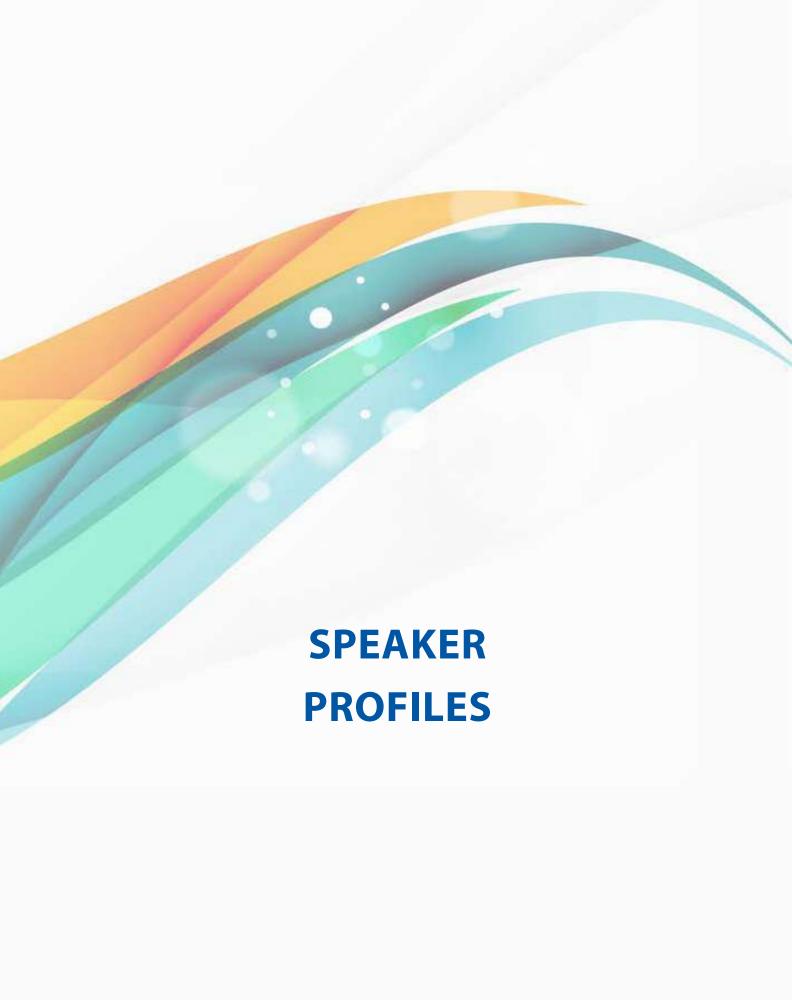
Over the past six decades, AIMA has evolved as times have changed and catered to the growing needs of today's management community. Apart from its flagship Post Graduate Diploma in management, AIMA offers topical and industry-oriented programmes and initiatives to help management professionals and students keep in step with times; while offering state of the art business solutions for organisations and institutions.

As the pioneer of Distance Education, AIMA has always been an early starter, even in the digital space. AIMA was amongst the first mover organisations to offer Internet Based Remote Proctored Tests on a national level; and among the first to shift its service offerings online. AIMA quickly built digital expertise and now has the capability to offer its management programmes and business solutions in the physical, virtual and hybrid mode; as per industry requirements.

AIMA also brings to the Indian managers, the best management practices and techniques through numerous foreign collaborations with professional bodies and institutions. AIMA is an important and long-time member of the Asian Association of Management Organisations (AAMO), which promotes professional management in the Asia Pacific region. India (AIMA) took over the Presidency of AAMO in 2019 and will hold the AAMO Secretariat for the next three years. In addition, AIMA has developed close associations with several leading international Universities and Institutions including University of Berkeley - California, UC Santa Cruz – California, St Gallen Symposium, Horasis, The World Bank to name a few.

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This growth has been the growth of India's dairy farmers as Amul returns 80% of the consumer's rupee to the farmer, financially and socially empowering them.

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On this 75 year milestone, we pledge to continue empowering farmers, bringing world-class products to consumers and making India shine on the global stage.





**Piyush Goyal**Minister of Commerce & Industry, Consumer Affairs & Food & Public Distribution and Textiles,
Government of India and Leader of House, Rajya Sabha

Piyush Goyal is the Minister of Commerce & Industry, Consumer Affairs, Food & Public Distribution, Textiles, and is the Leader of the Raiya Sabha. He was earlier the Minister of Railways. He has also held the additional charge of Minister of Finance and Corporate Affairs twice. His previous portfolios include- Minister of Coal, Minister of State (I/C) for Power, New & Renewable Energy and Mines. In his tenure Railways achieved its best ever safety record of zero passenger deaths in accidents and saw the launch of the first indigenous semi-high speed train Vande Bharat Express between Delhi and Varanasi. The Power, Coal and New & Renewable Energy ministries led transformational changes in India's power sector including the fast tracking of electrification of the nearly 18,000 unelectrified villages and the roll out of the most comprehensive power sector reform ever (UDAY), the success of the world's largest LED bulb distribution programme (UJALA) and massive proliferation of renewable energy through the world's largest renewable energy expansion programme. He oversaw elimination of coal shortages to improve the energy security of India and successful conduct of transparent e-auctions of coal blocks. He received the 4th Annual Carnot Prize in 2018 recognising the pathbreaking transformations in India's energy sector. Mr Goyal has held several important positions at different levels in the Bharatiya Janata Party (BJP) and is in its National Executive. Mr Goyal is an all-India second rank holder Chartered Accountant and in Law from Mumbai University. He was a well-known investment banker and has served on the Boards of State Bank of India and Bank of Baroda. He was also nominated by the Government of India to the Task Force for Interlinking of Rivers.



General M M Naravane, PVSM, AVSM, SM, VSM, ADC Chief of the Army Staff Indian Army

General M M Naravane, PVSM, AVSM, SM, VSM, ADC did his schooling at Jnana Prabodhini Prashala, Pune. An alumnus of the National Defence Academy and the Indian Military Academy, he was commissioned in The Sikh Light Infantry Regiment in Jun 1980. He is an alumni of the Defence Services Staff College, Wellington and Higher Command Course, Mhow. The General Officer holds a Master's Degree in Defence Studies, an M.Phil Degree in Defence and Management Studies, and is currently pursuing his Doctorate. In a distinguished military career spanning over four decades, he has the distinction of tenating key command and staff appointments in Peace and Field, both in the North - East and Jammu and Kashmir and has been part of the Indian Peace Keeping Force in Sri Lanka. He has enormous experience in serving in the most challenging areas. He has commanded a Rashtriya Rifles Battalion, raised an Infantry Brigade, was Inspector General Assam Rifles (North) and has commanded a prestigious Strike Corps. His staff assignments include tenures as a Brigade Major of an Infantry Brigade, Defence Attache at Yangon, Myanmar, an instructional appointment in the Army War College as Directing Staff in the Higher Command Wing, besides two tenures at the Integrated Headquarters of MoD (Army), New Delhi. He had the privilege of commanding the Republic Day Parade in 2017 in his capacity as GOC Delhi Area. After successfully commanding the Army Training Command, Shimla and the Eastern Command in Kolkata, he held the appointment of Vice Chief of the Army Staff before assuming the appointment of the Chief of the Army Staff on 31 Dec 2019.



**Shaktikanta Das** Governor Reserve Bank of India

Shaktikanta Das, Governor of Reserve Bank of India, has been a career civil servant with 40 years of distinguished service, primarily in the areas of finance, taxation, investment and infrastructure. He possesses a unique combination of experience in both policy formulation and implementation at the highest levels of state and central governments. He has served as Revenue Secretary and as Secretary, Economic Affairs, Government of India. In these positions, he played important roles in conceptualisation and formulation of key policies in the areas of economic reforms, fiscal and monetary policy, financial markets and investment policy. He also served as a Director in the Central Board of RBI rendering advice in the areas of Central Banking. He was also on the Board of Securities and Exchange Board of India (SEBI), the regulator for capital markets. He has served as India's Alternate Governor at the World Bank, Asian Development Bank (ADB), New Development Bank (NDB) and Asian Infrastructure Investment Bank (AIIB). He represented India in several international forum like the IMF, G20, BRICS and SAARC. He has also acted as India's G20 Sherpa and Member, Fifteenth Finance Commission. As Governor, Reserve Bank of India, he has spearheaded a series of measures taken by the Reserve Bank to support growth and strengthen financial stability in the country. Since the onset of COVID-19 pandemic, he has steered the Reserve Bank's response through several conventional, unconventional and innovative policy measures spanning monetary policy, liquidity conditions and regulatory policies to preserve financial stability while mitigating the adverse effects of the pandemic on the economy. These measures have facilitated a quick turnaround of economic activity in the country.



Harsh Pati Singhania President, AIMA and Vice Chairman & Managing Director, JK Paper Ltd

Harsh Pati Singhania, 59, MBA from University of Massachusetts and an alumni of Harvard Business School, USA belongs to one of India's largest industrial groups - JK Organisation. Group's businesses include Paper & Boards, Cement, Automobile Tyres, Engineering products (V-Belts, Oil Seals etc.), Hybrid Seeds, Dairy & Food products, Defence, Aerospace & Security, Textiles and operations in Clinical Research, Insurance Brokerage, Health Care, Education, etc with a turnover of around USD 4.5 billion. Mr Singhania is responsible for the Paper, Dairy & Defence businesses. Mr Singhania is currently a Member of Executive Board of International Chamber of Commerce (ICC), Paris which is the apex body for all Chambers of Commerce globally. Also he is currently the President of All India Management Association (AIMA). He has served on various Industry bodies as President, Federation of Indian Chambers of Commerce & Industry (FICCI), International Chamber of Commerce (India), Indian Paper Manufacturers Association, Young Presidents Organisation-Delhi, and as a Member of the Board of Indo-British Partnership, Indo-French CEOs Forum, Indo-China CEOs Forum, National Integration Council, Regional Council of International Baccalaureate, UK-India Business Leaders Climate Group, Government-Industry Task Force, ASEAN-India Business Council, Board of Governors of International Management Institute, Board of Management - JK Lakshmipat University, and Pushpawati Singhania Research Institute for Liver, Renal & Digestive Diseases (PSRI), Member of India-Myanmar Joint Trade and Investment Forum and India-Pakistan Joint Business Forum.



**Sanjay Kirloskar** Convention Chairman and Chairman & Managing Director, Kirloskar Brothers Ltd

Sanjay Kirloskar is Chairman and Managing Director of Kirloskar Brothers Limited (KBL). Established in 1888, Kirloskar Brothers Ltd. is one of India's oldest manufacturing companies. It is India's largest centrifugal pump manufacturer and exporter, and has manufacturing facilities in the Netherlands, South Africa, Thailand, the United Kingdom and the United States of America. He is a director of Kirloskar Ebara Pumps Ltd, SPP Pumps Ltd. (UK), Kirloskar Brothers International BV (Netherlands), Kulkarni Power Tools Ltd, and DCM Shriram Industries Ltd. He is a member of the CII National Council and currently heads its National Committee on Skill Development and Livelihood. He is Vice President of the Governing Council of the Central Manufacturing Technology Institute (CMTI) Bengaluru, and Immediate Past President of the All India Management Association (AIMA). He was a member of the Board of Trade, Government of India. He is a trustee of Symbiosis Institute of International Business, on the DKTE Institute's Governing Body and until recently, was a member of the Dean's Advisory Council for the School of Engineering, Massachusetts Institute of Technology. He holds a Bachelor of Science degree in Mechanical Engineering from the Illinois Institute of Technology in Chicago, USA. and is married to Pratima Kirloskar. They have two children, Alok and Rama.

(Alphabetical order First Name wise)



Aditi Shrivastava Co-Founder & CEO Pocket Aces

Aditi is part of the founding team at Pocket Aces, India's leading digital media entertainment company, whose mission is to solve boredom. The company operates five socially distributed content brands: FilterCopy, Dice Media, Gobble, Jambo and Nutshell. Pocket Aces also operates Clout, India's leading influencer management practice, as well as Loco, India's largest homegrown game streaming and e-sports app. The company's socially distributed video network has amassed >13 billion video views with a current run rate of over 500 million monthly views. Dice Media the first new-age creator to have a multi-show deal withstreaming giant, Netflix Entrepreneur Magazine named Aditi on their annual 35 under 35 list for 2019. Aditi also bagged a position in the 50 Most Influential Women in Media, Marketing, and Advertising by IMPACT in both 2019 and 2020. Aditi and co-founders Ashwin Suresh and Anirudh Pandita were featured on CNBC Young Turks in 2017, on Fortune 40 under 40 2019, Social Samosa 40 under 40 2019, IMPACT's 40 Under 40 Entrepreneurs 2019 and BWDisrupt 40 Under 40 2019. Aditi advises Intellecap, where she set up the Impact Investment Network, the world's largest angel network investing in for-profit businesses dedicated to creating a positive social impact across India and East Africa. She serves on the advisory board of Jibu, an affordable clean drinking water enterprise in East Africa. Prior to joining Intellecap, Aditi spent over 5 years at Goldman Sachs in New York, specializing in quantitative equity research, trading and portfolio management. Aditi graduated from Princeton University majoring in Electrical Engineering and Computer Science. She is a CFA (USA) charter holder, a Shaper in the World Economic Forum Global Shaper Mumbai Hub, and a TiE Mumbai Charter Member.



**Azad Moopen**Chairman and Managing Director
Aster DM Healthcare

Dr Azad Moopen, Founder Chairman and Managing Director of Aster DM Healthcare believes that healthcare is more than a business, primarily a service dedicated to saving lives and restoring wellness. Dr Moopen is a Gold Medalist in MBBS and a Post Graduate in General Medicine from Calicut Government Medical College and a Diploma holder in Chest Diseases from Delhi University, India. In 34 years, Aster DM Healthcare has grown into a global healthcare conglomerate of more than 365 facilities across seven countries. Today it is an integrated healthcare service organisation providing the complete circle of care to people through its world-class network of hospitals, clinics and pharmacies and provides direct employment to more than 21,000+ people which includes 2900 doctors. He runs Aster DM Foundation and Dr Moopen Family Foundation and his initiatives in the field of healthcare, education, women and social empowerment. He has earmarked 20% of his personal wealth for philanthropic activities enabling social change and helping people in need. He is recipient of the "Padma Shri" in 2011 & the 'Pravasi Bharatiya Samman' by the Government of India in 2010 and awarded with a fellowship of the Royal College of Physicians (FRCP), UK in 2019. He also honored with the prestigious 'Lifetime Achievement Award' by FICCI Healthcare Excellence Awards and at the Gulf Indian Leadership Summit in 2018 and the 9th Entrepreneur India Awards in 2019. He received the 'Visionary CEO of the Year Award' at the CEO Middle East Awards by Arabian Business in 2019 and many others. He is a Director, NORKA Roots, Governing Board Member, IBPC, Dubai, Chairman, Social Advancement Foundation of India (SAFI), Founder President, All Kerala Medical Graduates Association (AKMG) UAE and Member, Executive Advisory Board, Abu Dhabi University.



**Brahma Chellaney**Professor of Strategic Studies, Center for Policy Research and Fellow, Robert Bosch Academy, Berlin

Brahma Chellaney is a geostrategist, scholar, author and commentator. He brings a rigorous and interdisciplinary lens to global strategic issues, including natural-resource geopolitics. He is presently Professor of Strategic Studies at the Center for Policy Research in New Delhi; a Richard von Weizsäcker Fellow of the Robert Bosch Academy in Berlin; and an affiliate with the International Centre for the Study of Radicalization at King's College London. He has served as a member of the Policy Advisory Group headed by the foreign minister of India. Before that, he was an adviser to India's National Security Council, serving as convener of the External Security Group of the National Security Advisory Board. As a specialist on international strategic issues, he has held appointments at Harvard University, the Brookings Institution, the Paul H. Nitze School of Advanced International Studies at Johns Hopkins University, and the Australian National University. He is the author of nine books and frequent contributor to public conversation about international security on television and in print. He writes opinion pieces for the International Herald Tribune, the Wall Street Journal, the Japan Times, Mint, the Economic Times, and the Times of India. Professor Chellaney has a PhD in international studies from Jawaharlal Nehru University.



C K Ranganathan Senior Vice President, AIMA and Chairman & Managing Director, CavinKare Pvt Ltd

CK Ranganathan was born in Cuddalore to parents with primary interest in education. He took up his Bachelors in Chemistry and after a short stint in the family business, he set up "Chik India". The Company began its journey as Chik India and was renamed CavinKare Pvt. Ltd (CKPL) in 1998 with a starting investment of Rs. 15, 000/-. The Company manufactures and markets many products under the brand of Chik, Spinz, Fairever, Meera, Nyle, Raaga Professional, Karthika, Indica, Cavin's Ruchi, Chinnis, Maa, and Garden etc both in domestic and international markets. The Company has pioneered the concept of 'Family Salons' in India with its specialist brands – Limelite and Green Trends and hence started Trends In Vogue Pvt. Ltd a Group Company which has a clear-cut focus providing personal styling and beauty solutions to everyone in the family. Mr Ranganathan is the President of Tie – Chennai Chapter for the years 2019-21. He was the Chairman of Confederation of Indian Industry, Tamil Nadu State Council for the year 2009/10. He was also the past President of Madras Management Association. CK Ranganathan is one of the founder-members of the Ability Foundation – an NGO working towards the rehabilitation of the disabled. He instituted CAVINKARE ABILITY AWARDS to celebrate annually the exemplary spirit of rare breed of individuals who have risen above their physical limitations to display that attitude is everything. He also instituted an annual CHINNIKRISHNAN INNOVATION AWARDS to encourage small entrepreneurs in memory of his father Shri. R Chinnikrishnan, the man who pioneered the sachet revolution. Mr Ranganathan was conferred the prestigious "Entrepreneur of the Year award" by the Economic Times in 2004. He was also the Winner of 2018 "ICIS World Surfactants Awards" for an outstanding contribution to the Surfactant Industry Globally.



Claude Smadja President Smadja & Smadja Strategic Advisory

Claude Smadja created Smadja & Smadja, Strategic Advisory, in June 2001. The firm works with global corporations and government entities on global trends and strategic issues, helping them to navigate and leverage globalization. In addition to its strategic advisory activities the Firm creates and manages strategic seminars and high-profile international conferences in different parts of the world. Before creating Smadja & Smadja, Claude Smadja was the Managing Director of the World Economic Forum from 1995 to 2001. He has been involved with the World Economic Forum altogether for 14 years first as a member of the Executive Board – the period during which he created and managed the magazine of the World Economic Forum and then the first regional summit of the organization. Claude Smadja began his career as an international journalist first in the print media and then joining the Swiss Broadcasting Corporation where his last position was as Executive Director for News and Current Affairs. Claude is a frequent speaker and columnist on macroeconomic and geopolitical issues, and especially on issues and trends relating to globalization, geopolitical, international economic and trade issues. He closely follows developments in the Asia region – especially China and India and in Europe and the US. Claude Smadja serves as Senior International Adviser for Covington & Burling, a US law firm with a global reach. He also sits on the board of international corporations.



**Devendra Chawla**Managing Director & CEO
Spencer's Retail & Nature's Basket

Devendra Chawla is a gold medallist engineer, University rank holder, MBA of SIBM Pune and an alumnus of Harvard Business School via its AMP program. An enthusiast of consumer behaviour and digital transformation, he recently finished his PG diploma in digital business. Over the years, DC has led leadership positions in various Indian business houses and global MNCs and worked in several emerging and matured markets. He has served in Asian Paints, Coca Cola, Future Group, Walmart and now is Managing Director & CEO of Spencer's Retail Limited and Nature's Basket Ltd. His thoughts have been published in leading publications like Economic Times, Business Today, Business Standard, Hindustan Times to name a few. A start-up enthusiast, he has been a mentor to many start-ups; DC takes keen interest in the development of start-up ecosystem. He enjoys sharing his learnings and teaches at leading Management Institutes including Economic Times Masterclasses and sessions on digital transformation with Dr Ramcharan. He is a FICCI Co Chair for Retail and on CII committee for Food Processing. He has been recognised as Most promising business leader of Asia at Singapore.



**Devi Prasad Shetty**Chairman and Executive Director
Narayana Health

A cardiac surgeon of repute and a successful entrepreneur, Dr Shetty is a highly respected luminary for his ingenious ideas for reforms in healthcare sector. His visionary leadership to make quality healthcare affordable for all has drawn global recognition. In association with Government of Karnataka, Dr Shetty pioneered Yeshaswini, a very inexpensive micro health insurance scheme benefitting more than 3.4 million rural poor. Dr Shetty is the current Chairman, Board of Governors, Indian Institute of Management, Bangalore. He has also served as member Board of Governors of Medical Council of India and Representative of President of India in the Board of Governors of Indira Gandhi National Open University. He was part of International Advisory Group, a strategic advisory platform, invited by Japan Centre for International Exchange to address the global health agenda under Japan's G-20 leadership during 2019-20. A strong advocate of technology for efficient healthcare delivery, Dr. Shetty takes deep interest in creating and developing software products and applications to achieve time and cost efficiency while minimizing clinical errors in healthcare delivery. Dr. Shetty is the recipient of several prestigious awards including the Padma Bhushan, Padma Shri, The Economist Innovation Award, Ernst and Young – Entrepreneur of the Year, Financial Times Arcelor Mittal 'Boldness in Business' Award, Nikkei Asia Prize for Economic and Business Innovation. He has also been awarded honorary doctorates from University of Minnesota, University of Mysore and IIT, Madras.



**Harshavardhan Neotia** Chairman Ambuja Neotia Group

Harshavardhan Neotia hails from a distinguished family that migrated from Rajasthan to Kolkata more than 100 years ago. He is an Entrepreneur, and presently Chairman of Ambuja Neotia Group. The Group operates across five business verticals: Real Estate - covering the entire gamut of housing, retail and commercial spaces, Hospitality - including hotels, resorts, clubs and restaurants, Healthcare with multispecialty hospitals, Education, and Startup Incubation. Headquartered in Kolkata, the group's projects are mostly located in Eastern India. Harsh did his schooling from La Martiniere for Boys, Kolkata. He graduated with a B. Com (Hons.) degree from St. Xavier's College, Kolkata, and went on to complete the Owner President Management Programme (OPM) from Harvard Business School, USA. His work in social housing earned Harsh Neotia the honour of being conferred with Padma Shri from the hon'ble President of India in 1999. He is also a recipient of the YPO Legacy of Honour Award. He was recently conferred the D.Litt. (Honoris Causa) by the Vidyasagar University, West Bengal. He is an active Member and Past President of FICCI and also Past President of AIMA. He is presently member India Brand Equity Foundation (IBEF) Trust, Indira Gandhi National Centre for the Arts (IGNCA), and Chairman of National Institute of Technical Teachers' Training & Research (NITTTR). He has also formerly been on the board of IIM Kolkata, IIT Kharagpur, and a member of The Court of Jawaharlal Nehru University. He heads Jnana Pravaha, a Centre for Cultural Studies and Research in Varanasi, as its chairman and is one of the trustees of Shree Somnath Trust that manages and maintains the Somnath Temple in Gujarat. He also serves as the Honorary Consul of Israel in West Bengal.



Hemant Nerurkar Chairman, Crompton Greaves, NCC Ltd and Director, Adani Enterprise Ltd

Mr Nerurkar after completion of his B Tech, joined Tata Steel and retired as Managing Director in 2013. He has worked in various functions and has experience in Manufacturing, HR, Marketing and Sales and Strategy and Growth. He has received many prestigious awards and recognition. He is Past President of AIMA. Currently he is the Chairman Crompton Greaves, NCC, TRL-Krosaki, Igarashi Motors and DFM Foods and Director of Adani Enterprise and few other companies.



Kabir Bedi Indian Actor

Kabir Bedi's career has spanned three continents in three mediums - film, tv and theatre - in Bollywood, Europe and Hollywood for over three decades. He is most known for his roles in American television series The Bold and the Beautiful, the James Bond film Octopussy, his European series Sandokan, and his Bollywood blockbuster Khoon Bhari Maang. For Kabir, as Shakespeare said, "all the world's a stage". His Sandokan Italian series broke all broadcasting records in Europe. For his lifetime achievements, he was bestowed Italy's highest civilian honour "Cavaliere", a Knighthood. In theatre, he has starred at the Luminato Theatre Festival in Canada, in London's West End, and in India as Alyque Padamsee's "Othello" and "Tughlaq". He is a longstanding voting member of the Academy of Motion Picture Arts and Sciences, which awards the "Oscars". He is known for his social causes in India, most specially for Sightsavers India, which has restored the sight of over 5 million blind and visually challenged for free, Kabir has just released his bestselling autobiography "Stories I Must Tell: The Emotional Life of an Actor" to great critical acclaim. Kabir Bedi lives with his wife, Parveen Dusanj, a producer, on Juhu Beach in Mumbai.



K Srinath Reddy President Public Health Foundation of India

Prof K. Srinath Reddy is the President, Public Health Foundation of India (PHFI) and formerly headed the Department of Cardiology at All India Institute of Medical Sciences, New Delhi. Under his leadership, PHFI has established five Indian Institutes of Public Health (IIPHs) to advance multi-disciplinary public health education, research, health technologies and implementation support for strengthening health systems. He was appointed as the First Bernard Lown Visiting Professor of Cardiovascular Health at the Harvard School of Public Health in (2009-13) and presently serves as an Adjunct Professor of Epidemiology at Harvard (2014-2023). He holds advisory positions in several national and international bodies and has over 550 scientific publications. Recently published a book 'Make Health in India: Reaching A Billion Plus'. He is also an Adjunct Professor at Emory and Sydney Universities. He is the first Indian to be elected to the National Academy of Medicine, USA and was awarded several prestigious international and national doctorates and fellowships. He was President of the World Heart Federation (2013-15). He is a Padma Bhushan awardee. He is also an Advisor to the Governments of Odisha and Andhra Pradesh on Health.



**Nikhil Meswani** Executive Director Reliance Industries Ltd

Nikhil R. Meswani is a chemical engineer and the son of Mr Rasiklal Meswani, one of the Founder Directors of the company. He joined Reliance in 1986, and since July 1988, he has been a Whole-time Director, designated as Executive Director, on the Board of the company. He is primarily responsible for the petrochemicals business and has made major contributions towards Reliance becoming a global leader in petrochemicals. Between 1997 and 2005, he handled the refinery business of Reliance. In addition, he continues to shoulder several other responsibilities, such as Corporate Affairs and Group Taxation. He is also involved in the affairs of Reliance-owned IPL cricket franchise Mumbai Indians and other sports initiatives of the company. He is a member of the Board of Trade, Ministry of Commerce & Industry, Government of India & the member of National Council of CII and is also a managing committee member of the FICCI. He is a member of the Board of Governors of the Institute of Chemical Technology, Mumbai, and a distinguished alumnus of the same. He is a member of Global Advisory Council of Harvard University. He is a member of the visiting committee of the Dean for engineering at Massachusetts Institute of Technology, USA. He was named a Young Global Leader by the World Economic Forum in 2005, and remains an active participant of the forum. For several consecutive years, ICIS, a leading chemical industry magazine, has ranked Mr Meswani among the Top 40 Global Power Players in the chemical industry.



**Nitin Nohria**Distinguished Service University Professor
Harvard University and
Former Dean, Harvard Business School

Nitin Nohria served as the tenth dean of Harvard Business School from 2010-2020. He previously served as co-chair of the Leadership Initiative, Senior Associate Dean of Faculty Development, and Head of the Organizational Behavior Unit. His intellectual interests center on human motivation, leadership, corporate transformation and accountability, and sustainable economic and human performance. He is co-author or coeditor of 16 books. Nohria is also the author of over 50 journal articles, book chapters, cases, working papers, and notes. He sits on the Board of Directors of Bridgespan and on the Board of Trustees of Massachusetts General Hospital. In addition, he serves as a senior advisor to BDT Capital Partners, Piramal Enterprises, and Tata Sons (where he served on the Board of Directors for 6 years). He is also on the Advisory Board of Akshaya Patra and ShopX, and is a strategic advisor to the Board of Anheuser-Busch InBev and Focusing Capital on the Long Term Global (FCLTGlobal). He has been interviewed by ABC, CNN, and NPR, and cited in Business Week, The Economist, Financial Times, Fortune, The New York Times, and The Wall Street Journal. Prior to joining the Harvard Business School faculty, Nohria received his Ph.D. in Management from the Sloan School of Management, Massachusetts Institute of Technology, and a B. Tech. in Chemical Engineering from the Indian Institute of Technology, Bombay (which honored him as a Distinguished Alumnus in 2007).



**Pranjal Sharma** *Economic Analyst, Advisor and Writer & Author-India Automated* 

Pranjal Sharma is an economic analyst, advisor and writer based in New Delhi, India who focuses on technology, globalisation and media. He serves on boards of enterprises and non-profit entities which are leveraging emerging technologies for sustainable, equitable growth. Pranjal has written and edited books, reports and papers on economic development. His latest book is India Automated: How the Fourth Industrial Revolution is Transforming India published by Pan Macmillan. The preface has been written by Peter Voser, Chairman of the Board, ABB Ltd. This follows his previous book Kranti Nation: India and The Fourth Industrial Revolution. Prof Klaus Schwa b, Founder, World Economic Forum, wrote the preface for the book. Pranjal is a frequent speaker at events run by leading chambers of industry on policy advocacy and leads public discourse at several platforms in India and abroad. He served as a member of the Global Agenda Council at WEF for eight years. He is now a member of WEF's Expert Network. Previously, he was the Editor of Bloomberg TV in India. He writes opinion pieces for Business Standard newspaper, The Sunday Guardian newspaper among other publications. He is a regular speaker on news TV debates on economy and globalisation.



Puneet Chhatwal Managing Director & CEO The Indian Hotels Company Limited

Puneet Chhatwal joined The Indian Hotels Company Limited (IHCL) as the Managing Director and Chief Executive Officer on November 6, 2017. He is a global professional with over three decades of leadership experience at highly acclaimed hotel groups in Europe and North America. Under his leadership, IHCL has embarked on a journey of re-imagination to achieve sustainable profitable growth. IHCL has successfully transitioned into South Asia's largest hospitality ecosystem with a portfolio of over 220 hotels across multiple brands. The company's iconic Taj brand has been rated as the world's strongest hotel brand by Brand Finance in 2021. Prior to joining IHCL, Mr Chhatwal was the Chief Executive Officer and Member of the Executive Board of Steigenberger Hotels AG – Deutsche Hospitality. He was also the Chief Development Officer of The Rezidor Hotel Group – Carlson Hotels Worldwide. Mr Chhatwal is a graduate of both Delhi University and Institute of Hotel Management, Delhi. He has completed an MBA in Hospitality from ESSEC, Paris and an Advanced Management Program from INSEAD. Mr Chhatwal has won awards including the prestigious Carlson Fellowship and was rated as one of Europe's 20 extraordinary minds in Sales, Marketing and Technology - HSMAI European Awards 2014. He was also the First Alumni included in the ESSEC-IMHI Hall of Honor 2014.



P Balaji Chief Regulator and Corporate Affairs Officer Vodafone Idea Ltd

Balaji is a member of the Core Leadership Team (CLT) of Vodafone Idea Ltd, a leading telecom operator serving citizens and enterprises across India. The CLT has successfully led the planning and execution of the world's largest telecom merger, in a record two years. He leads the company's Regulatory, Public Policy and Government Relations activities along with Industry advocacy, Corporate Communications, Reputation Management and CSR. He is a pioneer in the Telecom sector, joining the sector in 1993. He has the unique experience of holding leadership positions in all three telecom verticals, with leading Technology, Devices companies and Telecom Operator. Prior to joining Vodafone, Balaji was MD of Nokia India and Sony Mobile. Over the years, he has held senior leadership positions in start-up and turn-around ventures of TATA group, AT&T, Ericsson, and Lucent Technologies. He started with Tatas and has rich experience of over 30 years in Telecom & IT sector in diverse functions including sales, product management, marketing, strategy, and operations. Passionate about local manufacture, R&D and skills/ capacity development, he has been President of Telecom Equipment Manufacturing Association, Founding Vice Chairman of Telecom Exports Promotion Council and is Founding Vice President of Telecom Sector Skills Council. He has been catalyst for many industry innovations and initiatives and has served as member of several Task Forces set up by government. Balaji is the Chairman of ASSOCHAM National Digital Communications Council, and Member of National Council of apex industry chambers CII, FICCI, ASSOCHAM and All India Management Association. An Electronics & Communications Engineer from IIT Roorkee, Balaji completed his MBA from IIM-Ahmedabad in Marketing, Finance and Strategy.



Rajeev Talwar Advisor, DLF Group and Chairman, NAREDCO

Rajeev Talwar is the Chairman of National Real Estate Development Council. He was also Immediate Past President of PHD Chamber of Commerce & Industry and Immediate Past Chairman of World Travel & Tourism Council. Rajeev Talwar has rich and diversified experience spread over 45 years, as a banker, a bureaucrat as well as in a leadership role in the private sector. He was a Member of Board of Directors and CEO of DLF Limited, India's largest Real Estate company till early this year and is now an Advisor to DLF. Mr Talwar is a post graduate and a graduate from St. Stephens College, Delhi University, started his career as a Banker with SBI as a Probationary Officer before becoming an IAS. He held many critical positions in the Central & State Governments. He was an administrator of Union Territory of Lakshadweep; Additional Director General of Tourism, Govt. of India; Commissioner, Transport, Govt. of Delhi; Director, Delhi Metro Rail Corporation; Director, Indraprastha Gas Ltd.; Chairman, Delhi Transport Corporation amongst others. He also worked in the Government of India in the Ministries of Shipping, Ports & Road Transport; Coal, Civil Aviation, Tourism, Labour & Food Processing Industries. During his tenure with DLF, he spearheaded country's largest IPO (USD 2.2 bn), public policies pertaining to the sector and economy. As the Chairman of the NREDC, he has been vocal on various forums and has been actively pursuing issues and challenges faced by the sector and their resolution, REITs and promotion of RERA for reinforcing customer confidence and bringing Builders into a regulated system. He participated in the process of liberalisation, reforms and globalisation that took place in India from 1985 onwards, especially during 1991-96.



Rajesh Magow Co-Founder & Group CEO MakeMyTrip Ltd

Rajesh Magow is the Co-Founder & Group Chief Executive Officer of MakeMyTrip Limited, the holding company of India's leading travel brands MakeMyTrip, Goibibo and redBus. A part of the founding team that built MakeMyTrip ground up, Rajesh is a believer of India's digital opportunity and a backer of many young Indian tech companies that are raring to make their mark. An internet industry veteran with a demonstrated history of working at the intersection of India's booming consumer technology and tourism sector, Rajesh is passionate about transforming business using tech and creating disproportionate value for customers. As CEO, Rajesh leads strategy and operations of MakeMyTrip Group, including the management of all business units within the organization. Rajesh played a key role in executing a successful merger between MakeMyTrip and Ibibio group. He has also led the initial public offering of MakeMyTrip, with successful listing on NASDAQ in the US in 2010. Within MakeMyTrip, Rajesh also acts as a mentor to the senior management team and other high-potential team members. He is a recipient of many awards, including the Bloomberg Award for the Best CFO in India in 2010. Rajesh also serves as Director on the board of Flipkart. He has earlier served as the CFO and acting CEO for the India operations of eBookers.com, now part of Travelport. He started his career with Voltas and has also worked with Aptech Limited and Quantum in senior management positions.



Rajive Kaul Chairman Nicco Engineering Services Ltd

Rajive Kaul is the Chairman of Nicco Engineering Services Limited (NESL). He is former Honorary Consul General of The Republic of Korea. Mr Kaul served as Honorary Consul General for over 20 years. He was honoured by South Korean President and Prime Minister Hwang Kyo-ahn, with the distinguished civilian honour, 'Order of Diplomatic Service Merit Sungnye Medal,' in recognition of and appreciation for his outstanding and meritorious services. He is a former President of the Confederation of Indian Industry (CII), the All India Management Association (AIMA) Indian Chamber of Commerce (ICC) and is currently the President of the Asian Association of Management Organisations (AAMO) also President of Indo British Scholars Association (IBSA). Mr Kaul graduated from Imperial College, London and is a Fellow of the Institute of Materials and Fellow of The City and Guilds of London Institute. Mr Kaul was awarded a Gold Medal from Imperial College London "in recognition of the outstanding contribution he had made to the life and work of Imperial College". He has done the Advanced Management Programme (AMP) from Harvard Business School, U.S.A. and is a Member of the Harvard Business School South Asia Advisory Board. Mr Kaul is the Chairman Emeritus of XIM University, Bhubaneswar. He is also on the Governing Board of Xavier Labour Relations Institute (XLRI) Jamshedpur. He has also served on the Boards of Indian Institute of Management (IIM) Ahmedabad and Indian Institute of Management (IIM) Kolkata. Mr Kaul is deeply committed to philanthropy and is the Chairman of G. K. Khemka Charity Trust and a Trustee of the J. N. Bhan Memorial Trust. About 40,000 patients are provided free medical help and medicines every year.



Rekha Sethi Director General AIMA

Rekha Sethi is the Director General of the All India Management Association (AIMA), the apex body for management in India. Rekha took charge of AIMA in June 2008. She has since established AIMA as the preferred platform for discussions and debate on management and has deepened AIMA's relationship with the Government of India and India Inc. AIMA now attracts India's top industry leaders and policy makers on its platform. Rekha is also on the Boards of some leading Indian companies as an Independent Director including Sun Pharmaceutical Industries, the world's fifth largest specialty generic pharmaceutical company and India's top pharmaceutical company. She is also on the Board of Sun Pharma Laboratories Ltd. Rekha is an Independent Director on the Board of CESC, one of India's leading Power generation and distribution companies and the flagship company in the RP-Sanjiv Goenka Group. She is also on the Board of Spencer's Retail Ltd. She is also an Independent Director on the Board of Hero Steels Limited, which manufactures steel sheets and products. She represents AIMA on the Board of All India Board of Management Studies, constituted by AICTE. She is also a member of the sub-Committee of Academic Advisory Committee (AAC) of the National Board of Accreditation, which is mandated to facilitate quality in technical education syllabi in India and a member of the Advisory Board of the Switzerland based St Gallen Foundation think tank, Leaders of Tomorrow - Knowledge Pool. Prior to joining AIMA, Rekha worked with India's premier industry organization, the Confederation of Indian Industry (CII) for over 17 years. There she led the initiative to create high-profile international events to promote India's economic interests.



**Sanjeev Bikhchandani** Founder and Executive Vice Chairman Info Edge (India) Ltd

Sanjeev Bikhchandani is the Founder of Info Edge India Ltd. - the company that owns Naukri.com, 99acres. com, Jeevansathi.com and Shiksha.com. He has invested in promising internet start-ups such as Zomato, Policybazaar, Shopkirana, Ustraa, Gramophone, Shipsy, and Printo among others. Sanjeev schooled at St. Columba's School, graduated in Economics from St. Stephen's College, Delhi University and did his postgraduation from IIM Ahmedabad. He has worked with Lowe Lintas, Glaxo SmithKline Consumer Healthcare Ltd. but guit his job for entrepreneurship eighteen months later and co-founded Info Edge. Info Edge launched Naukri.com and transformed itself into an Internet company and was the first Internet company to list on Indian stock exchanges. Today Info Edge employs over 4500 people and has a market capitalization of over USD 9 billion. He has served as the President of the Delhi chapter of TiE and served as a member of the Global Board of Trustees of TiE. He is Member of the Council of AIMA and has been Chair of the Internet Council of NASSCOM, has served on the Venture Capital Investment Committee for the SIDBI Fund of Funds for startups and is a member of the Board of the CIIE Initiatives at IIM Ahmedabad. He is a founding trustee of Ashoka University and is a member of the Board of Chintan - a not for profit organization that works with waste pickers in Delhi. He has received the "Ernst and Young – Entrepreneur of the Year" award for Business Transformation and won the Dataquest Pathbreaker Award & the Teacher's Achievement Award for Business, Distinguished Alumnus award by IIM Ahmedabad and the CF Andrews Distinguished Alumnus award by St. Stephen's College amongst others. In 2020, Ministry of Home Affairs approved Sanjeev's name for conferment of Padma Shri Award.



**Shashi Tharoor** *Member of Parliament, Lok Sabha and Chairman of the Parliamentary Standing Committee on IT* 

Dr Shashi Tharoor, a third-term Member of Parliament for Thiruvananthapuram, is the bestselling author of twenty-two books, both fiction and non-fiction, besides being a former Under Secretary-General of the United Nations and a former Minister of State for Human Resource Development and for External Affairs in the Government of India. He has won numerous awards, including the Pravasi Bharatiya Samman, a Commonwealth Writers' Prize and the Crossword Lifetime Achievement Award. In 2019, Dr Tharoor was also awarded the Sahitya Akademi Award in the category of 'English Non-Fiction' for his book An Era of Darkness. He chairs Parliament's Standing Committee on Information Technology.



**Shrinivas Dempo**Vice President, AIMA and
Chairman, Dempo Group of Companies

Shrinivas V Dempo is Chairman of the Goa-based Dempo Group of Companies, which has diversified interests in industries such as calcined petroleum coke, shipbuilding, food processing, real estate and newspaper publishing. He has been Chairman of the western region of the CII and Vice-president of AIMA. He is honorary vice consul of Italy in Goa. He was appointed Chairman of Automobile Corporation of Goa Ltd, a Tata Group Company. He has been appointed as Additional Director of Kirloskar Brothers Limited. Mr. Dempo has patronized a premier football club and was named among the 50 most influential people in Indian sports in the 2010 Sports Illustrated Power list. He was nominated as the 'Goa venue director' of the FIFA U-17 World Cup India 2017. He was also the President of the Goa Football Association (GFA) and the AIFF Vice President. Mr Dempo is on the Executive Council of Goa University, performing yeoman service to society through Charles Correa Foundation and the Goa Cancer Society as its president. He continues his multi-generational engagement with Goan society under the Dempo Charities Trust and Vasantrao Dempo Education & Research Foundation. Dempo was honoured with the Asia Pacific Outstanding Entrepreneurship Award India 2014 in his capacity as Chairman of the prominent petroleum coke manufacturing company and in recognition of his pursuit of responsible business practices by the Asia-wide organization, Enterprise Asia, dedicated to management development and ethical business. He earned his Bachelors and Masters degree from the University of Mumbai. He did his Master of Science degree in Industrial Administration & Finance from Carnegie Mellon University and was elected as a member on their Board of Trustees in 2019. He received the Tepper Achievement Award, in recognition of his influential roles as CMD of the Dempo Group and in professional associations and civic organizations in India.



**Sudhir Jalan** Co-Chairman Rieter India Pvt Ltd

Jalan Sudhir, 77 years, is a Commerce Graduate and a MBA from Kolkata. He is a premier businessman with business interests all over India. He has been associated in Senior Management positions as Chairman & Managing Director/CEO of various companies in diversified industries. He is the Co-Chairman of Rieter India Private Limited and Chairman of Neo Foods Pvt. Ltd; Rice Lake Weighing Systems India Ltd; Meenakshi Tea Company Limited and Sublime Agro Limited. Mr Jalan has had the honour of presiding over the apex body of the Chambers of Commerce in India, Federation of Indian Chambers of Commerce and Industry (FICCI) and was President of All India Management Association (AIMA). Mr Jalan was also President of International Chamber of Commerce (ICC India). He has served on the Board of Indian Institute of Management, Kolkata. Mr Jalan is the Hony. Consul General of Greece in Kolkata. He also sits on the Board of several other companies of repute. Mr Jalan is involved with quite a few charitable Institutions.



**Suneeta Reddy** Managing Director Apollo Hospitals Group

Suneeta Reddy is the Managing Director of the Apollo Hospitals Group. A member of the founding family, she joined the enterprise in 1989. Since then, as the Finance Director of the company, she has spearheaded several fund-raising and investment decisions, which have played a key role in the Group's sustained growth and profitability. As Managing Director, she now steers Corporate Strategy, Acquisitions and Operations, while continuing to oversee Finance. She serves on the Board of several Apollo Hospitals' Group companies. She is a member of Harvard India Advisory Board and served as a member of the Harvard Business School Medical Advisory Board. In 2018, 2019 & 2020 she was featured among the top four in Fortune India's list of Most Powerful Women, which recognises women in business who are making an impact by virtue of their business acumen and social and cultural influence. She is also the recipient of Business Today's Most Powerful Women in Indian Business Awards 2019. Recently, she received the Businesswoman of the Year Award 2020 from the Economic Times. She is a Director on the Board of Chennai International Centre (CIC), a platform for free thought and expression on a diverse set of topics. She is a member of CII National Council and was the Chairperson of the CII's Public Health Committee FY 18-19 & the Chairperson of the 15th Annual India Health Summit 2018. She is a member of the PHD Chamber of Commerce and Industry. Suneeta Reddy received her Bachelor of Arts degree in Public Relations, Economics and Marketing from Stella Maris College in Chennai. She holds a Diploma in Financial Management from the IFMR Graduate School of Business, Chennai and has completed the Owner / President Management Program at Harvard Business School (HBS), Boston, USA.



Sunil Kant Munjal Chairman Hero Enterprise

Sunil Kant Munjal is one of the founder promoters of the Hero Group, India's premier automotive manufacturing group that has evolved from being the world's largest bicycle-maker to the largest two-wheeler maker. He is now the Chairman of Hero Enterprise, with interests in insurance distribution, steel-making, real estate, corporate training and an active Investment Office. The Investment Office has made strategic investments in several areas ranging from e-commerce to hospitality. He also supports start-ups in digital learning, community transportation, healthcare, women empowerment, education, financial services, consumer-facing businesses, etc. The Investment Office runs a portfolio of structured debt, public market investments and private equity investments in India and global markets. He chairs the board of the Doon School and sits on the boards of the IIM Ahmedabad (IIMA), ISB, and SRCC. He has co-founded BML Munjal University (BMU) and is President of the Dayanand Medical College and Hospital, Ludhiana. He has also served as President of the CII and AIMA; been a member of Prime Minister's Council on Trade & Industry and was on government taskforces that prepared the ground for India's banking, financial services and taxation reforms. He was also part of the Labour Reforms Commission and Chaired the Council for Skills. Mr Munjal has set up the Serendipity Arts Foundation which aims to revive patronage in the arts and make all art-forms accessible to people. He is also the President of the Ludhiana Sanskritik Samagam which supports performing arts across North India. He has also chronicled the incredible saga of Hero's founders in a book-The Making of Hero, which featured amongst India's prominent bestsellers for several months and recently won the Business Book of the Year Award at Tata Literature Live! Festival 2020.



TV Mohandas Pai Chairman, 3one4 Capital, Co-Founder & Chairman, Aarin Capital and Chairman, Manipal Global Education Services Pvt Ltd

TV Mohandas Pai has served in the areas of finance, accounting, information technology, human resources, education, corporate governance, social impact innovation, environmental conservation, policy formulation, heritage preservation, philanthropy, and the venture and startup ecosystem. Mohan is currently the Chairman of Aarin Capital, Chairman of Manipal Global Education, Member of the Boards of Havells India and the Institute of Public Enterprises, Member of the Board of Governors of the National Investment and Infrastructure Fund (NIIF), Governing Council Member of the Centre for Advanced Financial Research and Learning (CAFRAL) promoted by the Reserve Bank of India (RBI), Chairman of the Regulatory and Financial Technology Committee of SEBI, Chairman of the SEBI Primary Markets Advisory Committee and Investment Committee Member of 3one4 Capital. He was awarded the Padma Shri award by the President of India in 2015 and the Karnataka Rajyotsava Award in 2008. Mohan was previously a Board Member and the Chief Financial Officer (CFO) of Infosys over a span of 17 years, an Investment Committee Member of the SIDBI India Aspiration Fund and the INR 10,000 Cr India Fund of Funds, a Board Member of the SEBI, a Member of the Board of the National Stock Exchange (NSE) of India and the Ascendas Property Fund, Trustee of the International Financial Reporting Standards Foundation, Chairman of the FICCI Skills Committee and Higher Education Committee, President of AIMA and Founder-Trustee of the Akshaya Patra Foundation. Mohan is a University Rank Holder from St. Joseph's College of Commerce, Bangalore, an LLB from Bangalore University and is a Fellow Member of the Institute of Chartered Accountants of India.



Vamsi Krishna Co-Founder & CEO Vedantu

Vamsi Krishna is the CEO & Co-Founder of Vedantu- a pioneer in live and interactive online learning, which enables students to learn online with some of India's best-curated teachers. In the earlier stage of his career, Vamsi, along with his friends Pulkit Jain & Anand Prakash had founded their first educational venture called Lakshya in 2006. Lakshya, was subsequently acquired by MTEducare in 2012. Post the acquisition, they founded Vedantu, which emerged as India's leading interactive online EdTech player. Highly driven by passion, Vamsi has emerged as a seasoned EdTech expert. At Vedantu, Vamsi has been closely involved in every business function. Vamsi primarily looks after the business & strategy and oversees critical functions like Branding, Marketing and Recruitment. He has also been a teacher for more than 10+ years. His commitment is now deeply ingrained in the DNA of the company. Vamsi is an alumnus of IIT-Bombay.



**Varun Alagh** Co-Founder & CEO Mamaearth & The Derma Co.

Driven by purpose and passion, Varun Alagh Co-Founded Honasa Consumer Pvt. Ltd. in 2016. With over 10+ years of leadership experience in sales and marketing roles with world-renowned FMCG brands, Varun has mastered the art of building a brand and making it profitable. Varun started his career with Hindustan Unilever and has, twice been listed amongst the top managers in HUL. He then went on to become the Senior Brand Manager at Diageo followed by a 4 years stint at Coca Cola wherein he managed the ATL, BTL, Digital & Trade activations for Smirnoff and has been instrumental in launching Coke Zero in India. During his corporate stint, he has won multiple recognitions including Business Unit Presidents Award, Above and Beyond Award and I am Diageo Award. Varun leverages his understanding of the FMCG market to build MamaEarth's and its 100% toxin-free products portfolio. He holds a Masters in Finance and Marketing from XLRI, Jamshedpur, and Bachelors in Engineering from Delhi College of Engineering (DCE)





**Vikram Chandra** Founder Editorji Technologies

Vikram is the founder of Editorji Technologies - a start-up that seeks to transform video news through innovation in user experience, using artificial intelligence. Editorji provides personalised video newscasts on mobile phones. In his earlier avatar, Vikram was one of India's best -known TV news anchor, presenting shows like "The Big Fight", 9 o'clock News and Gadget Guru together with programmes for social transformation such as the Cleanathon, Greenathon and "Save our Tigers". He has helped pioneer innovations such as news on mobile phones, the live streaming of video on the internet and the first major news app in India. Vikram has been named 'Global Leader for Tomorrow' by the World Economic Forum in Davos; and has won the Indian Television Academy Award for "Best Anchor for a Talk Show", the Hero Honda Award for Best Anchorperson and the Teacher's Achievement Award for Communication, along with featuring in the top 20 on the Impact list of the Digital Power 100. He was educated at Oxford University and St Stephen's College, before attending the Mass Media Institute at Stanford University.



Vineet Agrawal
Managing Director
Transport Corporation of India Ltd

Vineet Agarwal is the Managing Director of Transport Corporation of India Ltd. one of India's largest logistics companies. He graduated from Carnegie Mellon University and the Owner President Management program from Harvard Business School. He is currently serving as the President of ASSOCHAM, a leading Chamber of Commerce in India and on the Boards of National Skills Development Corporation (NSDC) and the National Start-up Advisory council. He is also the founding National President of Young Leaders Council at the All India Management Association. He served as an elected director on Young President Organization's (YPO) International board and at many other institutions. He is involved in social work through his family's foundation.





## LeaderSpeak Session on

# 'Post-vaccine world order: Dismantling Barriers to Global Business and Travel'



**H V Shringla** Foreign Secretary, Government of India

The 48th AIMA LeaderSpeak session was held on 19th August, 2021 with Mr H V Shringla – Foreign Secretary, Government of India on the theme 'Postvaccine world order: Dismantling Barriers to Global Business and Travel'. The session was moderated by AIMA President, Mr Harsh Pati Singhania.

He revealed that the US government had agreed to start issuing H category visas for Indian professionals wanting to travel to the US in September, and by the end of the year it may become possible to resume all categories of US visas for Indians, provided the virus level in India continues to drop and the vaccination level keeps increasing. The UK could go the same way. "Vaccination will make the difference," he insisted, pointing to the evidence in the UK where mass vaccination has led to a drastic reduction in hospitalisation and deaths due to Covid.

Foreign secretary pointed out that no country was insisting on vaccination for entry at the moment, though it was a condition for easier entry. However, he argued, a time will come most countries will start demanding vaccination certificate for entry. For that eventuality, the Ministry of External Affairs is negotiating bilateral recognition of vaccines with individual countries.

He pointed out that 17 EU countries had recognised Covishield so far and lifted the blanket ban on Indian travellers and two countries - Estonia and Romania - had recognised Covaxin also. In all, Covaxin is currently recognised by 11 countries. The foreign secretary informed that once WHO approves Covaxin, India would work on reciprocal recognition of that vaccine also.

India's vaccine reciprocity negotiations are centred on mutual recognition of approved vaccines, he said, as India will keep adding more vaccines to its list of vaccines for reciprocal recognition, including Sputnik and Johnson.

In a significant initiative to help international travel by Indians, the MEA has arranged for the second dose of Covishield to be administered at a gap of 28 days instead of the regulated three months.

However, Mr Shringla cautioned that India had to remain vigilant despite falling infection and death rates and avoid a situation similar to the one during the second Covid wave. The session was livestreamed on the major social media channels.

## LeaderSpeak Session on

# 'Redesign The World – A Global Call To Action'



**Dr Sam Pitroda** *Internationally respected telecom inventor, entrepreneur, development thinker, and policy maker* 

The 41st LeaderSpeak session was held on 4th May, 2021 with Dr Sam Pitroda - Internationally respected telecom inventor, entrepreneur, development thinker, and policy maker. He discussed his new book 'Redesign the World - A Global Call to Action' in the programme with India's business leaders and management experts. The session was moderated by Mr Harsh Pati Singhania, President, AIMA.

If the world demonetises the car industry by reducing car production from 50 million cars annually to just 5 million cars and switch to for-hire self-driven cars, it will release huge amounts of resources tie up in the car industry said Mr Sam Pitroda. "Corona has shown that nothing matters except the people and the planet," Mr Pitroda said.

Now, Mr Pitroda said, the world is hyper connected and the previous model has gone obsolete because of multiple developments since then - including

decolonisation of the world, rise of China, fall of Soviet Union, unipolarity of the world, democratisation of technology, great inequality of wealth, and the corona crisis. The new world design has to be built on the realisation that everybody and everything is connected and nobody can isolate oneself from the fate of the humanity and the planet, he said.

As part of his third vision for a redesigned world, Mr Pitroda would have democracy extended to inclusion and human rights extended to meeting human needs. However, he expected resistance from those in power, as they like the status quo which they are milking.

Commenting on the current education system, Mr Pitroda said that it was built on the assumption of lack of free and instant access to knowledge and its period was stretched to accommodate very slow and siloed learning. "The future requires multidisciplinary education," he said.

Regarding the prevailing obsession with GDP and GDP's correlation with national happiness, Mr Pitroda said that there was no correlation at all between wealth and happiness, as happiness does not come from a transaction. He pointed to the divorce of Bill and Melinda Gates and said that they could not live happily together with all the money in the world.

The session was attended by more than 3000 participants.



# LeaderSpeak Session on 'The Making of Hero'



**Sunil Kant Munjal** *Chairman, The Hero Enterprise* 

The 34th AIMA LeaderSpeak session was held on 8th December, 2020 with Mr Sunil Kant Munjal, Chairman, The Hero Enterprise on his new book, 'The Making of Hero'. The session was moderated by AIMA President, Mr Harsh Pati Singhania.

Mr Munjal shared, "This book has been in the making for a very long time. The business did not start with a grand plan it started as a tool for survival and to provide for the families. It went on to grow partially because of the culture that they brought in and partially because of the hard work that was done and the sensible foresight as to the direction they kept giving."

Mr Munjal mentioned how he initially began writing about his father and his journey to later writing about everyone from the Hero group. He stated how Hero Group began its journey by trading in and manufacturing bicycle parts. Speaking about

overcoming failure he said "One of the biggest challenge as a nation we have is we don't accept failure. While we have the third largest number of startups in the country, we are still not equipped to handle failure."

On being asked about managing the family dynamics he said "Family organisation is a socialist organisation by its very nature. It is important to understand the capabilities, interest and passion of every individual in the family before assigning them for any leadership role." He further added "Communication was the key to overcome challenges within the family."

Mr Munjal ended the session on the note that for one to be a wholesome leader, it is very important for them to reach out to people who are less fortunate and focus on protecting our cultural heritage as softer aspects are equally if not more are important in establishing overall growth.

"As growth and diversification started taking place at Hero, each new company added and supported by the Hero central office were asked to follow three broad principles. Keep your head down and focus on doing the right thing; aim to be the biggest and the best in the business, but with zero compromise on quality and process; build capabilities and support the entire ecosystem around you," he said.

# 'Management system and competitiveness in India'



RC Bhargava
Former CEO and current Chairman of Maruti Suzuki

The 33rd LeaderSpeak session was held on 25th November, 2020 with Mr R C Bhargava, Chairman of Maruti Suzuki India Ltd on the theme 'Management System and Competitiveness in India' and was chaired by Mr Harsh Pati Singhania, President AIMA. Mr Singhania set the context and thereafter requested Mr Bhargava to address the participants.

Mr R C Bhargava said that the Management systems and policies should be designed in such a way that they permit management excellence to ensure future growth of the economy. The transformation starting taking place once the economy opened up in 1991, the transformation was gradual and to strengthen the same and improve the pace we need to further need to understand that it is the role of management to ensure and find answers to difficult answers, one has to manage resources in the most effective and efficient way keeping in the mind the political and cultural scenario of the country. The government has

to play the role of the facilitator. The industries should be run with a purpose of growth rather than promoting a few limited people or a particular family.

Another aspect that needs attention is strengthening your infrastructure and supply chain by devoting the right resources. Mr Bhargava felt that it was the growth of the manufacturing sector, directly related and resulted in a proportionate growth of employment in other related service sectors. We must look at growth in employment in the economy in total rather than looking at it in a particular sector, this will result in greater job creation. Competitiveness is the only thing that must be looked at.

Mr Bhargava emphasised on important aspects like the need for the Indian industrialists to partner with workers for productivity and innovation, need for industrialists to avoid lifestyles that upset social stability. He also touched upon how India in order to be able to compete in the global market, needed policy stability, develop own management culture, be technology driven, manage resources in effectively, strengthen supply chain, better team work and most importantly win the trust and respect of the people. The session received an overwhelming response on various platforms of AIMA.



# 'Setting Right the Topsy - Turvy Covid World.'



**Arun Maira**Former Member of the Planning Commission and Former India Chairman of Boston Consulting

The 42nd LeaderSpeak session was held on 11th May, 2021 with Mr Arun Maira – Former Member of the Planning Commission and Former India Chairman of Boston Consulting on the theme "Setting Right the Topsy - Turvy Covid World." The session was moderated by AIMA President, Mr Harsh Pati Singhania. Mr Maira spoke about his new book 'A Billion Fireflies - Critical Conversations to Shape a New Post-Pandemic World'.

Mr Maira said that Covid has not only been a crisis of health and the economy but also of governance, of organising people. "We require our leaders to build a system so that we don't have the same crisis again," he said. He cited Albert Einstein who had argued against trying to solve problems with the same methods that had created those problems in the first place.

Mr Maira said that the world needs to learn from the virus which has made impact on a huge scale without anybody controlling it from the top. "Solutions have to be found locally and laterally and we need system

leaders, not system controllers," he said.

Arguing against top down approach to governance, Mr Maira said that different experts had recommended government action during covid based only based on their narrow domain view, without understanding the impact of their recommendation on the larger system. That is why lockdown and vaccination have produced unintended side-effects, he said.

Most of the countries that have managed both the Covid and the economic fallout, have bottom-up policy making and most of them are headed by women, Mr Maira pointed out. He gave the example of New Zealand, Finland, Bangladesh, Taiwan and Denmark - all led by women - as the success stories of the Covid crisis.

Talking about the need for restructuring the economy for sustainable growth, Mr Maira said that society has created companies with full rights as citizens but with the legal obligation to serve only their owners. The people who work in these companies create wealth which is meant to be used exclusively by the owners as they see it fit, and that needs to change because wealth is getting choked in one part of the system, he said.

The session was attended by about 850 business leaders, executives and students.

# 'Rebuilding economic recovery after the second Covid shock.'



**Rakesh Mohan**Former Deputy Governor of the Reserve Bank of India, and Chief Economic Adviser and Secretary, Economic

Affairs, Govt of India

The 44th LeaderSpeak session was held on 10th June, 2021 with Dr Rakesh Mohan, Former Deputy Governor of the Reserve Bank of India, and Chief Economic Adviser and Secretary, Economic Affairs, Government of India on the theme 'Rebuilding economic recovery after the second Covid shock'. The session was moderated by Mr Harsh Pati Singhania, President AIMA. Dr Rakesh Mohan interacted with many business leaders during the session.

Dr Mohan said that when we resolve any issue today, may it be spread of the pandemic or assessing the economic current situation or predicting the future of the economy, we have to exercise a reasonable degree of humility as data gathering has become very difficult. He said that we must remember that the economy was already slowing down very significantly since 2012 even prior to Covid 19 and it is Covid that caused a further global shock.

Dr Mohan emphasised on how policy makers today

need to, not only focus on the immediate steps or the long term steps but also the medium term initiatives which must be taken to rebuild the economy. The approach needs to be extremely cautious both in our personal behaviour as well as while keeping our economic expectation. It is important today to be careful and observant.

About 93% of the people have suffered falls in income during the Covid times. The consumer demand may be muted / become low initially due to the uncertainty prevailing. Government should take steps to support people who have been Covid affected so that they don't end up getting bankrupt while getting themselves treated.

The central and the state governments must come together to support the informal sector to help them to recover at a faster rate. The government should learn from experiences and efforts must be made to identify and resolve micro level problems.

Dr Rakesh Mohan strongly felt that for the economy to have a V shape recovery - Vaccination i.e. V in the literal sense will play a prime role. The key policy measure has to be targeting 10 million shots in the arm a day. The session received an overwhelming response on various platforms of AIMA.



# 'Current Perspectives on the Indian Economy and the Housing Sector'



**Keki Mistry** *Vice Chairman, HDFC* 

The 30th LeaderSpeak session was held on 9th October, 2020 with Mr Keki Mistry, Vice Chairman, HDFC on the theme 'Current Perspectives on the Indian Economy and the Housing Sector'. The session was moderated by Mr Harsh Pati Singhania, President AIMA. Mr Mistry interacted with many business leaders during the session.

Mr Mistry shared his thoughts on the subject and said the COVID-19 crisis is far worse than it was initially anticipated. The scale and speed of the crisis was not predictable, how it threatened to leave a permanent emotional and physiological scar even long after the crisis shall be over.

The economic cost of the lock down has been enormous impacting all sectors. The GDP contraction is worldwide. The month of September however has started to show that the Indian Economy is now beginning to show some signs of recovery, with the

unlocking progressing with greater certainty. We have started to gain momentum however the recovery will face challenges, financial stability will be concern.

The Reserve Bank of India on its part introduced many measures like reducing the repo rate, they have made efforts to promote liquidity. The government is taking measure proactively but the efforts must continue to bring the economy back on track.

Job creation will be the significant catalyst for the economy to grow, government needs to identify the sectors which create jobs and then understand the bottlenecks in those sectors and try to address the sectors to ensure higher rate of job employment.

Mr Mistry felt that the crisis has impacted the housing investments but it has now started to pick up, the demand for housing is increasing slowly but steadily due to support of government reforms. He said that housing is a basic necessity and not a luxury in India and was optimistic about the future of the housing sector, felt that India has immense global opportunities in most sectors and must make use of this opportunity. In the post-covid 19 scenario India will be able to climb back the growth ladder.

The session was very well received by the participants.

# 'Military Model of Leadership: Winning with Strategy, Solidarity and Discipline'



**Lt Gen Alok Kler** *PVSM, VSM, General Officer Commanding-In-Chief, South Western Command* 

The 38th AIMA LeaderSpeak session was held on 9th February, 2021 with Lt Gen Alok Kler, PVSM, VSM, General Officer Commanding-In-Chief, South Western Command on the theme 'Military Model of Leadership: Winning with Strategy, Solidarity and Discipline'. The session was moderated by AIMA President, Mr Harsh Pati Singhania.

Before a decision is taken, all views have to be taken and a difference of opinion is not a lack of solidarity; however, once everyone is heard and a decision is taken for the larger good, everyone has to own the decision, said Lt Gen Alok Kler.

He emphasised that the apparent lack of solidarity that is being talked about is not real. "There is no lack of solidarity in the nation, as has been proved in 5-6 wars," he said in response to a suggestion that the country needed solidarity. He pointed out that the Indian Army encourages professional dissent while formulating ideas and plans.

Talking about the impact of the technology revolution and remote work, he said that under the new work system, there will be officeless officers. "Now the leaders look only at achievements and not worry about old world discipline," he said, referring to the visual symbols and rituals of discipline - dressing, hours, greetings etc - as things that come in the way of action.

However, there was a lot that business leaders could learn from the army's model of leadership, he said. Continuous preparation, decisiveness, credibility, team spirit and organisational honour were staple of army leadership that could be replicated in the business.

Lt Gen Kler emphasised credibility as central to leadership. In business, as in the army, the leaders need to ensure that they spoke only what they would do. "In the army, losing credibility is professional death," he said. He also pointed out that motivation of the troops has to be linked to ideals and not wages. Regarding instilling responsibility among Indian youth, Lt Gen Kler said that the leaders had to rethink the way they entrust responsibility. "We have to free ourselves of the authority to impose," he said.

More than 1000 participants joined the virtual session through various social media channels.



# 'Making a Life vs Making a Living.'



**Gurcharan Das**Former CEO of Procter & Gamble India, Author and Management Guru

The 43rd AIMA LeaderSpeak session was held on 2nd June, 2021 with Mr Gurcharan Das – Former CEO of Procter & Gamble India, Author and Management Guru. The theme of the session was 'Making a Life Vs Making a Living' and was chaired by AIMA President, Mr Harsh Pati Singhania. Mr Das addressed a large group of management students and professionals

Mr Gurcharan Das commenced the session with a chapter from his life to explain what does 'making a life' mean and shared what it entails. He said it was when he took an unusual call to retire early, at the age of 50, and become a full-time writer that the next leg of his journey began.

Sharing another story from his days at P&G Worldwide, the story of an Assistant Security Guard, Kamble. Mr Das said "Kamble didn't have much exposure and couldn't even pronounce the name of the company, 'Procter & Gamble', correctly. But in six months on a

night shift, he had made a huge impact on everyone at work. With his eagerness to learn and his curiosity to know things, he was always there with all the answers."

Mr Das said, "He loved his work. He treated his work as though it was play." He further added "Kamble was not skilled in any domain, didn't have a degree and even struggled with english. But he had a basic attitude which was the attitude of service and hence taught us about making a life."

Emphasising on the importance of correct attitude he said, "Attitude is more important than skills or even intelligence and when we hire people in the companies, we should be concerned about their attitude, how they perform their jobs and also how they influence others." According to him, there is a lot we can learn from others; we just have to create culture of openness while accepting and valuing people.

"Ultimately it is about living life, one must not carry the burden of the world on one's mind", said Mr Das

The session was well received and witnessed an overwhelming response of more than 1200 participants from all over India on various platforms of AIMA.

# LeaderSpeak Session on 'Skilling for the digital future'



**Anant Maheshwari** *President, Microsoft Corporation India Pvt Ltd* 

The 37th AIMA LeaderSpeak Session was held on 28th January, 2021 with Mr Anant Maheshwari, President, Microsoft Corporation India Pvt Ltd. The theme of the session was 'Skilling for the digital future' and was chaired by AIMA President, Mr Harsh Pati Singhania.

Speaking on skilling for the digital future, Mr Maheshwari said "I think the next decade of economic growth of India will be defined by tech intensity." He further spoke about how everybody needs digital skills and for growth to be inclusive, purpose-driven digital very critical.

Mr Maheshwari said "As we rapidly move towards a digital economy, the skills of the future will look very different from the skills that are needed today. Digital fluency will not just be a competitive advantage but a necessity to qualify for jobs."

Adding to that, Mr Singhania during the session said "The only way to take advantage of India demographics and its large market was to leap the digital skills. "It is a must to have a 7%-8% sustained GDP growth rate,"

On being asked about the new risks that users should be mindful about as data is the new oil he said, "Your data is your data. Privacy is the real foundation for trust. And we at Microsoft, truly believe that privacy and trust is and should be built in by design."

Microsoft India has developed bandwidth-light and entertaining video packages to teach vocational skills to daily wagers. These videos fit the time of commute and many employers are encouraging their daily workers to watch these videos before they arrive at the factory gate. "These videos are raising productivity for both the workers and the employers," he added.

Mr Maheshwari also pointed out that India's rural craftspeople were being trained in digital technologies to enable them to accelerate the process of design creation. He pointed out that Microsoft has been working with weavers to enhance their productivity and to preserve their inter-generational intellectual property.

On the role of digital skilling in education, Mr Maheshwari said that Microsoft has created an ecosystem which is helping not only the regular teachers but enabling innovative youngsters to teach their peers.

In a message to all management professionals and students Mr Maheshwari said "Shed the past and learn the new." The session was joined by more than 800 business leaders, executives, academics and students.



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Ravi Jangra (Deputy Director)





## **BEYOND RECOVERY: NEW RULES OF THE GAME**

Only one who wanders finds new paths - Norwegian Proverb

**Dr. Monica Khanna** 

Director, K J Somaiya Institute of Management

The post COVID world has opened up an accelerated digital economy. According to a Statista 2021 report on mobile internet user penetration in India, more than 50% Indian population have accessed the internet using their mobile handsets and this is set to go upto 96% by the year 2040. The smart phone and internet are the new highways and lifelines of India connecting people and hopes for a better life across India. This single data point throws up important pointers to the unfolding of blue ocean opportunities and the future shape of Indian economy - led by the mobile and internet revolution, coupled with the state of art infrastructure being constructed at a phenomenal pace in the form of new roads, modernization



of railways, electrification, healthcare facilitation through telemedicine at the remotest villages and so on.

The new rules of the game would be led by the 4 l's – Integration, Ideation, Investments, Implementation and leading to the main 'l' – and that is Income.

Integration: The concepts of integration and inclusivity are buzz words in today's world. For a country like India with a population base of 1.38 billion out of which 65% is still rural, integration of urban-rural India through the mobile internet will pave the way for rapid economic advancements through diffusion of basic needs like education, healthcare, opportunities for sale of traditional art and craft, offbeat and adventure tourism, etc. to be brought into the mainstream realm of urban and rural India. New ways and channels of conducting business would emerge as a strong alternative to the established business models leading to creation of employment opportunities. With growing reach of media, internet, income and aspirations, new markets and business opportunities that were earlier invisible and inaccessible will emerge. Integration of human-computer networks has led to the creation of unicorns like Zomato and Swiggy. Integration of human-computers infrastructure networks have led to successful platform based businesses like Uber and Ola Cabs.

Ideation: The big difference is in the idea and ideation. The recent unicorns are examples of what ideation can do in terms of wealth creation. India added three 'unicorns' per month in 2021 to nearly double the overall number of startups valued at over USD 1 billion to 51 as of end-August 2021. Lot of research in the area of green energy for motive power, agri-tech, med-tech, ed-tech, pharma research for exploring cures for chronic health issues, sustainability and climate change are leading innovations and inventions.

Investments: The Private Equity-Venture Capital (PE-VC) sector recorded investments worth US\$ 20 billion in the first five months of 2021, registering 2x growth in value compared with the same period in 2020. In June 2021, foreign portfolio investors (FPIs) turned net buyers by investing a net INR 12,714 crore (US\$ 1.71 billion) in the Indian markets.

Implementation: The successful implementation of ideas would require entrepreneurial risk taking ability, positive mindset, an ability to network, out of box thinking and working within the given limiting factors. The success of companies in the edtech and medtech space among others has provided fuel to fire the imagination of the young budding professionals who do not mind venturing into untried business model concepts. The booming Indian economy is facilitated by Govt spending on infrastructure and creating platforms to attract private investments.

Income: An idea well implemented (the power of passion and perseverance) has the ability to generate wealth for the entrepreneur and all its stakeholders.

Conclusion: In the post COVID India, we will witness the phenomenon of the 'butterfly effect' wherein one small factor of the tremendous increase of mobile and internet connectivity across India will lead to enhanced opportunities and wealth creation.

The opinion expressed is personal.

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#### **About The Author**

The author is a Marketing Professor and the Director of K J Somaiya Institute of Management (A Constituent Institute of Somaiya Vidyavihar University)



# A LIGHTHOUSE IN A STORM

Leaders can guide the team to safety during a crisis. All they have to do is assure, empathise, build trust, and communicate.

**Girish Mainrai**Bank of India



The importance of leadership cannot be undermined in any situation or organisation. The objectives of an organisation may differ depending upon the broad mission but its accomplishment requires effective leadership. Leadership plays an important role in unifying the personal aspirations of the employees with organisational objectives, for which, leaders need to play different roles mentor, guide, crisis manager, change agent, etc. The Covid-19 pandemic has brought leadership in times of crisis to the fore. When things are not in order due to such turbulence. the role of the leader becomes even more important. Unprecedented conditions demand extraordinary qualities from the leader to tide away from such crisis. Followers not only seek guidance, but also gauge the severity of the conditions through the behaviour of the leaders. Leaders' stance at such times is crucial in allaying the confusion and anxiety of the followers.

The pandemic has challenged traditional wisdom concerning business as well as leadership qualities. Researchers have proposed different qualities for effective leadership. Covid-19 brought with it, a peculiar kind of situation—restriction in terms of mobility, presence, interaction, forced leaders to rethink and behave in a nascent

manner. Management literature is filled with theories and traits of an effective leader but none speak about the adversity of such magnitude. I shall highlight few qualities which I consider necessary to be possessed by the leaders during such testing times.

#### Self-Assurance:

In times of crisis, followers look for verbal and non-verbal cues from the leader and assess them while judging the severity of the crisis. Thus, we can say that the followers's minds resonate with the feelings of the leader. Panicky behaviour exhibited by the leader will lead to fear and anxiety. So, the biggest virtue a

leader should possess is self-assurance. This will allow the leader to focus and understand the magnitude of the crisis with more clarity. This quality is equally important during the execution phase too. Executing a strategy with conviction see the team participate wholeheartedly. Thus, self-assurance assumes greater significance when handling crises and implementing a road map for recovery.

#### Empathy:

In a crisis where employees face challenges both on personal and professional fronts, it is essential for leaders to exhibit empathy. Empathy is not about being sympathetic but understanding another person's perspective. A leader can understand the unique needs of an employee by stepping in his/her shoes. Decisions taken empathetically result in greater acceptance and appreciation. This also helps build trust.

#### Trust:

Speaking of trust, it acts as a glue between the leader and his/her team, and thereby forms a bond. Rapid decision making and its execution is imperative for remedial action during a crisis. This can be achieved only when there is trust between the leader and the team. As employees have been working from remote locations on a greater scale than ever before trust has assumed great significance. It has played a dominant role in establishing rapport and building camaraderie in the team.

#### Communication:

The role of communication in leadership is well known but its significance increases even more during times of crisis. A crisis is characterized by a phase of uncertainty where rumours spread like wildfire. This leads to anxiety. In such a case, effective communication can dispel these rumors and the clear confusion. It also helps in clarifying the rationale for undertaking corrective action. Strategies evolved through mutual communication aid in effective implementation and lead to greater acceptance by the followers.

As bad as it is, a crisis can be an opportunity for leaders to show their mettle. The essence of the role of leader can be summed in the words of Martin Luther King Junior, who said "A genuine leader is not a searcher for consensus but a molder of consensus."

#### **About The Author**

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#### Disclaimer:

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## **LEAD TO WIN**

Acting like a leader, rather than a boss is key to conducting successful meetings.

**KK VERMA** 

Academy of HRD and IIM-Ahmedabad



A Much has been written and spoken about meetings—uncharitable remarks like waste of time, waste of money, boring, airing frustration are made. So much so, that a recent Harvard Business Review article was titled, 'Stop the Meeting Madness'1.

Most of the published literature has focused on why meetings fail or succeed, scheduling meetings efficiently, planning for a successful committee meeting, etc. Emphasis is now on how to make the best of a meeting. Sufficient focus is not espoused on the leadership dimension, a key aspect for effectiveness, which this article aims at

Committee meetings are normally desired to discuss specific organisational issues that require wider discussions and problem solving.

## **Frailties of meetings**

- 1. Committee formation, at times, is not a well thought out plan. A bias for inclusion/exclusion occurs.
- 2. Many committees fail to ensure contribution of all members.
- 3. Team of equals not created is visible in seating arrangement; attention to questions missed, etc.
- 4. Chairperson (Chair) arrives late which encourages members.
- 5. The authoritarian style of some Chairs has serious implications.
- 6. Members find bureaucratic meetings boring.
- 7. Often, there is no focused discussion.
- 8. Due to hidden agenda of some, many members cannot come out with their ingenuity.

Therefore, the role of the chairperson and his/her credibility is critical to the success of a meeting,

## Roles of a chairperson

Chairperson leads the committee for a task. A committee is formed for a temporary, but important assignment. The right people need to be included, which means only a diverse mix of talent—who would suit better to the subject/objective(s) and one member with research background or aptitude if research is likely to add value.

An incident is cited here to show how subjectivity enters in the selection of members. The HRD department that I headed had proposed a performance management system for which extensive research and discussions had been done. I was asked to propose by the executive director certain senior executives to form a committee. I was also indicated names of one deputy general manager and a general manager for inclusion. I ad interviewed those two for the project. In my opinion, they would care less for research and had negative and fixed views. I was in a dilemma. Had I proposed those names, most probably, the proposal would not have obtained a favourable recommendation. And had I skipped those names, I would have disobeyed, and the proposal would probably have gone into the cold storage. After thinking a lot, an idea occurred: accommodate the two and for the remaining, propose relatively young, positive, and development oriented minds. I hoped the latter would prevail. The recommended names were accepted. No formal chairperson was fixed.

The members, after some time, started attaching each other's ideas and arguing outside the subject. After about 45 minutes, the discussions were heated, as if they were rivals. I expressed that the discussions were slipping. No effect. Later, again, I stressed that time was running out.

After lunch break, the tension broke, and there was sufficient focus. The HRD proposal got through with some minor changes and suggestions to include. But I had played a tactical strategy and forgot my personal values doing so. However, balancing selection helped competitive discussions too.

Wrong selection may involve loss of focus in discussions and dilution of the professional orientation and content. Being thoughtfully selective about the right members is critical.

#### **Encouraging the talented as willing participants**

Highly talented executives like to avoid inclusion for varied reasons. When I was MD, I discussed with a senior vice president that I was nominating him to a committee. The assignment was to undertake a study of the customer requirement and design a scheme focused to customer-needs. He had lot to argue and said, "I don't want to go. There are others." I opened discussion again, the next day. I finally explained, "Look, designing a customer scheme is a creative work. All cannot fill the slot. You are the right person. Your own hidden talent will come to the fore and advance further and you will carry the memory career long." This is how he was mentally prepared to agree. It is necessary to make the executive a willing member than just to pass orders to join the committee. This is the job of the manager.

In view of the above, the CEOs of the companies need to communicate with all heads the rules for selection and helping him/ her to be willing and effective participants in the committee.

#### **Developing a winning team**

The chair provides the necessary drive and momentum to the members to keep moving. Though a temporary entity, the task requires a dedicated team. It is for the chair to help the group become a team and a winning team. He/she explains the goal(s) which the committee is required to achieve. Members would have concerns and issues and answering to their satisfaction that the members start to think of the goals as their own goals. On the way there might be conflict between the members which the chair needs to settle. Apart from owning the goals they begin supporting, cooperating as the behavioural sciences guru, Dr Udai Pareek, explains while summarising team theories, particularly of Bennis and Shephered and Bruce Tuckman<sup>2</sup>. The chair also needs to ensure that no one is marginalized or discriminated against.



## Collective problem-solving and decision-making strategy

It is expected that the committee's performance for the assignment produces the expected results. Collective effort under leadership of the chair is another strategy. The chair focuses on the objective(s) of the assignment, team objectives like cohesiveness, making diagnosis and reaching solutions. One interesting case, though not strictly as a committee is defined, relates to

one hour daily meeting. Dr Anil K Khandelwal, ex-Chairman and Managing Director, Bank of Baroda organised meetings with top management as an important lever of change. In these meetings, setting apart from a compelling vision of technology led business transformation, the

top team reviewed its legacy problems including internal bureaucracy, response patterns, business climate, issues of customer centricity, and employee engagement. According to Khandelwal, morning meetings played a significant role in aligning the management to a shared vision and a futuristic agenda and achieve a multi-faceted progress including the doubling of business in just three years<sup>3</sup>. Khandelwal's strategy of daily morning meets makes it evident that collective problem-solving and decision-making is a creative process to achieve multiple goals for better results. The chair's focus, likewise, on collectiveness will lead to better results.

## Be transparent than double talking

A good leader is a clean person than a double talker. He/she helps, rather than misleads. However, on the ground, at times, it is the opposite. Award-winning, best-selling author, listed in '100 business coaches', Richie Norton mentioned, "Old guards will tell you to innovate and be creative, but won't mention that it's only ok as long as it's something they've already thought of and agree with." Clearly it is a double game. Faced with double game, members would be confused and the outcome, ineffective. The hidden agenda may increase problems: members losing confidence in leadership and their initiative and morale will decline. Denying transparency is denying free expression and the right to deliberate. The chair must commit to transparent dealings than double talk.

Be like a leader; not a boss

A Facebook video<sup>4</sup> in which the chair is sitting on one side and seven to eight members are sitting facing him in rows goes as follows:

The boss shouts, "You stupid fellows, I am the boss. Do, what I say."

One member firmly states, "Yes, you are the boss."

The boss retorts, "What do you mean?"

The guy gets up, "You are the boss," and walks up to him and hands over his resignation.

The boss, "Why are you resigning?"

The guy, "So as to tell you the difference between boss and leader."

In this case, the boss assumes himself to be great but the member feels otherwise. He resigns, while each of the rest seems to think, "Why am I here?"

A leader has ideals like compassion and helping attitudes; the boss may be commanding and abuse his power. A leader shares his powers. He knows executives work for their dreams; not for transactions.

Chairs must try and learn to be like leaders.

## Listening and encouraging for focused discussion

There are leaders who are too eager to talk too much. Microsoft CEO, Satya Nadela's advice for

better meetings, "Listen more, talk less, and be decisive when time comes."5

Focused discussion is the backbone of a committee. They say quality emerges from a mass of information. Therefore, the chair needs to encourage all members' participation. And if one tries to dominate discussions, the controls has to him/her.

Chair needs to learn that silent, hesitant, introvert's participation can be creative; the genius, intellectual needs special attention. This role is neglected by several chairpersons. Experience suggests that positive attitude of the chair combined with simple questions which maintain the interest of members, matters. Leading well, therefore, requires the chair to talk less, listen more, encouraging all to contribute and improve the standard and focus of discussions.

#### In conclusion

The above discussion is around the process issues involved in leading a committee. The chairperson needs to reflect and exhibit his/her image like that of a leader who is democratic, believer in human values, and has motivational strategies so that members remain excited and focused and are keen to contribute. She/he encourages diverse views, poses small questions, complimenting and supporting the members, and reinforces good dialogues to help them sustain their interest and continuous thinking.

Lest it gives a wrong impression, I clarify that there have been well-run committees with good successes. They can be emulated. I also suggest that appropriate orientation or counseling programmes in leadership with focus on meetings for likely chairpersons be arranged.

#### **About the Author**

KK Verma is ex-Director, Academy of HRD and a research associate at Indian Institute of Management, Ahmedabad.

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## **MAKING IT 'WORK'**

Work-life integration has evolved as an all-encompassing concept and is poised to be an inherent part of the new normal that is emerging.

**Dr Pallavi Rao Chaturvedi**AISECT Group



To be fair, it has not been easy for anyone—neither the companies, nor the employees. The pandemic has not only caused a major, worldwide disruption, it has meant a quantum jump in challenges. Since much has been written and deliberated already on this topic, I decided to focus on how the so called 'new normal' is affecting different generations at work. Most people are familiar with the term 'worklife balance'; however, in recent times, the concept of 'work-life integration' has received more traction and paved the way for this phrase to transform into the new norm. Work-life integration focuses entirely on consolidating distinct areas of one's life in creating a broader view and bringing work and life closer. According to a new study by SAP Concur¹, 88 per cent of the workforce in India prefers the flexibility of working from home. The same study also revealed that 69 per cent of Indian employees believe their productivity has increased while working remotely—highest in the APAC region as compared to countries like Australia, New Zealand, South Korea, Malaysia, and Thailand. The boundaries of personal life and work life have been blurring over the years; however, with work-life integration coming into the picture, these boundaries seem to be completely gone.

## Significance of work-life intregration

Professionals practising work-life integration can handle both 'work time' and 'personal time' by focusing on the 'best-time' to do these requisite things. For instance, professionals can work earlier in the day in order to focus on their personal engagements later or check emails after office-hours but also respond to personal mails during the work day. To be specific, work-life integration emphasises on every activity of the day as a part of a whole rather than compartmentalising it. This flexible form of work culture shapes an individual's ethos

which allows them to look at the big picture and work collaboratively. In simpler terms, work-life integration gives people the opportunity to explore their creative sides along with identifying new prospects to make things better in every aspect of life.

## **Challenges of work-life integration**

One should know where to draw the line in work-life integration, as it encompasses a wide spectrum of things, anyone of which could backfire if not handled correctly. This fusion work can make an individual overloaded and bogged down if not dealt skilfully. Hence, professionals should be cautious not to work too much in one go. It is also important to have supportive family structure and a shift in workplace culture for 'work-life integration' to be welcoming.

## Tips for integrating both work and personal life

An integrated work-life culture can be a tempting subject for both employers and employees; however, it is necessary to have an appropriate plan for a smooth transition. Here are few points to consider:

**Encourage Managers to focus on productivity, rather than hours.** It is essential for managers to focus on the completion of a task by the employee rather than a count of their work hours. An employee's productivity estimates the outputs of employees. Any workplace productivity helps in keeping the company breathing and thriving.

**Encourage breaks and opportunities for informal communications among employees.** For a healthy and comfortable working environment, it is important to let the employees break away for some time as the constant meetings and phone calls can be too overwhelming. To build a stimulating office ecosystem the employees need to be encouraged to take breaks and establish a cordial relationship with their colleagues through informal communication. Employers should encourage casual interaction which will facilitate in establishing morale and a feeling of belonging for these employees.

**Lead by example to demonstrate worklife integration.** The Indian workplace has traditionally been hierarchical, and to break through this structure it is vital to safeguard the work-life integration by ensuring that the senior management also appreciates it. Make sure that the managers leave the workplace on time, take breaks, do not mail workers after office hours, or demand work on an impractical time scale when it is not top priority.

**Regularly review workloads.** An Oxford University research<sup>2</sup> shows that happy workers are 13 per cent more productive. As an employer of a healthy workplace, one needs to keep a constant check on the allocation of duties and secure individuals from unrealistic workloads. It is critical to familiarise oneself and the managers with the procedure of allocating work. What seems like a simple task to higher management, might take an employer the whole day. Managers should regularly talk to their team and ensure that the staff is not overworked or has too much spare capacity.

**Encourage employees to take planned leaves and mandatory leave.** It is important to reckon that 'leave time' prevents staff from burnout and stress, which lead to low-level work performance and heavy health costs. Planned and mandatory leaves aid in the process of rejuvenating employees. The multiple days off allows staff to recharge their mental and physical health. Time away from work also helps an employee return refreshed and prepared to tackle their responsibilities again.

**Increase support for parents and family.** It is often witnessed that companies lose great talents, especially mothers, to cater to their childcare needs. This problem is not constrained to mothers alone as many men want to spend time with their children too. To tackle such a situation, an organisation can provide equal benefits for maternity and paternity leaves. Loan



programs for emergencies and special events. such as marriage can also help an employee in a great way. Other than that, an organization can also offer health plans for the employee and their family members to increase support.

#### **About the Author**

Dr Pallavi Rao Chaturvedi is Executive Vice President, AISECT Group. She is also the founder of Get Set Parent with Pallavi, one of India's fastest growing English Parenting YouTube channels.

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## PATTERN FOR THE FUTURE?

COVID-19 has effected a clear shift in consumer behaviour, but will it stay for long?

**Ambi Parameswaran** 

Brand-Building.com

'Winner of this year's 'AIMA-Dr Ram Tarneja Award for Best Article in Indian Management 2020'

A few days before Diwali, as we were driving past Mumbai's Dadar market, we were awestruck by the crowds. While many of them had a mask on, some were using it as a chin cover, or a throat cover. There was no question of social distancing. This was the same market that used to be empty right through July and August, after shops were permitted to open. Even during the Ganapati festival, this kind of a crowd was not present. We wondered what was happening.

When the pandemic and the related lockdowns were in place, Professor Sridhar Samu (Great Lakes Institute of Management) and I were discussing changes in consumer behaviour. We wondered how consumers would behave during the lockdown, immediately after it would be lifted, and may be a few months after the markets open. The research we



conducted uncovered a few interesting consumer segments. We thought there will be a significant number of 'Revenge Shoppers' in India. This term was originally coined after China opened up and Chinese shoppers went on a shopping frenzy. Our research told us that there were some Revenge Shoppers in India too, mostly affluent and younger consumers, but their numbers were not too large. Then there were the 'Revelation Shoppers'; these

were the consumers who realised, during the lockdown, that they needed a new iPad, or a new dish washer. This segment drove the Diwali consumer durables sales boom we saw in November. Then came the 'Reduced Shoppers' who were hurting and were keen on conserving their savings. These were the less affluent and older cohorts. The fourth group we uncovered was of those we called 'Research Shoppers'— those looking for the best deal. These cut across all income and age groups.

In the last few weeks, I feel there is also a new set of shoppers emerging, and I would call them 'Relief Shoppers'—those who are relieved that they can shop now. As the pandemic and its fear spread, consumers came to adopt several new behaviour patterns. It has been a good time to be an e-com platform or merchant. Indian consumers who were addicted to COD (cash-on-delivery) have quickly moved to prepayment options like mobile wallets or credit cards. The last time we saw that kind of mass movement was when Indian consumers had no cash, during the demonetisation drive. But they quickly went back to COD once ATMs started spewing cash. Now the behaviour seems to have stuck. It is likely this will stay unless e-com merchants score a self-goal by encouraging COD once doorstep delivery is allowed in housing societies.







Purchasing habits



Consumer motivation

The other big movement, at least in cities like Mumbai, has been delivery at the gate. This is a big breakthrough for e-com brands and can reduce delivery costs by a huge margin. In advanced countries, this has been the practice for many years. It is always fascinating to see multiple packages lying outside suburban homes in the US. If housing societies stick to the policy of not allowing delivery boys inside their premises, then this could also be a big trend that may hold.

Many sectors are going to change. Let me start with the multiplex and mall visits. These have seen very slow uptick in November. Contrast this with the crowds in the Dadar market. What is happening here? I suspect the more affluent consumer, the mall regular, is a little more worried about the disease and is not wanting to take the additional risk. My interviews with leading brands revealed that while footfalls have dropped, almost all the consumers end up buying; conversion rates are almost near 100%. Luxury brands are showing tremendous enthusiasm to woo back consumers (check out the Rolex and Omega ads in the papers prior to Diwali). Their core consumers have not lost much during the lockdown, but if they get out of the habit of splurging on the latest luxury watch, they may not come back—this could be a fear driving the ad spends. In our survey, almost 14 per cent of the consumers wanted to go back to watching movies on big screens. If we were to draw a comparison between the Dadar market and the upmarket mall, then it is likely that single screens will see a quicker uptick than fivestar multiplexes.

Our research with 1000+ consumers revealed that the most dreaded thing today is international travel. Just a small percentage of consumers are keen on travelling overseas, which is now curtailed due to international agreements. But I suspect that even after it opens up, there is going to be a drastic drop in outbound international travel. What does the Revenge or Research Shopper do? They are already travelling within India. And this trend will gain momentum. A research study pointed out that 52 per cent of those interviewed preferred domestic travel over international destinations1. What was also interesting was that 68 per cent preferred to travel by their own transport and shun public transportation systems. There is, however, a huge sense of regret over having lost out one year in pandemic-related measures. A large 49 per cent said that they want to travel more to compensate for lost time. And 70 per cent of those interviewed were looking for good deals. In a sense, the Revenge and Research Shoppers are going to be driving domestic tourism bookings in the coming months.

Consumers have been locked in for months now. Schools and colleges have not opened as this article was being written. A family outing for a dinner and a movie is now a distant dream. While Swiggy and other food delivery services are seeing a big boom, the ready-to-cook market has never had it better.

Indians have been very slow in accepting new food products. Most homes prefer cooking each meal, that too 'scratch cooking' from the basic raw materials. Marketers have always lamented the lack of demand for ready-to eat (RTE) and ready-to-cook (RTC) offerings. To clarify, 'ready to eat' are products that can be put in a microwave for a few minutes, taken out, and eaten. 'Ready to cook' are products that can help in cooking but will still need a fair bit of human ingenuity. Maggi 2-Minute noodles is a good example of an RTE that managed to capture the imagination of Indian mothers by straddling both the RTE and RTC markets—make it straight off the pack or add your creativity, with cheese, butter, vegetables, or egg. The extended homestay has also created a demand boom for products that will add variety to the daily diet. As The Economic Times2 reported, 'as consumers crave a break from home food and are still skeptical of eating out or ordering in, the packaged ready-to-eat segment is witnessing a sales boom'. The article quotes Sachid Madan (Chief Executive,

Fresh F&V and Frozen Food, ITC Limited) as saying, "People who were averse to eating frozen foods are now drawn to it. There is a surge in demand". While we used to have two market definitions, RTE and RTC, we now also have RTH, or ready-to-heat products. These are products like rotis, parathas, and wraps. The desire to try new products, different tastes, and different cuisines is a welcome change for branded food marketers. If this trend holds, then we will see a major transformation in the branded foods market in the country.

There has been a dramatic change in the way consumers have adopted digital technologies too—for education, for work, and for entertainment. These effects will last long.

Let us now cut to June 2021. And let us assume that vaccine is available to all; for some free and for others for a fee. Will we see consumers going back to what they were doing in June 2019? Or, will some vestiges of June 2020 remain?

I would like to submit that some of the changes may stay a lot longer. It is possible that domestic travel will continue to boom as international travel slowly picks up. In a similar vein, malls will start seeing crowds and multiplexes will see sell-out crowds. The food marketing window will continue to widen. Concern for health and hygiene will continue in a little bit muted way. The use of digital technologies for education, work, and entertainment will continue to grow.

All said, some trends we have seen in November 2020 will stay for a lot longer than November 2021. The pre-Diwali crowds in Dadar will continue as always.

## **About Author**

Ambi Parameswaran is an independent brand coach, best-selling author, and founder, brand-building.com. Spring – Bouncing Back from Rejection is his latest book.

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## WHAT THE FUTURE HOLDS

Adopting modern technologies is key to ushering economic growth in the near future.

Abhishek Agrawal
One A Advisors



the fourth Industry industrial revolution underpinned by use of and analytics deliver a superior operating performance, was already underway as the next big disruption across manufacturing and other industries before COVID-19 struck. A faster and fuller adoption of Industry 4.0 in the post-COVID world will help companies get onto the recovery curve faster and eventually outperform pre-COVID levels. Applications of Industry 4.0 technologies such as 3D printing, Internet of Things (IoT), drones, and augmented reality/virtual reality (AR/VR), in particular, can play a prominent role in economic recovery.

printing or additive manufacturing use-cases so far have been largely limited prototyping, educational models. and select industrial tooling. COVID-19 put more stress on the traditional model of large, manufacturing centralized as compared to distributed business models. 3D printing can enable manufacturing

companies to reduce part of their dependence on large, central shopfloors and help them manufacture closer to customers with greater customization and flexibility. This distributed approach to manufacturing will reduce peak employee strength required in large centralized manufacturing approach. It will also reduce

manual intensity of associated logistics and supply-chain operations through simplifying them. This could be particularly useful for scaling-up manufacturing of high import intensity categories such as toys and other

general manufacturing items where the country is aiming for self-reliance. Using 3D printing for spare parts manufacturing will also reduce inventory carrying costs.

Application of Internet of Things on shop floors will make remote monitoring and control possible for manufacturers, who would then not need to deploy excessive managerial layer in factories. Instead, it will be possible to monitor and provide management control remotely, even in the 'work from home' model. This would make shop floors much less crowded and staffed only with persons who have an absolute reason to be present on site. This would also have added benefits of enhanced industrial safety and better working conditions. Scheduling predictive maintenance through leveraging IoT and advanced analytics techniques such as machine learning will help in streamlining of operations with lesser unforeseen disruptions and human interventions. Application of AR/VR coupled with IoT will make remote diagnostics and troubleshooting possible. With automation of more and more factory equipment, the paradigm could permanently move to operators playing a supervisory and control role which could very well be performed remotely. Application of IoT in logistics can bring in much needed visibility into supply chains, helping companies schedule operations in a way that avoids concentrated peak times that need disproportionately higher employee density. Utilities could deploy IoT enabled solutions for metering and leakage detections to reduce manual intensity in their operations.

Adoption of unmanned aerial vehicles (UAVs) or drones can enable remote monitoring of large infrastructure projects during their construction stage and operations. They can also help in production monitoring for mining and such industries in remote areas. Drones can also be deployed to undertake land and site surveys for new projects. All these use-cases will make project or construction sites much less dense while enabling remote supervision and control. In a separate use-case, drones could also be used for faster delivery of critical medicines in remote areas if it is supported by enabling changes in drone regulations.

There are multiple stakeholders who need to act in a concerted manner for the country to realise its full potential. Firstly, industrial firms should adopt a new approach towards adopting Industry 4.0 technologies and use-cases— the traditional approach of doing lengthy pilot tests hampers building momentum for large scale adoption. They should think of Industry 4.0 transformation akin to the IT transformation that happened through the 1990s and 2000s—across the organisation, in project mode and with a full top management commitment and buy-in.

Policymakers, on their part, can further ease regulations to enable accelerated adoption and new use-cases especially in area of drones by allowing beyond line of sight operations with necessary safe-guards. The country's educational institutions can promote delivery of skills in these areas through more programs oriented around Industry 4.0 skills. The New Education Policy 2020 envisages that India should take lead in preparing professionals in such Industry 4.0 areas and technologies such as 3D printing, machine learning, etc. Start-ups are critical for this change as a lot of innovation, especially in areas of IoT and drones, is being powered by them. There is strong case for more new enterprise in these areas. New entrants should aim at solving specific use-cases or problems faced by industries.

The revolution to apply Industry 4.0 technologies to transform industries was already shaping up. It may no longer simply be a choice, but an imperative for many organisations to survive and prosper in the post COVID-19 world

#### **About the Author**

Abhishek Agrawal is founder, One A Advisors.

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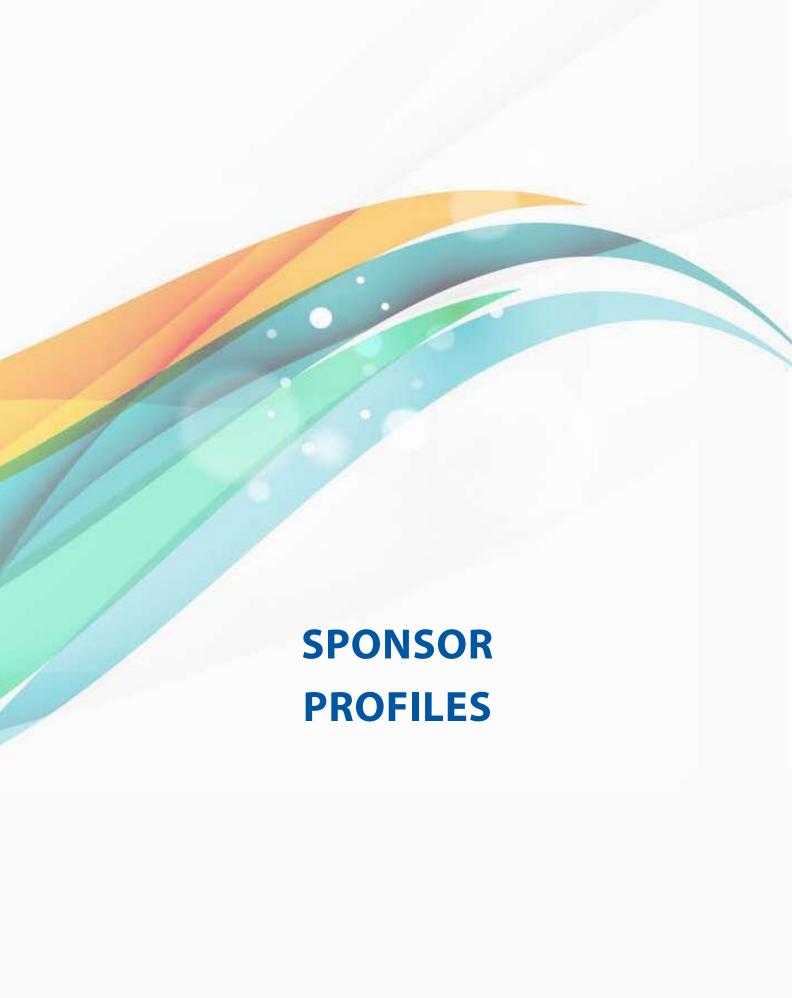
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# KIRLOSKAR BROTHERS LIMITED

Kirloskar Brothers Limited (KBL) is a world-class pump manufacturing company with expertise in engineering and manufacturing systems for fluid management. The company was established as Kirloskar Brothers in 1888 by Shri Laxmanrao Kirloskar – from which various group companies emerged later. Kirloskar Brothers was officially registered as a legal entity into Kirloskar Brothers Limited on January 15, 1920.

KBL is the flagship company of the \$ 2.1 billion Kirloskar Group. KBL, a market leader, provides complete fluid management solutions for large infrastructure projects in the areas of water supply, power plants, irrigation, oil & gas, and marine & defense. It engineers and manufactures industrial, agriculture, and domestic pumps, valves, and hydro turbines. Laxmanrao's son, Shantanurao was instrumental in manufacturing India's first centrifugal pump, diesel engine, machine tool, and electric motor. He expanded KBL's footprints in India and the world markets and went on to establish the Kirloskar group of companies.

Mr Sanjay Kirloskar, Chairman, and Managing Director took the helm in 1985. Over the years, KBL has marched ahead with innovative products, which have enabled it to carve a niche globally. KBL, today, is a global conglomerate and is equipped with the best technologies in the world. It is also India's largest centrifugal pump manufacturer with eight manufacturing facilities in India along with other international subsidiaries and operations in the Netherlands, South Africa, Thailand, the United Kingdom, and the United States of America. KBL has 12,700 channel partners in India and 80 overseas and is supported with the best-in-class PAN-India network of authorised service and refurbishment centres.

All manufacturing plants of KBL have the necessary Quality, Environment, Occupational Health & Safety and Energy standard certifications under Integrated Management System (ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and ISO 50001:2018). The company's Kirloskarvadi plant is a state-of-the-art integrated manufacturing facility, which houses Asia's largest hydraulic research centre with a testing facility of up to 5000 kW and 50,000 m3/hr.

In 2003, KBL acquired SPP Pumps, United Kingdom (UK), and established SPP Inc., Atlanta, in the U.S., as a wholly-owned subsidiary of SPP, UK, to expand its international presence.

In 2007, Kirloskar Brothers International B.V., The Netherlands, and Kirloskar Brothers (Thailand) Ltd., a wholly-owned subsidiary of KBL in Thailand, were incorporated. Kirloskar Pompen B.V. (KPBV), a subsidiary of Kirloskar Brothers International B.V., was incorporated in 2008 with its head-office based in Almelo, the Netherlands. KPBV operates throughout Europe, along with its selected service partners in the region. In 2010, KBL further consolidated its global position by acquiring Braybar Pumps, South Africa. SPP MENA was established in Egypt in 2012. In 2014, KBL acquired SyncroFlo Inc., the largest independent fabrication of commercial and municipal domestic water booster pumps.

To further strengthen its global position, in 2015, Kirloskar Pompen B.V. acquired Rodelta Pumps International, The Netherlands.

KBL has set up joint venture company i.e. Kirloskar Ebara Pumps Ltd with Ebara Corporation, Japan, in 1988, for the manufacture of API 610 standard pumps. Kirloskar Corrocoat Private Limited is a joint venture cooperation with Corrocoat, the UK, since 2006. KBL acquired The Kolhapur Steel Limited in 2007 and Hematic Motors in 2010.

KBL is the only pump manufacturing company in India and 9th in the world to be accredited with the N and NPT certification by the American Society of Mechanical Engineers (ASME).





Reliance Industries Limited (RIL), founded by Shri Dhirubhai H. Ambani four decades ago, is India's largest company. RIL's activities span hydrocarbon exploration and production, petroleum refining and marketing, petrochemicals, renewables, retail and digital services.

A significant global player in the integrated energy value chain, RIL recorded a consolidated turnover of ₹ 539,238 crore (\$73.8 billion), cash profit of ₹ 79,828 crore (\$10.9 billion), and net profit of ₹ 53,739 crore (\$7.4 billion) in FY 2020-21.

RIL is the top-most ranked company from India to feature in Fortune's Global 500 list of 'World's Largest Companies'. The company stands 55th in the Forbes Global 2000 rankings of "World's Largest Public Companies" for 2021 – top-most among Indian companies. It features among LinkedIn's 'The Best Companies to Work for in India' (2021).

RIL has always been committed to the Common Man. Surging forward through backward vertical integration and raising money from the masses, it went on to become India's largest company. Starting as a textile company, RIL has over the decades diversified into petrochemicals into petroleum refining and forayed into oil & gas exploration and production.

RIL owns and operates one of the most integrated petrochemicals facilities globally, with a portfolio comprising of polymers, polyesters, fibre intermediates, aromatics and elastomers. The company provides world-class experiences to its customers across a range of applications – packaging, agriculture, automotive, housing, and healthcare among others. Among the top 10 producers for key petrochemicals, RIL holds leadership position across product categories globally.

In 1999, RIL set up the world's largest grassroots refinery at Jamnagar, Gujarat. A second refinery followed in 2009. Currently, the combined Jamnagar refining hub processes 1.40 million barrels of crude a day – the maximum at any single location globally. These refineries process a wide variety of crude oils and produce a range of petroleum products for exports as well as supply in the Indian market. RIL's refining business continues to outperform with premium over Singapore refining margins, demonstrating operating excellence and healthy industry fundamentals.

Operating under the "Jio-bp" brand, Reliance BP Mobility Limited (RBML) is an Indian fuels and mobility joint venture between Reliance Industries Limited (RIL) and bp. With the vision to become a solution provider of choice for mobility in India, the joint venture will leverage Reliance's presence across 21 states and its millions of consumers through the Jio digital platform. bp will bring its extensive global experience in high-quality differentiated fuels, lubricants, retail, and advanced low carbon mobility solutions.

The Oil to Chemicals business includes Refining, Petrochemicals, fuel retailing through Reliance BP Mobility Limited, aviation fuel and bulk wholesale marketing. It includes breadth of portfolio spanning transportation fuels, polymers, polyesters and elastomers. The deep and unique integration of O2C business includes world-class assets comprising Refinery Off-Gas Cracker, Aromatics, Gasification, multi-feed and gas crackers along with downstream manufacturing facilities, logistics and supply-chain infrastructure.

RIL commenced production in its KG-D6 block in Bay of Bengal in September 2008. It took just two years to start extracting oil following its discovery, making it the world's fastest green-field deep water oil development project. In April 2009, it also commenced gas production from India's first deep-water production facility.

RIL and bp have been developing three deep-water gas developments in block KG D6 – R Cluster, Satellite Cluster and MJ – which together are expected to produce around 30 mmscmd (1 billion cubic feet a day) of natural gas by 2023, meeting up to 15% of India's gas demand. The developments will each utilize the existing hub infrastructure in the KG D6 block. In April 2021, RIL and bp announced the start of production from the Satellite Cluster gas field in block KG D6. The Satellite Cluster is the second of the three developments to come onstream, following the start-up of R Cluster in December 2020. The third KG D6 development, MJ, is expected to come onstream towards the latter half of 2022.

In June 2021, RIL announced the launch of its new energy business with the aim of bridging the green energy divide in India and globally. The Company's overall initial investment from its own internal resources in the New Energy business will be ₹ 75,000 (over \$10 billion) crore in 3 years. It has started investment across all verticals to execute its ambitious plans. RIL is also resolutely implementing its vision of net carbon zero before 2035, which is its highest priority.

In 2006, Reliance joined the retail revolution through Reliance Retail. With the focus being to reach out to the maximum number of people with affordable products, it soon became India's most admired, most profitable and largest retail company. Reliance Retail has built the widest geographical footprint with physical stores now covering 12,803 stores across the country spread over 34.5 million square feet of retail space and many more through its new-commerce reach. Reliance Retail Ventures Limited is a subsidiary of Reliance Industries Limited, and holding company of all the retail companies under the RIL Group.

Jio Platforms Limited ("Jio"), a subsidiary of RIL, has built a world-class all-IP data strong future proof network with latest 4G LTE technology. It is the only network conceived and born as a Mobile Video Network from the ground up and supporting Voice over LTE technology. It is future ready and can be easily upgraded to support even more data, as technologies advance on to 5G, 6G and beyond.

Jio will bring transformational changes in the Indian digital services space to enable the vision of Digital India for 1.3 billion Indians and propel India into global leadership in the digital economy. It has created an eco-system comprising of network, devices, applications and content, platforms, service experience and affordable tariffs for everyone to live the Jio Digital Life. As part of its customer offers, Jio has revolutionised the Indian telecom landscape by making voice calls for Jio customers absolutely free, across India, to any network, and always. Jio makes India the highest quality, most affordable data market in the world so that every Indian can do Datagiri.

JioFiber is India's first 100% ALL-FIBER broadband service and takes forward Jio's promise of connecting



the unconnected while bringing about transformational changes to Indian homes. JioFiber is bringing an unprecedented digital life experience to Indians with a bouquet of digital services which include ultrahigh speed broadband (starting at 100 Mbps and going up to 1 Gbps), free HD Voice and TV video calling, conferencing and international calling, TV Plus and OTT access, Home Networking, Security & Surveillance solutions, gaming as well as access to VR experience and Premium Content Platform. With its revolutionary services JioFiber will propel India to top 5 broadband nations globally.

Reliance Foundation (RF), the philanthropic arm of Reliance Industries Limited, aims to play a catalytic role in addressing the nation's development challenges through innovative and sustainable solutions. Led by Founder and Chairperson Smt. Nita Ambani, RF is relentlessly working towards facilitating transformative changes to ensure overall well-being and higher quality of life for all. Among India's largest social initiatives, RF is focused on addressing the nation's development challenges in areas of Rural Transformation, Education, Health, Sports for Development, Disaster Response, Urban Renewal, and Arts, Culture and Heritage. RF has touched the lives of more than 51 million people across India, in more than 44,700 villages and several urban locations.

RF has been at the forefront to support the nation in the battle against COVID-19 since the beginning of this pandemic. RF has swiftly rolled out multi-pronged response initiatives across the country over the last 16 months ranging from testing to healthcare, medical oxygen to free meals and masks to vulnerable communities.

The company complies with international benchmarks and voluntary guidelines. In keeping with the benchmarks the company sets for itself, RIL has been publishing Annual Sustainability Reports since FY 2004-05 as per the Global Reporting Initiative (GRI) guidelines. The reports were externally assured with an A+rating indicating highest level of comprehensive disclosures. RIL is also a member of World Business Council of Sustainable Development (WBCSD) and Global Reporting Initiatives (GRI). WBCSD's 'Reporting matters' has recognised RIL's sustainability report as leading example on aspect of reliability.



JK Paper's legacy goes back to 1938 with setting up of Straw Products Itd. in Bhopal. In the year 1962, JK Paper Ltd. was established with commnencement of Unit JKPM at Rayagada (Odhisa). Today it is the leading Indian player in Office papers, Coated Paper, Writing and Printing Papers and High-end Packaging boards. It has three integrated Pulp and Paper Mills viz; Unit JKPM at Rayagada (Odisha) near the Eastern coast of India and Unit CPM, Songadh (Gujarat) on the Western coast & Unit SPM - located in Telangana. The company's present capacity is 591,000 TPA. In addition to this the company has recently concluded a 160,000 TPA capacity expansion in packaging board at Unit CPM. From being the pioneer of branded paper in India the Company today is a leading sustainable Paper product solutions provider.

The company has world wide footprint with customer in over 60 countries covering USA, Middle East, Europe, South-east Asia, SAARC and African countries.

In India JK Paper sells its products through an extensive distribution network of over 300 trade partners, 15 depots & 4 regional marketing offices covering over 4,000 dealers.

As part of a larger commitment & respect for the environment, the Company under its Social Farm Forestry program has sustained its efforts for increasing the green cover within 200 Km area from its plant sites. The company has planted close 465,000 Acres of land under this programme. The programme not just helps in greening the environment but also provide livelihood to marginal farmers. Through its social farm forestry program the company is helping to add 1300-1400 hectre of fresh plantation every year. More than 65,000 farmers have been benefitted from our farm forestry model.

JKPL is certified for FSC COC/CW& FSC COC/FM certificates, which indicates that the company is using wood from reponsible forestry and well managed group plantation.



# **Ambuja Neotia**

Ambuja Neotia is one of the most prominent and respected corporate houses headquartered in Kolkata with its forte in real estate and recent forays into hospitality, healthcare, and education.

The company, under the stewardship of Mr Harshavardhan Neotia, has been responsible for landmark projects in and around Kolkata. Udayan, Kolkata's first condoville built on the PPP (Public-Private Partnership) model, made good living 'affordable' for the first time in the country and earned Shri Harshavardhan Neotia, the Padmashree in 1999. Upohar~The Condoville, one of the largest residential projects of Ambuja Neotia, brought together efficiency, comfort and luxury, transforming dreams into reality.

With City Centre Salt Lake, the mall concept was revolutionised. Leisure destinations like The Fort Raichak and Ganga Kutir were created by the river Ganges. The Group also forayed into healthcare with the setting up of Bhagirathi Neotia Woman and Child Care Centre. Ecospace Business Park was developed to give the city smarter, greener workspaces for better work-life balance. The Conclave revolutionized the way business clubs were perceived; it's the first of its kind to blend fine dining, décor and personalized service. With the vision of imparting education that transforms students into leaders for a global society, the Group embarked on a new journey with The Neotia University.



It was in 1983, that Dr Prathap C Reddy made a pioneering endeavour by launching India's first corporate hospital - Apollo Hospitals in Chennai.

Now, as Asia's foremost trusted integrated healthcare group, its presence includes over 12,000 beds across 72 Hospitals and 4100 pharmacies, over 120 Primary Care clinics and 650 Diagnostic centres, 700 plus Teleclinics, over 15 medical education centres and a Research Foundation with a focus on global Clinical Trials. The most recent investment being the commissioning of South East Asia's very first Proton Therapy Centre in Chennai.

Every four days, the Apollo Hospitals Group touches a million lives, in its mission to bring healthcare of international standards within the reach of every individual. In a rare honour, the Government of India had issued a commemorative stamp in recognition of Apollo's contribution, the first for a healthcare organization. Apollo Hospitals Chairman, Dr Prathap C Reddy, was conferred with the prestigious Padma Vibhushan in 2010.

For 37 years, the Apollo Hospitals Group has continuously excelled and maintained leadership in medical innovation, world-class clinical services and cutting-edge technology. Its hospitals are consistently ranked amongst the best hospitals in the country for advanced medical services.

For further details, log onto: www.apollohospitals.com

Follow us on Twitter: @HospitalsApollo





CavinKare is a diversified FMCG major with business interest in personal care, professional care, dairy, snacks, foods, beverages & salons. The brand portfolio consists of Shampoos (Chik, Meera, Karthika and Nyle), Hair Wash Powders (Meera & Karthika), Coconut Oil (Meera), Fairness creams (Fairever), Deodorant; Talc (Spinz), Pickles; Snacks (Ruchi, Chinni's; Garden), Hair Colours (Indica), Retail Salon Products (Raaga Professional), Beverages (Maa), Dairy (Cavin's), and Beauty Salons (Green Trends & Limelite). With its recent expansion into health and hygiene category, CavinKare offers a spectrum of sanitization products ranging from SaaFoo for vegetable and fruit hygiene and safety to Bacto-V multi-surface and gadget disinfectant. Under some of its key personal care brands, CavinKare also offers hand sanitizers and liquid soaps.

Most of the brands are clear winners in their respective product categories. A dedicated R & D center equipped with latest equipment and technologies constantly supports the divisions in their endeavor. CavinKare has achieved significant milestones and a competitive edge with sound understanding of mass marketing dynamics and has established a firm foothold in the national market. CavinKare's success is based on it being firmly grounded to its corporate mission 'We shall grow significantly better than the industry by fostering innovation and building preferred brands, through passionate and delighted employees.'



Neo Foods, Bangalore based food processing company, specializes in preserved vegetables and culinary products. These are grown in farms, under the supervision of our highly experienced agricultural team. It is then packed in our state of art facility in Karnataka and Tamil Nadu and distributed to stores worldwide.

Our contract farming of vegetables is spread over South India in the 3 states of Karnataka, Tamil Nadu and Andhra Pradesh. With the two factories located in Karnataka and Hosur, within a 20-300 km radius of the farming area, our produce undergoes a short and efficient lead time between harvest to processing. The produce is cultivated under cluster sowing method and practice for usage of pesticides and fertilizers meets USFDA and European Union (EU) regulations/norms.

Farmer training and interaction programmes are held every quarter enabling farmers to share their experiences and grievances and learn the new practices to be followed. We educate our farmers on new technologies, fertilizers applications and growing methods with the help of experts from various institutions and agriculture universities. The Package of practice is being followed by us as per USFDA/EU regulations. Traceability system in place from each farm to each jar produced.

We don't support or practice child labour and always pay our employee wages on time as per the minimum wages fixed by the Government. As a larger part of our CSR initiatives, we take up cleanliness drives of villages located near our factories and educate people on the importance of hygiene and sanitation. We donate computers to schools in villages and are also in the process of building toilets for Government schools. A part of our efforts have included building temples in villages thereby creating more employment opportunities not just for our farmers but also their villages.





IndianOil, the 'Energy of India', is a diversified, integrated energy major with a presence in almost all the streams of oil, gas, petrochemicals and alternative energy sources. The Brand IndianOil leverages high-calibre people and state-of-the-art technologies to tap all forms of energy most responsibly and delivering them to the consumers most affordably. India's highest rank Energy PSU in Fortune500 list (Rank 212), IndianOil recorded Revenue of Rs 5,14,890 crores and a net profit of Rs 21,836 crores for the financial year 2020-21.

IndianOil's business interests encompass the entire hydrocarbon value chain- from refining, pipeline transportation & marketing to exploration & production of crude oil & gas, petrochemicals, gas marketing, alternative energy sources and globalisation of downstream operations. The brand's global aspirations are fulfilled through IndianOil's business forays in Sri Lanka, Mauritius, the UAE, and other countries.

As a Brand with one of the largest customer interface in India, IndianOil reaches precious petroleum fuels to every nook and corner of the country through its network of over 56,000 plus customer touch-points, surmounting the challenges of tough terrain, climate and accessibility. The marketing network is bolstered by 80.55 MMTPA of Group Refining Capacity and more than 15,000 KM of cross country pipelines. Moreover, IndianOil's R&D Centre at Faridabad, one of Asia's finest in downstream petroleum R&D, offers a competitive advantage to the Corporation through world-class technology and process solutions and innovative products. IndianOil R&D has also been instrumental in pioneering path-breaking research to leverage the potential of Hydrogen and other cleaner fuels for the sustainable progress of the nation.

One of India's most socially responsive brands, IndianOil, has successfully combined its corporate social responsibility agenda with its business offerings. The Corporation has been partnering with communities in which it operates by supporting numerous initiatives connected with health, family welfare, education, environment protection, potable water, sanitation, and empowerment of women and other marginalised groups. During 2020-21, IndianOil spent over Rs 460 crore on CSR to reach out to 125 lakh beneficiaries through nearly 600 welfare programs conducted across the country.

Moreover, when the second wave of Covid-19 swept the nation, IndianOil went beyond business priorities to leverage its expertise and help the country in shoring up Medical Oxygen supply. Driven by the brand philosophy of "Pehle Indian Phir Oil", IndianOil also supported the Government in creating a robust infrastructure for LMO transportation.



Dr. Sanjiv Goenka, is the Chairman of the 7-billion-dollar RP Sanjiv Goenka Group. The Group has more than 45,000 employees worldwide and over five hundred thousand shareholders.

The Groups businesses span several sectors like Power and Natural Resources, Carbon Black, Information Technology, Retail, FMCG, Education, Media, Entertainment and Sports.

RPSG Groups pure play Business Process Outsourcing firm Firstsource Solutions employs more than 10,000 people in the United States of America and United Kingdom making it one of the largest employers from India. In the Power segment, 120 year old company CESC serves more than 3.4 million consumers in Kolkata. Phillips Carbon Black is the largest carbon black manufacturer in India and seventh largest in the world. In the Music space, its 100-year-old company Saregama has the largest trademarked collection of songs and owns close to 50 % of Indian music ever recorded. Spencer's Retail has been serving the Indian consumers for the last 150 years. The Group owns the iconic 100-year-old football club Mohun Bagan. The Group also publishes the premier Fortune magazine in India.





Triveni Turbines is one of the largest manufacturers of industrial steam turbines in >5 to 30 MW range globally. The Company also designs and manufactures steam turbines above 30 to 100 MW, through its wholly owned subsidiary, GE Triveni Limited (GETL).

Triveni Turbines manufactures steam turbines at its world-class manufacturing facilities in Bengaluru, India and assists its customers with their aftermarket requirement through its global servicing offices. With installations of 5000 steam turbines across over 20 industries, Triveni Turbines is present in over 70 countries around the world. Triveni Turbine Limited offers steam turbine solutions for Industrial Captive and Renewable Power. It was demerged from its parent Company, Triveni Engineering and Industries Limited which holds 21.85% equity capital of TTL, in 2010 to emerge as a pure play turbine manufacturer.

The Company provides renewable power solutions specifically for Biomass, Independent Power Producers, Sugar & Process Co-generation, Waste-to-Energy and District Heating. Its steam turbines are used in diverse industries, ranging from Sugar, Steel, Textiles, Chemical, Pulp & Paper, Petrochemicals, Fertilisers, Solvent Extraction, Metals, Palm Oil to Food Processing and more.

Apart from manufacturing, the Company also provides a wide range of aftermarket services to its own fleet of turbines as well as turbines of other makes supported by its team of highly experienced and qualified service engineers that operate through a network of service centers.

Triveni Turbines market leadership has been built on a foundation of strong and continuously evolving research, development and engineering capabilities. The customer centric approach to R&D, along with a keen focus on delivered product and life-cycle cost has allowed Triveni Turbines to set benchmarks for efficiency, robustness and up-time of the turbine. A strong internal team, strengthened by collaborative associations with globally leading design and research institutions, has placed Triveni at the forefront of a technically challenging field dominated by large multi-nationals.

For further information on the Company, its products and services please visit www.triveniturbines.com



UFlex is India's largest multinational in flexible packaging materials & solutions and a global polymer sciences corporation. Since its inception in 1985, UFlex has evolved into an over US\$ 1bn entity and created a presence across all verticals of the packaging value chain – Flexible Packaging, Packaging Films, Aseptic Liquid Packaging, Holography, Cylinders, Engineering and Chemicals.

The company has earned an irreproachable reputation defining the contours of the 'Packaging Industry' in India and overseas by providing end-to-end solutions to clients in over 140 countries ranging from The Americas to the European & African nations to CIS & EMEA countries. Some of UFlex' clients on the global turf include P&G, PepsiCo, Coca-Cola, Nestle, Mondelez, L'Oreal, Britannia, Haldiram's, Amul, Kimberly Clark, Reckitt, Dabur, ITC, Perfetti, GSK, Agrotech Foods, Mars Wrigley, Amcor, Mondi, UPM Raflatac amongst others.

Headquartered in Noida in India, UFlex enjoys a global reach with sophisticated manufacturing facilities for packaging across various key cities in India with a cumulative production capacity of 1,35,000 TPA. Its global packaging films subsidiary FLEXFILMS International has state of the art plants in multiple locations globally - UAE, Mexico, India, Egypt, USA, Poland, Russia & Hungary – at a cumulative production capacity of 4,65,000 TPA and more packaging films plants coming up soon in Nigeria, & South of India.

UFlex offers technologically superior packaging solutions for a wide variety of products such as snack foods, confectionery, cereals, beverages, dairy and dairy products, beverages, juices, cooking oil, frozen food, poultry, personal care, hygiene, cosmetics, nutraceuticals, pharmaceuticals, contraceptives, garden fertilizers, plant nutrients, motor oil, lubricants, automotive and engineering components etc. A B2B manufacturer, UFlex has also added new consumer facing products to its portfolio, like sanitizers and N-95 masks.

UFlex' mission is to create a circular plastic economy & mitigate plastic pollution by defining an end of life for plastic and making it serve a purpose beyond its original use. The group is addressing this by making polymer structures that are fully recyclable; bio-degradable; use reduced plastic at source; and develop value-added packaging solutions that hold goodness of sustainability at the core. UFlex became the 'first company in the world to recycle mix plastic waste' for which it earned recognition at Davos Recycle Forum in 1995. The group has been scaling up its recycling infrastructure by establishing a plant at Noida to recycle post-consumer MLP mixed plastic waste and PET bottles; and is replicating these models in Mexico and Poland as well.

UFlex is a winner of various prestigious national and international awards for its products' excellence, innovation and sustainability from reputed forums like Dow, AIMCAL, FPA, Packaging Europe and more. For more, visit: http://www.uflexltd.com/





Usha International is one of India's most trusted brands and a leading consumer durables company. Under the well-known brand 'Usha', it has expanded from mainly a sewing machines and fans company during its inception, to now offer a diversified portfolio of products including electrical kitchen & home appliances, fans, sewing machines, engines & pump sets, electric motors & pumps, drinking water coolers and water dispensers.

The brand has been built on more than 85 years of heritage, all the while winning consumer trust and loyalty in India and abroad through its innovative outlook. Usha is fast evolving keeping pace with the new and modern realities and has an infrastructure of 16 location offices, 50+ company showrooms, 34 warehouses and 325 service centres backed by an in-house customer call centre ensuring its customers are always given the support they need, when they need it most.

Headquartered at Gurgaon, India, Usha has overseas offices in China and Sri Lanka. Usha exports its products to various countries across the globe. For more information please visit www.usha.com



Vodafone Idea Limited is an Aditya Birla Group and Vodafone Group partnership. It is India's leading telecom service provider. The Company provides pan India Voice and Data services across 2G, 3G and 4G platform. With the large spectrum portfolio to support the growing demand for data and voice, the company is committed to deliver delightful customer experiences and contribute towards creating a truly 'Digital India' by enabling millions of citizens to connect and build a better tomorrow. The Company is developing infrastructure to introduce newer and smarter technologies, making both retail and enterprise customers future ready with innovative offerings, conveniently accessible through an ecosystem of digital channels as well as extensive on-ground presence. The Company is listed on National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) in India. The company offers products and services to its customers in India under the TM Brand name "Vi".

For more information, please visit: www.MyVi.in and www.vodafoneidea.com | Twitter - @Vodaldea\_NEWS



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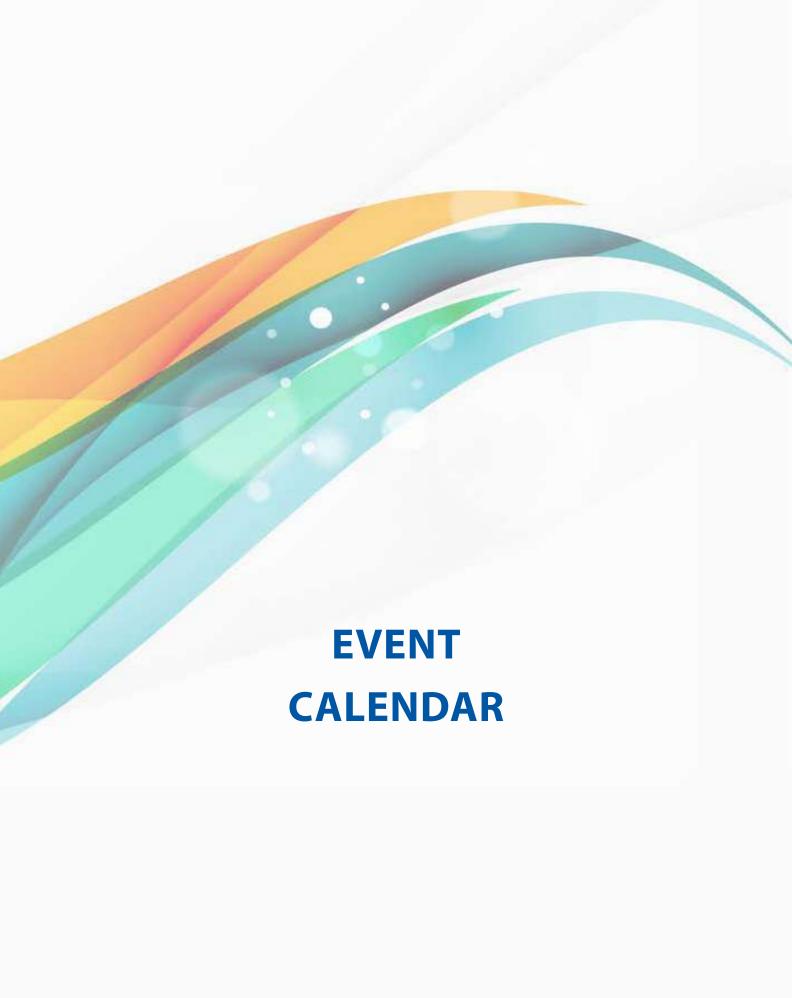
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#### **Event Calendar**

Event	Programme Chairman	Online	Date
22nd National Management Quiz (NMQ) / HR Quiz / Women's Only Quiz		Western Round Eastern Round Southern Round Northern Round Finale	17 November, 2021 20 November, 2021 27 November, 2021 01 December, 2021 03 December, 2021
5th Young Managers Simulation Championship (YMS)		Western & Eastern Round Southern & Northern Round Finale	08 - 10 December, 2021 13 - 15 December, 2021 17 December, 2021
4th National Competition for Managers		Western & Eastern Round Southern & Northern Round Finale	28 - 29 January, 2022 01 - 02 February, 2022 04 February, 2022
Corporate Management Olympiad 2022			10 - 12 March, 2021
3rd BusinessUnusual Series – Strategic Leadership			20 November, 2021
3rd BusinessUnusual Series – Consumption and Branding			27 November, 2021
3rd BusinessUnusual Series – New Age Business Practices			4 December, 2021
PSU Summit			December, 2021
10th Innovation Practitioners Case Study Contest, Awards and Summit			14-15 December, 2021
HRM Conclave			20-21 January, 2022
Leadership Workshop			12 February, 2022
66th Foundation Day & 16th National Management Day			21 February, 2022
Workshop on New Age Manager's Toolkit/ Dossier			05 March, 2022



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#### GRG School of Management Studies PSGR Krishnammal College for Women





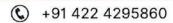
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The flagship programme of GRGSMS is the two-year, full-time MBA Degree. The programme is internationally accredited by the Accreditation Council for Business Schools and Programs (ACBSP), USA and is the only one in South Asia exclusively for women. It is approved by the All India Council for Technical Education (AICTE), and the degree is awarded by Bharathiar University, Coimbatore. The objective of the GRGSMS curriculum is to nurture and develop women leaders with holistic perspective and concern for the society and environment.

GRGSMS has consistently been ranked among the top 100 b-schools in the country, according to all recognised major ranking lists. GRGSMS is the recipient of many national awards including the "Best Innovative BSchool in Teaching Methodology Award", "Best BSchool for Industry-Institute Interaction", "Best Management Teacher Award", "Best Young Teacher Award", and "Best Student Project Award".

Students of GRGSMS have won recognition consistently in intercollegiate contests at the national and global levels. These include National Level Championship in 'AIMA Student Management Game', Gold Medal for the 'AIMS Best Student Paper Award', Chapter level winners of the Business Quiz conducted by NIPM, CMA Best Student Chapter Award, and Best Manager, Best Management Team, and Prizes in Business Quiz.



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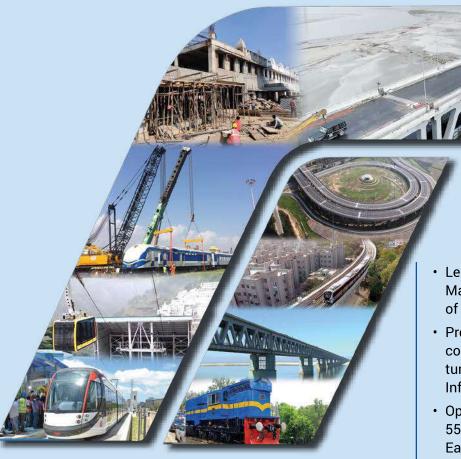




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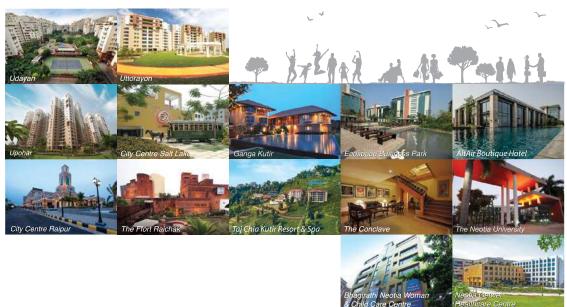








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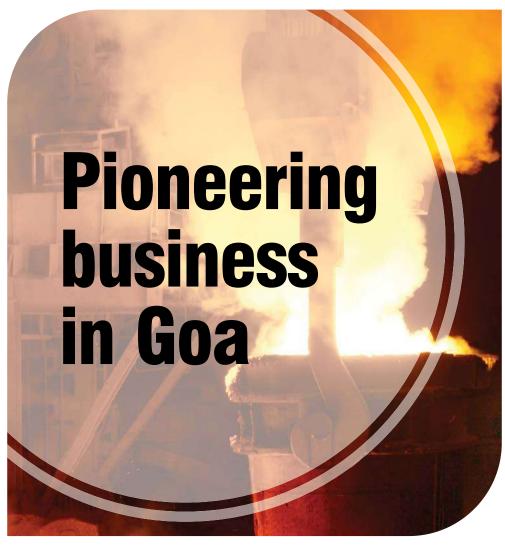
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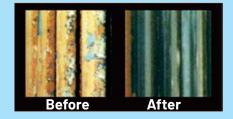


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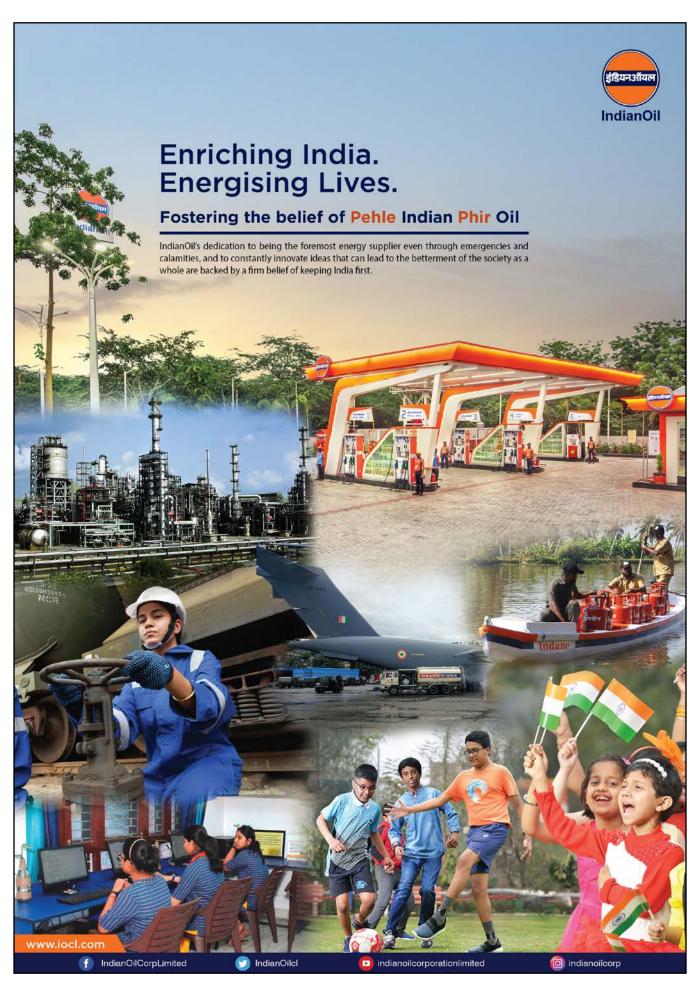




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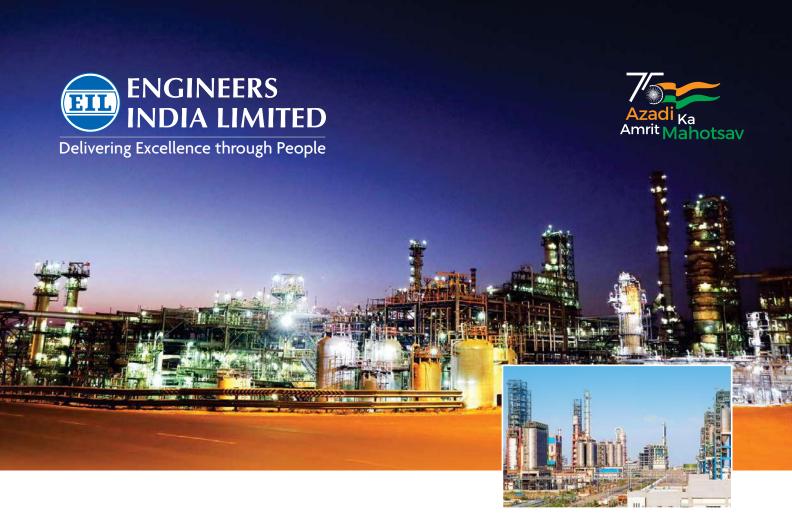
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Vartika Shukla Chairperson & Managing Director Engineers India Limited (EIL)

Ms. Vartika Shukla is the Chairperson & Managing Director of Engineers India Limited (EIL). She is also holding additional charge of Director (Technical) and Director (Finance) of the company. An Engineering graduate from Indian Institute of Technology (IIT), Kanpur, Ms Shukla, is also certified with an Executive General Management Program from IIM (Lucknow).

Ms Shukla started her career as a management trainee in EIL's Process Division in the year 1988. She possesses more than 32 years of extensive technical and consulting experience across the hydrocarbon value chain and has led company to the successful completion of many prestigious projects in Oil & Gas Refining, Petrochemical, Fertilizers sector both in India and Overseas.

She has been associated with the various functions of the organization during her vast career. As Director (Technical), she has steered the Process Design, Research & Development and the entire Engineering functions of the company which are critical for project implementation. She has also been very closely associated with developing in-house competencies and strategizing for new business opportunities both in the core hydrocarbon sector and in diversified areas of operations. She has been steering several new initiatives of the company in the area of BioFuels, Digilitization, Energy Efficiency, Make In India and StartUp India and was instrumental in forging several key Collaborative Partnerships for expansion of Technology Portfolio of EIL.

She has made immense contribution to the development of National Policies especially in the area of BioFuels and future road map for refining and petrochemical sector.

She is an active member of various Industry forums like FIPI, CII, FICCI, AIMA and has served on the Editorial Board of FIPI Journal. Ms Shukla has authored number of significant research papers in the arena of Refining, Petrochemicals Oil & Gas. She is also recipient of first PETROFED Woman Executive Award, SCOPE Excellence Award and MoPNG Innovation Award to name a few.

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#### CONTACT

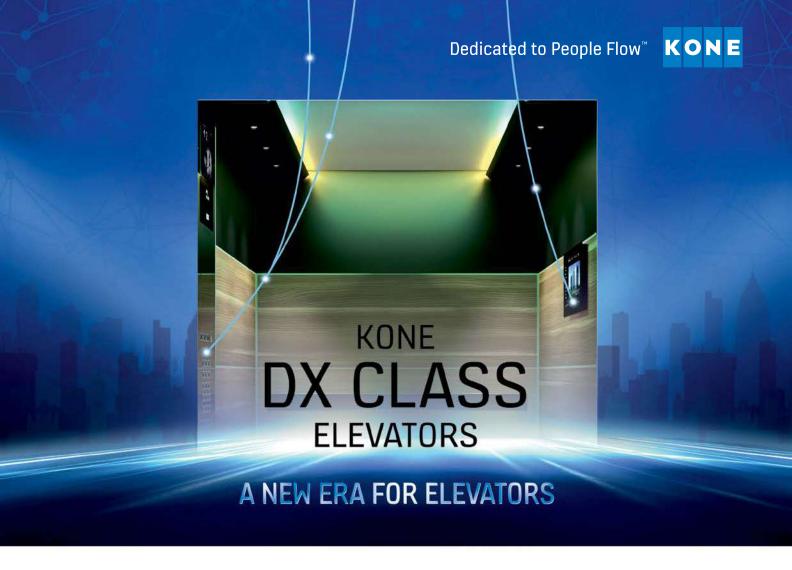
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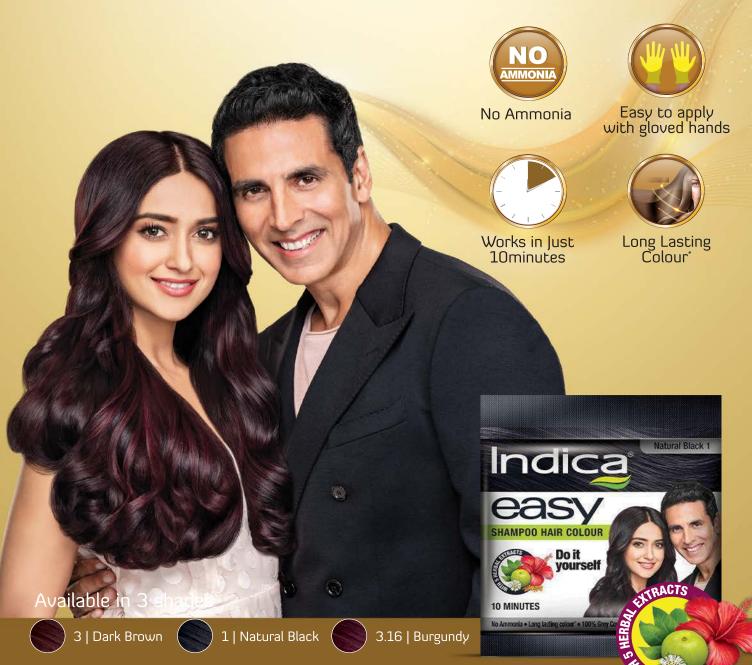




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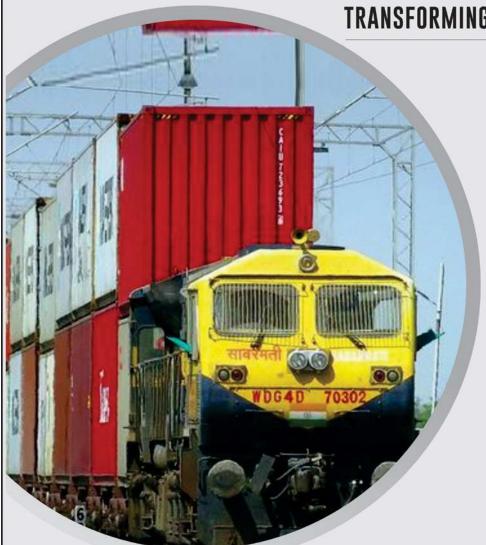


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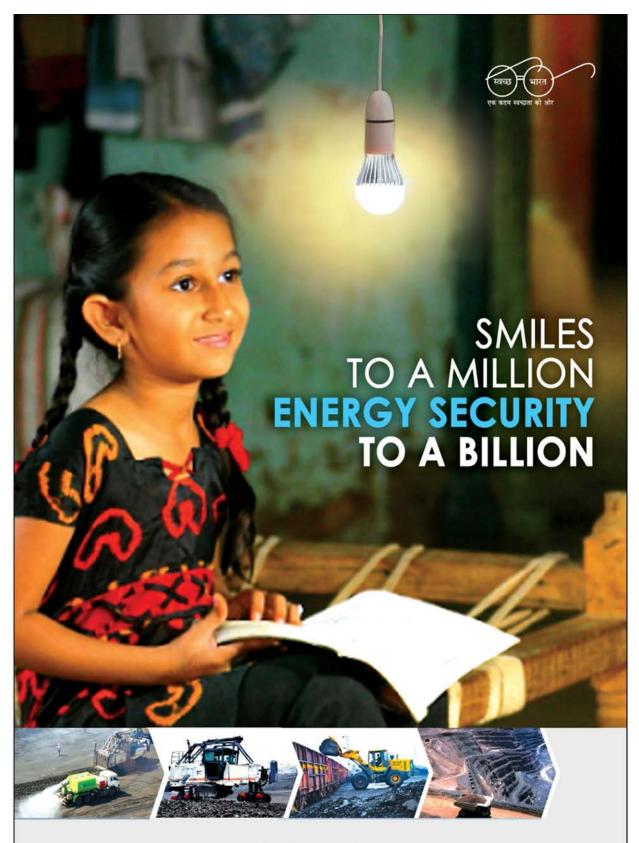
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#### Shri Khemraj Katara Memorial Trust, Udaipur

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**Dr Vivek Katara**Member
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National Coordinator, AICC

Khemraj Katara Trust was established in the honour of Late Shri Khemraj Katara in 2007.

Various social service works are organised by the trust mainly in tribal areas of Udaipur & South Rajasthan. The areas of work include:

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- Blood donation camps are organised twice a year
- Medical Camps & supplies
- Books and study material is provided to the underprivileged kids.
- Health camps are organised from time to time.
- Large number of plants are planted every year.
- Food Packets & Masks Distribution & vaccination camps during challenging COVID Times.
- Water Tanks Supply
- Women Empowerment
- Child Nutrition
- Fodder Distribution (Chara Vitran)



Community Marriage



Plantation Drive



Book Distribution

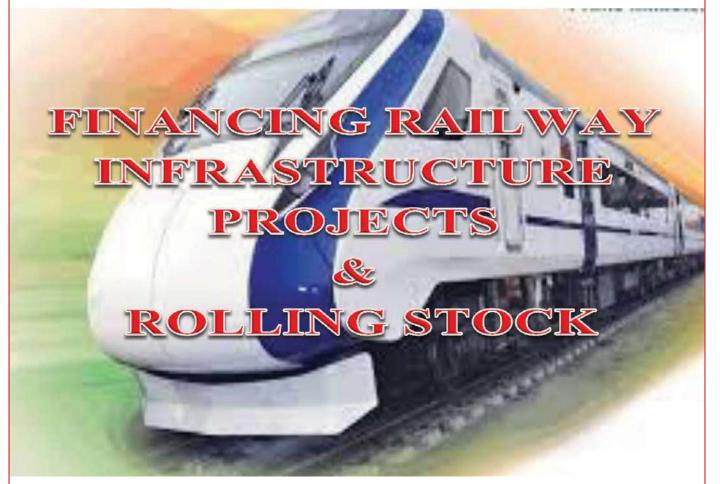


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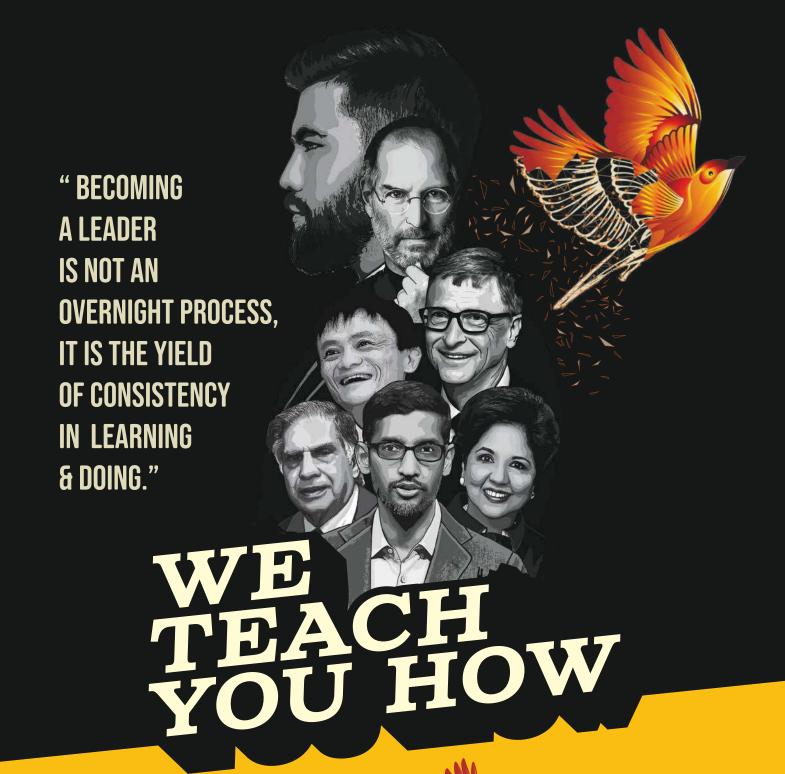




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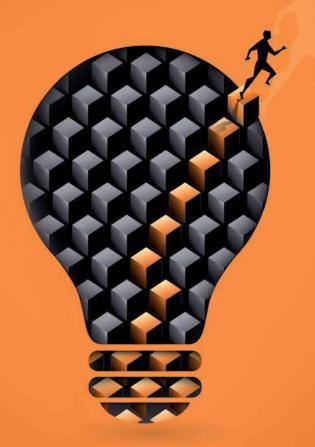








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