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Advantage India: Thriving in the New World Order

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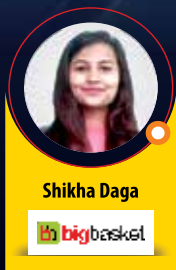
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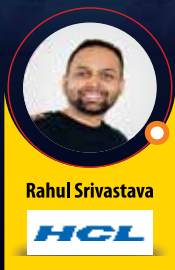
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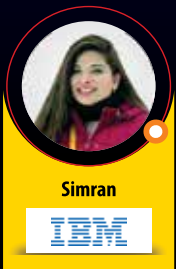
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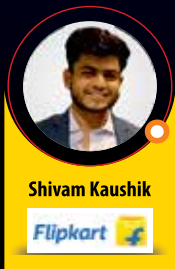
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20 - 21 September, 2022

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From the Desk of the President

Dear AIMA Member

Welcome to the 49th National Management Convention (NMC). It feels great to meet you all physically after a gap of two years. It would be an understatement to say that the last two years were difficult, but we sustained and are firmly on course to scale new heights.

I am extremely proud of the way AIMA adapted to the new normal and displayed remarkable flexibility in conducting all its activities seamlessly. Today, we are at the cusp of a technological revolution, and I feel confident that AIMA, with all the advancements made in the past two years, is set to embrace this change and move forward at a rapid pace.

While I am glad that we are getting back to the physical format, I am also happy that with enhanced digital capabilities AIMA is now well equipped to conduct its activities in either format. The confluence of physical and digital has opened new avenues for us and has also given access to a larger audience base.

The robust technological infrastructure proved instrumental for AIMA to carry on its programmes efficiently. Continuing its journey of digital transformation as well as adopting hybrid methods of working, has been the highlight of the year. AIMA truly adapted to the changing business and work landscape by offering online, on-ground & hybrid programmes and services, while also adopting flexible hours at the workplace.

I sincerely thank everyone at AIMA for displaying great resilience and commitment to ensure continuity of services to the management fraternity. I would also like to thank my fellow office bearers, past presidents, council members and the secretariat for helping me anchor AIMA through the uncertainty and continued disruption of the past year. Together, we were able to withstand challenges and also managed to turn those into opportunities for growth and improvement.

At this year's NMC, we will deliberate on the various geopolitical disruptions across the globe and how India can turn this in its favour. India recently became the 5th largest economy in the world and is at the center of global economic and geopolitical interest. I am delighted that this year's NMC has an exciting lineup of sessions that delve into an array of topics ranging from economic opportunities to sustainability. Each session comprises notable speakers and panelists, who will discuss the current economic scenario for India Inc and explore opportunities.

I am particularly grateful to the Hon'ble Vice President of India, Shri Jagdeep Dhankhar; Mr Nitin Gadkari, Minister for Road Transport & Highways; Mr Jyotiraditya M Scindia, Minister of Civil Aviation, Steel; Admiral R Hari Kumar, PVSM, AVSM, VSM, ADC, Chief of the Naval Staff, Mr Amitabh Kant, India's Sherpa for the G20, and Mr V Anantha Nageswaran, Chief Economic Advisor, Government of India 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 Shrinivas V Dempo 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

CK Ranganathan
President, AIMA
and Chairperson & Managing Director
CavinKare Pvt 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.

AIMA's 49th National Management Convention is being organised on 20-21 September 2022 at Hotel Taj Palace, New Delhi. The theme for the Convention this year is 'Advantage India: Thriving in the New World Order' and aims to deliberate on the growth strategies India needs to adopt in order to thrive in the new changing world order.

The Convention is also the occasion when AIMA's new President takes charge. This year, the current President, Mr CK Ranganathan, Chairman & Managing Director, CavinKare Pvt Ltd, will hand over the reins of AIMA to the incoming President, Mr Srinivas Dempo, Chairman, Dempo Group of Companies at the end of the Convention.

Convention Theme

ADVANTAGE INDIA : THRIVING IN THE NEW WORLD ORDER

The world is churning again. The self-doubts of the west and its bid to retain control of the world, the gung-ho aspirations of the east, renewed boundary conflicts, proliferation of ethnic nationalism, competitive protectionism, breakdown of multilateral institutions, resurrection of borders to avoid disease, and technological acceleration of economy are proving to be more than a passing phase. A reordering of the international and national landscape is underway and, for the moment, it is a chaotic world out there. Old rules are being broken and there is a lack of consensus on new rules fit for the 21st century. India needs to figure out ways to adapt to this churn, preferably have a say in the setting of the new rules. India's political, policy, business, technological and cultural leadership need to continuously align and realign their attitudes and actions as the passions and formations change. The fresh reset of the world offers India an opportunity to reposition itself in global affairs and reinvent itself at home for greater economic growth, territorial security, and international influence. India is being wooed by every geopolitical and economic power and it is in a rare position to drive a hard bargain. India must not let this advantage slip.



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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Shri Jagdeep Dhankhar

Hon'ble Vice President of India

School Education:

- Had his early education from Class 1 to 5 in village Kithana, at the Government Primary School
- In Class 6 he took admission in the Government Middle School, Ghardhana, at a distance of 4-5 kms and travelled on foot along with other village students to the school. In 1962, after successfully passing the Chittorgarh, Sainik School, Entrance Examination got admitted to Class 5 in the School on Full Merit Scholarship.
- Passed from Chittorgarh, Sainik School, after taking the Indian School Certificate Examination recognized by the Cambridge University.

College education: Graduated in B.Sc. (Honors) Physics from Maharaja's College, Jaipur, affiliated to the University of Rajasthan

Professional education: 1978-1979 LLB from the University of Rajasthan.

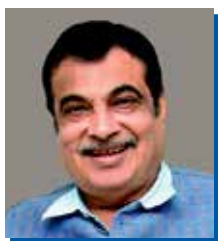
Profession: Was enrolled with the Bar Council of Rajasthan as an Advocate with effect from 10.11.1979. Designated as Senior Advocate by the High Court of Judicature for Rajasthan with effect from 27.3.1990, Since 1990 Shri Jagdeep Dhankhar had been practicing primarily in the Supreme Court and his focus area of litigation have been in the field of Steel, Coal, Mining and International Commercial Arbitration, amongst others. He has appeared in various High Courts in the country and was the senior-most designated Senior Advocate of the State till assuming the Office of the Governor on 30 July, 2019.

Legislature:

- Elected to the 9th Lok Sabha from Jhunjhunu Parliamentary Constituency in the year 1989.
- Union Minister of State for Parliamentary Affairs in 1990.
- Elected to the Rajasthan Legislative Assembly from Kishangarh Constituency in Ajmer district in the year 1993-1998.
- Member of important Committees in the Lok Sabha and the Rajasthan Legislative Assembly, As Union Minister was member of a delegation as Deputy Leader of a Parliamentary Group to the European Parliament.
- Served as Governor of West Bengal from 30 July 2019 to 18 July 2022.

Association and other interests:

- Life Member, Indian Law Institute, New Delhi.
- Member, Indian Council of Arbitration.
- Member, ICC Commission of Arbitration.
- Member, ICC Court of Arbitration.
- Cooperative movement, agriculture and fine arts.
- An avid reader of books.
- A sports aficionado, he has been the President of the Rajasthan Olympic Association, and Rajasthan Tennis Association



Nitin Gadkari

*Hon'ble Minister of Road Transport & Highways
Government of India*

Mr. Nitin Gadkari is the Minister for Road Transport and Highways (RTH), Government of India. Mr. Nitin Gadkari was born on 27th May 1957 in a middle-class family with roots in agriculture in Maharashtra's orange-city Nagpur. Mr. Gadkari got involved very closely with the Rashtriya Swayam Sevak Sangh (RSS) and the Akhil Bharatiya Vidyarthi Parishad (ABVP) and took to social work in a big way. Mr. Gadkari completed his Post-Graduation in Commerce, besides studying Law and obtaining a Diploma in Business Management. Mr. Gadkari formally entered politics in 1980. Principally he believes that Politics is an instrument to bring socio-economic reforms in society. He went on to become BJP's State President in Maharashtra in 2005. He was elevated to the post of party's National President at the young age of 52 in 2009. He also served as PWD Minister in Maharashtra Government and was leader of the opposition in the state legislative council for four consecutive terms. Mr. Gadkari is committed to adopt a transport fuel which is import-substitute, cost effective, indigenous and pollution-free. Under Mr. Gadkari's guidance, the city of Nagpur was the first city to explore alternative biofuels for transportation including bio-CNG, bio-ethanol and LNG. Mr. Gadkari is also introducing flex fuel engines to be run on 100% ethanol, and launched a first ever tractor run on bi-CNG, thus providing additional income to farmers and the agricultural sector. He is also emphasizes on adoption of Green Hydrogen as clean and indigenous source of energy across various industries and mobility sector. Recently, he has launched a car in Delhi, on pilot basis, which runs purely on hydrogen. Under his supervision, over 70,000 kms of National Highways have been constructed in the last 7 years and 30,000 kms of new roads are being constructed currently. Twenty-two world-class access-controlled Green field expressway projects being led by Mr. Gadkari under Bharatmala pariyojana phase-1, are presently in various stages of construction. He is the man behind marvelous engineering showcases like Bandra-Worli Sea Link, 55 flyovers in Mumbai, India's First Mumbai-Pune Expressway, 14-lane Delhi-Meerut Expressway, Nagpur's multi-layer metro rail cum flyover system and upcoming high-tech Delhi-Mumbai expressway. 35 multi-modal logistics park, 50 economic corridors and 15 intermodal stations are currently being developed under Mr. Gadkari's tenure. Among his other endeavors, unprecedented progress is evident in port industrialization, national water highway traffic, jetties for coastal tourism, Ganga-Yamuna cleaning, fund raising, asset monetization project, etc. He is now taking a lead in development of new sustainable mobility and last mile connectivity modes like Ropeway, Cable car, Funicular rail, etc. across the country. Mr. Gadkari introduced the first ever Vehicle Scrappage Policy which proved to be the fight against pollution in the interest of Road and Vehicle safety. New FASTAG policy is helping commuters to save their fuel and time on toll plazas. Some of his major work includes unprecedented push for R&D in electric vehicles for developing alternative battery chemistries such as Sodium ion and Aluminum ion batteries and hydrogen fuel cells. With waste to wealth policy, Mr. Gadkari is promoting use of new, advanced and recycled waste materials into road construction works. For fast and economical construction, He has mandated large scale use of prefabricated precast concrete elements in the highways projects. He is encouraging tree plantation along the highways, installation of solar panels, rain water harvesting and artificial groundwater recharge systems. Mr. Gadkari is committed for the development of qualitative, time-bound, cost effective and sustainable world-class infrastructures in the country. During his tenure as the Union Minister Water Resources and Ganga Rejuvenation, the monumental Namami Gange project became a mass movement involving central and state government agencies, private sector and foreign investors, NGOs, spiritual and social organizations as well as the common people. With his political stature he resolved inter-state disputes on water sharing and river linking involving 16 rivers in 11 states in a short span of six months. During his tenure, first Inland Waterway was developed, and goods movement was commenced between Varanasi and Kolkata, adding new dimension to logistical history of the country.

**Jyotiraditya M Scindia**

*Hon'ble Minister of Civil Aviation; Steel
Government of India*

Mr Jyotiraditya Scindia is currently serving as the Union Minister of Civil Aviation, Steel, Government of India. He has also been a five-term Member of Parliament, which includes four terms in the Lok Sabha (2002-04, 2004-09, 2009-14 & 2014-19), and the current term in the Rajya Sabha representing the state of Madhya Pradesh. In 2014, he was appointed as Chief Whip of the Congress in the Lok Sabha, and in 2019 as the All India Congress Committee (AICC) General Secretary In-Charge for Uttar Pradesh West and Member of the Congress Working Committee (CWC). Mr. Scindia began his journey in public service in 2002. In 2008, he served as the Minister of State for Telecommunications, Posts and IT; in 2009 as the Minister of State for Commerce and Industry, and then, in 2012 as Minister of Power (Independent Charge). Mr Scindia's tenure as Minister of State for Telecommunications, Posts and IT ushered in the transformational Project Arrow that modernized the Indian post offices through new branding and IT-enabled procedures. In his tenure as Minister of State for Commerce and Industry, he successfully brought down transaction costs in Indian exports at various levels - right from the stage of production to the end customer. Additionally, as Minister of Power (Independent Charge), he led the establishment of a unified transmission grid network i.e. One Nation One Grid with a 6-sigma reliability system, linkages for power plants, and resolved last-mile distribution issues in collaboration with State Governments. Mr Scindia has also been a member of Parliamentary Committees on Education, Women, Children, Youth and Sports; Defence; Finance; Home and External Affairs. Mr Scindia completed his schooling from the Doon School, Dehradun. He holds a Bachelor's degree in Economics from Harvard University, USA and an MBA degree from the Graduate School of Business, Stanford University, USA. Besides, Mr. Scindia has also worked at the United Nations, and as an investment banker at Morgan Stanley and Merrill Lynch. Apart from his political roles, Mr Scindia is passionate about education. He is currently serving as the President of the Board of Governors at the Scindia School, Madhav Institute of Technology & Sciences, Samrat Ashok Technological Institute and Patron of the Daly College. With an avid interest in cricket, he has also served as the Chairman of the Finance Committee of the BCCI, and as the Former President and Chairman of the Madhya Pradesh Cricket Association.

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V Anantha Nageswaran

*Chief Economic Advisor (CEA)
Government of India*

Prior to this appointment, Dr. V. Anantha Nageswaran was a writer, author, teacher and consultant. He has written a weekly Mint column for fifteen years on Tuesdays, since 2007. He has taught at several business schools and institutes of management in India and in Singapore. He was the Dean of the IFMR Graduate School of Business and a distinguished Visiting Professor of Economics at Krea University. He was one of the founders of Aavishkaar Venture Capital Fund and the Takshashila Institution. He has served on the Academic Advisory Board of DAV Schools in Tamil Nadu and the Indian School of Public Policy. He was a part-time member of the Economic Advisory Council to the Prime Minister of India from 2019 to 2021. In his corporate career spanning seventeen years from 1994 to 2011, he was a Currency Economist at the Union Bank of Switzerland, Head of Research and Investment Consulting in Credit Suisse Private Banking in Asia, Head of Asia Research and Global Chief Investment Officer at Bank Julius Baer. He was an independent Director on the Boards of TVS Supply Chain Solutions, Sundaram Fasteners, TVS Sri Chakra Tyres, Delphi TVS and Aparajitha Corporate Services. In 1985, he received a Post-Graduate Diploma in Management from the Indian Institute of Management, Ahmedabad. He earned his doctoral degree from the University of Massachusetts in Amherst in 1994 for his work on exchange rate behaviour.



Admiral R Hari Kumar, PVSM, AVSM, VSM, ADC

Chief of the Naval Staff

Admiral R Hari Kumar, is an alumnus of J-Squadron, 61 Course National Defence Academy. He was commissioned into the Indian Navy on 01 Jan 1983 and has specialised in Gunnery. Admiral R Hari Kumar has commanded Coast Guard Ship C-01, INS Nishank, INS Kora, INS Ranvir and INS Viraat. His other sea-going appointments include Fleet Operations Officer and Fleet Gunnery Officer of Western Fleet, EXO of INS Vipul, GO of INS Ranjit, Commissioning GO of INS Kuthar and Commissioning GO VIII of INS Ranvir. His ashore appointments include Command Gunnery Officer at HQ Western Naval Command, Naval Advisor to Government of Seychelles, Training Commander INS Dronacharya. His Flag appointments include Commandant of Naval War College at Goa, Flag Officer Sea Training, Flag Officer Commanding Western Fleet, Chief of Staff Western Naval Command, Controller Personnel Services and Chief of Personnel at IHQ MoD (N), and CISC/VCDS at HQIDS. Prior to taking over as Chief of the Naval Staff, the Admiral was Flag Officer Commanding-in-Chief Western Naval Command. The Flag Officer had served in the Civil – Military Operations Centre of UN Mission in Somalia (UNOSOM II) at Mogadishu from Dec 1992 to Jun 1993. He attended the US Naval Staff Course at Naval War College, Rhode Island in 1996, Army Higher Command Course at AWC, Mhow in 2004, and the Royal College of Defence Studies, London in 2009. He holds a B.Sc. from JNU, MA (International Studies) from Kings College, London, MPhil (Defence & Strategic Studies) from Mumbai University and PG Diploma in Shipping Management from Narottam Morarjee Institute of Shipping, Mumbai. He was awarded the Vishisht Seva Medal in 2010, Ati Vishisht Seva Medal in 2016 and Param Vishisht Seva Medal in 2021. Admiral R Hari Kumar is a good swimmer, plays badminton and enjoys walking. He is married to Mrs Kala Nair who is presently a home maker. They have one daughter Ms Anjana Nair who is married to Mr Jayvijay and are currently working at Auckland, New Zealand.



Amitabh Kant

India's Sherpa for the G20

Mr. Amitabh Kant is presently G20 Sherpa, Govt. of India. Ex-CEO, NITI Aayog. BA (Hons) in Economics, St Stephen's College, Delhi University; MA, Chevening Scholar, Jawaharlal Nehru University. Until May 2016, Secretary, Department of Industrial Policy and Promotion (DIPP), Government of India; responsible for formulation and implementation of industrial policy and strategies for industrial development, formulation of foreign direct investment (FDI) policy and promotion and facilitation of FDI, policies related to intellectual property rights (IPRs) in the fields of patents, trademarks, industrial design and geographical indications. Was Chairman: Delhi Mumbai Industrial Corridor Development Corporation (DMICDC); National Productivity Council. Member, Indian Administrative Service. Author of Incredible India 2.0, Branding India - An Incredible Story and has edited Path Ahead- Transformative Ideas for India. Has been a key driver of the "Incredible India", Make in India and "God's Own Country"



C K Ranganathan

*President, AIMA and
Chairman & Managing Director
CavinKare Pvt Ltd*

Mr. 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, Bacto V and Garden etc both in domestic and international markets. The Company has pioneered the concept of 'Unisex Salons' in India with country's most popular organized beauty salon brands – Green Trends and Limelite under its salon division, which has a clear-cut focus on providing personal styling and beauty solutions to everyone in the family. Mr. Ranganathan is the President of All India Management Association for the year 2021/22 and also President of TiE – Chennai Chapter. 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.



Rishad Premji

*Executive Chairman
Wipro Limited*

Mr. Rishad Premji is Executive Chairman of Wipro Limited, a \$10 billion global information technology, consulting, and business process services company, with over 250,000 employees in six continents. Rishad joined Wipro in 2007 and worked in several roles before becoming Executive Chairman in 2019. He started as a general manager in Wipro's Banking and Financial Services business, went on to head Investor Relations, and then led Wipro's Strategy and M&A function. As Wipro's Chief Strategy Officer, Rishad conceptualized Wipro Ventures, a \$250 million fund to invest in start-ups developing technologies and solutions that complement Wipro's businesses with next-generation services and products. He was also responsible for investor and government relations for the company. In his role as Executive Chairman, Rishad works closely with Wipro's leadership team in providing direction and strategic insight to the business. Rishad is on the boards of Wipro Enterprises Limited (a leading player in FMCG and infrastructure engineering), Wipro-GE (a joint healthcare venture between Wipro and General Electric) and the Azim Premji Foundation (one of the largest not-for-profit initiatives in India). The Foundation, which is focused on improving public school education, works with more than 350,000 government schools across seven states in India. Prior to joining Wipro, Rishad was with Bain & Company in London, and also worked with GE Capital in the US in the insurance and consumer lending spaces. He is a graduate of GE's Financial Management Program (FMP). Rishad has an MBA from Harvard Business School and a B.A. in economics from Wesleyan University in the US. He lives in Bangalore with his wife and two children.

(Alphabetical order First Name wise)



Amit Shukla

*Founder & CEO
EasyGov*

Mr. Amit Shukla is passionate to make social protection family centric and progressive. He has worked as an advisor to state & central Govt. in 15+ projects in the area of national security and social protection services in India, Australia, Middle East, USA and Japan. His 10+ years corporate experience spans through Accenture Strategy, KPMG Advisory & Wipro Consulting. He founded GovTech Startup EasyGov in 2015 for effective and efficient utilization of Rs18 Lacs crore social protection budget in India. Amit is Champions of Change for Digital India recognised by NITI Aayog. He is on the board of several startups and foundations as investor or mentor. He is a speaker on startup, artificial intelligence, GovTech, philosophy. EasyGov is an award-winning GovTech startup which ensures that the benefit gets delivered to the beneficiary in a fully automated manner with minimal error of inclusion and exclusion. EasyGov platform aligns with the global best practices in social protection and significantly reduces the welfare delivery cost. EasyGov is a no-code and 100% configurable multilingual platform built on open-source technologies. EasyGov platform in NASSCOM AI for good national winners and has worked with multiple state governments including Karnataka where we are aiming to disburse 1000 Crores worth of benefits in the next 6 months and EasyGov has already disbursed 47 Crores in a month. More than 2.5 lac citizens visit EasyGov on MyJio daily. EasyGov has used Artificial Intelligence with the highest standards for data protection to make social protection family centric and progressive.



Arshi Ayub Mohamed Zaveri

*CEO & Senior Advisor
Royal Family Offices, UAE*

Multiple award-winning Business Professional, dedicated to 15 years of professional experience in active partnerships that necessitate sub-structuring of strategic initiations, economic & political management, business & financial aid along with overall assistance for the MENA & Asia Pacific in organizations and family offices. She has completed her academic credentials in Public Policy Economics from University of Oxford & received an Honorary Doctorate from Mother Teresa University in International Business with the Nelson Mandela Nobel Peace Award in 2021 & the Mother Teresa Memorial Award 2022 by the UAE Ministry of Presidential Affairs, UAE Ministry of Economy and HH Sheikha Fatima Bint Mubarak, Mother of the Nation. Presently she is the CEO at Trust With Trade Group UAE, Abu Dhabi, United Arab Emirates, established as an independent and fully integrated international company across oil & gas, manufacturing, mining, waste management, Green and renewable Technology. Recently the group has diversified by investing in Neuroscience & Biotechnology. She is the Founder and CEO of Oxygenate, Sustainability initiative for Global Climate Change and Renewable Energy. She is also a Senior Investment Advisor, Royal Family offices, UAE: Advisory & invest across Central & Southern Asia, EU & USA. She is a Business Mentor at UN Women Flagship Programme Initiative / NAMA Mentoring Programme, Second Cohort (June - Dec 2022) on stimulating equal opportunities for women entrepreneurs and is on the Board of trustees & UAE Ambassador at World Peace tracts.



Harsh Pati Singhania

*Immediate Past President, AIMA and
Vice Chairman & Managing Director, JK Paper Ltd*

Mr. 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.

**Harshavardhan Neotia***Chairman**Ambuja Neotia Holdings Pvt Ltd*

Mr. Harshavardhan Neotia is an Entrepreneur, and presently Chairman of Ambuja Neotia Group. The Group operates across four business verticals: Real Estate, Hospitality, Healthcare and Education. Headquartered in Kolkata, the group's projects are mostly located in Eastern India. Did 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. For his work in social housing Harshavardhan Neotia was 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 recently received D.Litt. (Honoris Causa) by the Vidyasagar University, West Bengal. Awarded Banga Bibhushan – Highest civilian honour from Government of West Bengal. He is an active Member and Past President of FICCI and also Past President of AIMA. He is presently member Indira Gandhi National Centre for the Arts (IGNCA), Chairman of National Institute of Technical Teachers' Training & Research (NITTTR) and Council Member of the National Culture Fund, Govt. of India. He has formerly been on the board of IIM Kolkata, IIT Kharagpur, and on The Court of Jawaharlal Nehru University. He heads Jnana Pravaha, a Centre for Cultural Studies and Research in Varanasi and is one of the trustees of Shree Somnath Trust. He is the Honorary Consul of Israel in West Bengal.

**Kartik Sharma***Director Agnitio &**Co-Founder, DcodeAI*

Mr. Kartik Sharma is an emerging technology evangelist having experience of building disruptive technology products and high performing product teams. Kartik is an AI practitioner with experience of leveraging Machine Learning to develop conversational bots and other RPA related solutions. Kartik is a Co-Founder of DcodeAI – A DIY AI learning platform. Kartik led Agnitio to be part of Commonwealth First programme run by Marlborough House, London under the chairmanship of Lord Jonathan Marland. Kartik is a member of All-Party Parliamentary Group on Artificial Intelligence (APPG AI), UK whose aim is to explore the impact and implications of Artificial Intelligence. Kartik has written books on AI for Class 8th, 9th, 10th, 11th and 12th. The book has been appreciated by Sh. Amitabh Kant – CEO – NITI Aayog, Govt. of India and Dr. V. Ramgopal Rao, IIT Director.



Milan Vohra

*Author, HarperCollins &
Advertising Professional*

Mr. Milian Vohra worked 38 years in advertising, headed creative at JWT Delhi, at Saatchi & Saatchi Bangalore, am an author, written 5 books , for penguin, HarperCollins etc, (including the first that made me India's first Mills & Boon author :) , the 2nd a book called 'Tick tock we're 30 is on its way to a screen adaptation by Viacom, have written many stories which are in anthologies as well, written a play, a musical comedy, screenplays and for the last 15 years I've also been working as my own boss, as a creative consultant (on pitches to the bigger ad agencies and as creative director on global brands to corporates). I'm currently consultant to Viatris, and on their global creative committee. Viatris is one of the world's largest Pharma companies with brands like Viagra, Epipen, Betadine etc etc. This is soon changing to a full time global role for me... Can't announce it yet, but probably in time for the AIMA meet.



Nikhil Sawhney

*Vice President, AIMA and
Vice Chairman & Managing Director
Triveni Turbine Ltd*

Mr. Nikhil Sawhney is the Vice Chairman and Managing Director of Triveni Turbines and a Director with Triveni Engineering. The Companies occupy leadership positions in their respective businesses of sugar manufacturing, distillation of alcohol, renewable energy generation, industrial turbines and gears, and water and wastewater treatment solutions, spanning 16 manufacturing locations in India. Triveni Turbines is the largest global manufacturer of small steam turbines as well as the global leader for renewable energy based applications. The company sells over 1000 MW of small turbines per annum and has over five thousand installations in over 80 countries. The Company is leading the Energy Transition with the development of several products and solutions. Nikhil is the Vice President of the All India Management Association and a member of the Board of Governors of IIM Calcutta. He has helped found the CII-Triveni Water Institute and is an active trustee of the Tirath Ram Shah Charitable Hospital and the Emmanuel College India Trust, as well as the Ananta Aspen Center, of which he is a fellow. Nikhil is also a member of the Trilateral Commission and a member of various Government of India led bilateral CEO forums. Nikhil is the Co-Chair of the Ananta Aspen led India-Israel Forum. Nikhil has been voted one of India's forty 'hottest' business leaders under 40 by The Economic Times in 2015. He has a BA and MA from Emmanuel College, University of Cambridge, and an MBA from The Wharton School, University of Pennsylvania. Nikhil resides in New Delhi with his wife Zia and their son Zahan.



P Balaji

*Chief Regulatory and Corporate Affairs Officer
Vodafone Idea Ltd*

Mr. 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 Regulatory, Public Policy and Government Relations activities along with Industry advocacy, Corporate Communications, Reputation Management and CSR. Prior to joining Vodafone, Balaji was Managing Director 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. Balaji is the current Vice Chairperson of Cellular Operators Association of India (COAI), the apex industry association representing leading Telecom, internet, technology, and Digital Services Companies. He is also 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. Passionate about local manufacture, R&D and skills/capacity development, he has been President of TEMA (Telecom Equipment Manufacturing Association), Founding Vice Chairman of TEPC (Telecom Exports Promotion Council) and is Founding Vice President of TSSC (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. Over the years, these initiatives have resulted in introduction of cutting edge technologies into India, large scale creation of employment and economic growth in the country.



Palki Sharma

Journalist, Foreign Affairs

Ms. Palki Sharma is an award-winning journalist and the Managing Editor of WION, India's only international news channel with a presence in over 190 countries. She hosts India's most-watched prime-time English news show called Gravitas, and the internationally acclaimed digital show called Gravitas Plus. She also conceptualizes and leads the channel's annual event in Dubai called the WION Global Summit. Palki has interviewed world leaders & heads of state like Sri Lankan PM Ranil Wickremesinghe, Japanese PM Shinzo Abe, Nepal PM KP Sharma Oli, Iranian President Mahmoud Ahmadinejad, Pakistan President Pervez Musharraf, Malaysian PM Mahathir Mohammad, Nobel Laureate & Colombian President Juan Manuel Santos, among others. As an international journalist, Palki has reported from the ground on key events and stories like the ongoing Ukraine conflict, the Quad Summits in Tokyo & Washington DC, the UNGA sessions, the Easter attacks in Sri Lanka, the Modi-Xi Wuhan Summit, PM Modi's Israel visit, etc. Her coverage of the pandemic and sharp commentary on China's role has won her a global following. Palki has a career spanning over 21 years with stints in the ITV Network, CNN-IBN and Doordarshan News as anchor and editor. She has also worked with the Hindustan Times newspaper. From geopolitics and climate change to space missions and social trends, Palki tracks a range of news stories that interest and impact people and shape our collective future. She has been a speaker at prestigious events & institutions like the Harvard Business School, the London School of Economics, Future Investment Initiative (Riyadh), Raisina Dialogue (New Delhi), ISRO, etc. She can be found on Twitter as @palkisu & Instagram as @palkisharmaupadhyay.



Pranjal Sharma

Economic Analyst, Advisor and Author

Mr. Pranjal Sharma is an economic analyst, advisor and author 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 leads public discourse at global and national platforms including World Economic Forum, St Gallen Symposium, Horasis Global Meeting and AIMA. He served as a member of the Global Agenda Council at the WEF for eight years. He is a member of its expert network and a regular speaker at Davos. He is also a member of The Outstanding Speakers Bureau. Pranjal also guides projects on economic forecasting, business intelligence & public diplomacy to interpret policy impact on industry and society. He has written and edited several reports and papers on economic development. Pranjal is a columnist with Business Standard newspaper and BusinessWorld magazine among other publications. His new book is India Automated: How the Fourth Industrial Revolution Transforming India. His previous book Kranti Nation: India and The Fourth Industrial Revolution, published in 2017 was the first to chronicle the impact of emerging technologies in India. Pranjal was also the co-author of The Z Factor. He has served as Advisor Strategy to India's public service broadcaster Prasar Bharati, where he helped bring in industry best practices and enabled creation of digital media teams. Previously, he spent more than two decades in print, internet and TV media, mostly in leadership roles with focus on India's economic engagement with the world. As Founding Executive Editor at Bloomberg UTV, he helped launch and run the channel. At TV Today Network, his team pioneered business news content for non-English audiences. Pranjal received the News Television Award for best business show in 2007.



Rahul Garg

*Founder and CEO
Moglix*

Mr. Rahul is a first-generation entrepreneur, who started Moglix with a vision of transforming industrial distribution for the manufacturing sector with a technology first approach. Moglix is now one of Asia's largest and fastest growing companies specializing in digital transformation of procurement and supply chain. Before starting Moglix, Rahul spent 5 years at Google Asia where he launched the Advertising Exchange and was driving sales strategy. An alumnus of IIT Kanpur and the Indian School of Business (ISB), Hyderabad, Rahul holds 16 US patents in the areas of wireless technology, digital networks and analytics and served as the Vice-Chairperson of IEEE GOLD, Bangalore from 2004 to 2006. Mr. Rahul has won 35 awards from industry bodies and experts including the Fortune 40 under 40 Leader, Business World Young Entrepreneur, IIT Kanpur Distinguished Alumnus award and Forbes Tycoons of Tomorrow for his contribution to digital transformation of the manufacturing sector.

**Rajive Kaul***Chairman**Nicco Engineering Services Ltd*

Mr. Rajive Kaul is the Chairman of Nicco Engineering Services Limited (NESL) and Founder Promoter of Nicco Parks & Resorts Limited who has extensive experience in the Theme Park Industry. 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), 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 Former 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**All India Management Association*

Ms. Rekha Sethi is the Director General of the AIMA, the apex body for management in India. Since she took charge in June 2008, she has since established AIMA as the preferred platform for discussions and debate on management. AIMA now attracts India's top industry leaders and policy makers on its platform. Rekha is on the Boards of some leading Indian companies as an Independent Director including CESC, one of India's foremost Power generation and distribution companies. She is also on the Boards of Samvardhana Motherson International Ltd – one of the world's largest and fastest growing automotive supplier for OEMs; Spencer's Retail Ltd – one of India's leading retailers; Hero Steels Ltd manufacturing steel products; Kirloskar Brothers Limited, one of India's largest centrifugal pump manufacturers with manufacturing facilities in the Netherlands, South Africa, Thailand, UK & US. She has earlier served on the Board of Sun Pharmaceutical Industries Ltd, world's fourth largest specialty generic pharmaceutical company and India's top pharmaceutical company; and on the Boards of Sun Pharma Laboratories Ltd and Sun Pharma Distributors Ltd. She represents AIMA on the Governing Council of the National Productivity Council. Prior to joining AIMA, Rekha worked with India's premier industry organisation, the Confederation of Indian Industry for over 17 years. There she led the initiative to create high-profile international events to promote India's economic interests. She started her career with the Center for Development of Telematics. Rekha is an alumna of St Stephens College, Delhi University.



Sanjay Kirloskar

*Chairman and Managing Director
Kirloskar Brothers Ltd*

Mr. Sanjay Kirloskar is Chairman and Managing Director of Kirloskar Brothers Limited. He is a director of Kirloskar Ebara Pumps Ltd, SPP Pumps Ltd., Kirloskar Brothers International BV, Kulkarni Power Tools Ltd, and DCM Shriram Industries Ltd. Sanjay Kirloskar is on the advisory committee of Symbiosis Institute of International Business, on the DKTE Institute's Governing Body and was until recently, a member of the Dean's Advisory Council for the School of Engineering, Massachusetts Institute of Technology. He heads the Confederation of Indian Industry's Committee on Skill Development and Livelihood. Earlier, he was Chairman CII Western Region. He holds a Bachelor of Science degree in Mechanical Engineering from the Illinois Institute of Technology in Chicago, USA.



Sanjeev Bikhchandani

*Founder and Executive Vice Chairman
Info Edge (India) Limited*

Mr. Sanjeev Bikhchandani is the Founder of Info Edge India Ltd. - the company that owns Naukri.com, India's leading job site. It also owns 99acres.com, Jeevansathi.com and Shiksha.com. In addition it has invested in approximately fifty start-ups including Zomato, Policybazaar, Shopkirana, Ustraa, Gramophone, Bijnis, Shopsy and Dotpe. He co-founded Info Edge in 1995 and in 1997, Info Edge launched Naukri.com and transformed itself into an Internet company. It 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 8 billion. He has served as the President of the Delhi chapter of TiE (The Indus Entrepreneurs). He has also served as a member of the Global Board of Trustees of TiE. He serves as a Member of the Council of Management of All India Management Association. He has been Chair of the Internet Council of NASSCOM. He has also served on the Venture Capital Investment Committee for the SIDBI Fund of Funds for startups. Sanjeev is a member of the Board of the CIIE Initiatives at IIM Ahmedabad. He is also a member of the National Startup Advisory Council. Apart from this, Sanjeev is also engaged in philanthropy. He is a founding trustee of Ashoka University. He is a member of the Board of Chintan - a not for profit organization that works with waste pickers in Delhi. Sanjeev has received several awards and honours. He was conferred with the Padma Shri Award 2020.

**Saurabh Mukherjea**

*Founder and Chief Investment Officer
Marcellus Investment Managers*

Mr. Saurabh Mukherjea is the Founder and Chief Investment Officer of Marcellus Investment Managers. Saurabh was educated at the London School of Economics where he earned a BSc in Economics (with First Class Honours) and an MSc in Economics (with distinction in Macro & Microeconomics). In London, Saurabh was the co-founder of Clear Capital and in 2007 he was rated by the Extel Survey as one of the top small cap analysts in the UK. In India, Saurabh was rated as the leading equity strategist in 2015, 2016 and 2017 by the Asiamoney polls. Prior to setting up Marcellus, Saurabh was the CEO of Ambit Capital.

**Shrinivas Dempo**

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

Mr. 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 largest industry lobby in India, the Confederation of Indian Industry. In 2013, Mr. Dempo was named honorary vice consul of Italy in Goa, India. He was appointed Chairman (Independent Director) of Automobile Corporation of Goa Ltd, a Tata Group Company. Mr. Dempo is on the Executive Council of Goa University, besides being associated with a number of non-governmental organizations performing yeoman service to society such as the Charles Correa Foundation as also the Goa Cancer Society whose president he is. He continues his multi-generational engagement with Goan society, which covers institutions and programmes of higher education, cultural enrichment, environmental conservation, sporting excellence and affirmative action, under the Dempo Charities Trust and Vasantrao Dempo Education & Research Foundation. In his capacity as chairman the prominent petroleum coke manufacturing listed company, Goa Carbon Ltd, Dempo was honoured in the year 2014 with the Asia Pacific Outstanding Entrepreneurship Award India 2014 in recognition of his pursuit of responsible business practices by the Asia-wide organization, Enterprise Asia, dedicated to management development and ethical business. He was elected as a member of the Board of Trustees of Carnegie Mellon University, Pittsburgh, Pennsylvania, USA and has received the Tepper Achievement Award, in recognition of his influential roles as Chairman and Managing Director of the Dempo Group.



Siddharth Pai

*Founding Partner, Chief Financial Officer & ESG Officer
3one4 Capital*

Mr. Siddharth Pai is the Founding Partner, CFO and ESG Officer of 3one4 Capital, an early-stage Venture Capital Fund house based in Bangalore with cumulative assets under management of over \$300M exclusively in Indian AIFs. Two of their funds have been named as the top performing Indian VC funds by Preqin. Some notable investments include Licious, Koo, Darwinbox, Open, amongst others. Siddharth is the youngest Executive Council member of the IVCA (Indian Venture Capital Association) – the apex body for Indian funds investing into alternative assets and serves as the co-chair of the Regulatory Affairs committee, working on matters related to security markets, alternative investment funds, taxation, foreign exchange, law and startups. Siddharth completed his BCom from St. Joseph's College of Commerce Bangalore and is a qualified Chartered Accountant



Sudhir Jalan

*Co-Chairman
Rieter India Pvt Ltd*

Mr. Sudhir Jalan, 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. Mr Jalan is the 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. Mr. Jalan also sits on the Board of several other companies of repute e.g. on Board of J K Cement, Apollo Multispecialty Hospital etc. Mr. Jalan is involved with quite a few charitable Institutions.



Suneeta Reddy

*Managing Director
Apollo Hospitals Group*

Ms. 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 the South Asia Advisory Board, Harvard Business School. 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; a patron member of ICC (India International Chamber of Commerce) serving as a Vice President for the year 2021-22; a member of the CII National Council and Healthcare Council and part of its Family Business Council. She is a member of the PHD Chamber of Commerce and Industry. In 2018, 2019 & 2020, Ms. Suneeta Reddy 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. She received the Businesswoman of the Year Award 2020 from the Economic Times.



Sunil Kant Munjal

*Chairman
Hero Enterprise*

Mr. 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. 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 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.



T V Narendran

*CEO & Managing Director
Tata Steel Limited*

Mr. TV Narendran is the CEO & Managing Director of Tata Steel Limited. As the CEO & MD, he has overseen the organic and inorganic growth of Tata Steel over the last few years. He has over 34 years of experience in the Mining and Metals industry. Mr. Narendran is currently on the Board of Tata Steel Limited. He is the Chairman of Tata Steel Europe and Tata Steel Long Products Limited. He is also the Chairman of the Board of Governors of XLRI Jamshedpur. He is a member of the Executive Committee and the Board of the World Steel Association. He was the co-chair of the Mining & Metals Governors Council of the World Economic Forum from 2016 to 2018. He is the President of the Indian Institute of Metals, and a fellow of the Indian National Academy of Engineering. He has also served as the President of the Confederation of Indian Industry (CII) from 2021 to 2022. Mr. Narendran is a Mechanical Engineer from the National Institute of Technology (NIT) Trichy and did his MBA from the Indian Institute of Management (IIM) Calcutta. He is a recipient of Distinguished Alumnus Awards from both NIT Trichy and IIM Calcutta. He is a Chevening Scholar and has also attended the Advanced Management Programme in INSEAD, France.



Vinita Bajoria

*Co-Chairperson, AIMA Aspire &
Chairperson, Nicco Cables Ltd*

Ms. Vinita Bajoria has done BA (Political Science), MBA from ICFAI, GMP and AMP from Harvard Business School. She is associated for over 25 years with industries and was Executive Director Titagarh Wagons Limited. Currently she is Chairperson of Nicco Eastern Pvt Ltd and has taken over Nicco Cables, Shyamnagar Unit in October 2020 and is Director of Continental Valves Ltd taken over in 2019. She is independent Director of Greenply Industries Ltd. She is at present member of Global and South Asian Advisory Board of Harvard Business School, Council Member of All India Management Association (AIMA) Member of Board of Governors & Society of IIM, Kozhikode; Member of Higher Education Committee; FICCI, Council member of CII (Eastern Region) and Committee Member of Bharat Chamber of Commerce. Her hobbies include travelling, reading and education. Nicco Eastern Private Limited has taken over recently the Nicco Cables factory at Shyamnagar, West Bengal, a pioneering Cable Manufacturing Unit for Power Cables, Specialised Rubber Cables, Aluminium and Copper Conductors and Irradiated (Electron Beam) Cross-Linked Cables for Specialised application Cables for Railways, Navy, Defence, Solar/Wind Power and Mines. The Company has implemented project of renovation/up gradation of plant and has relaunched NICCO cables from April 2022.

**Vikram Chandra***Founder**Editorji Technologies*

Mr. 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 and can be downloaded at editorji.com/download. 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.



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LEADERSPEAK SESSIONS

LeaderSpeak Session on Net Zero is Net Positive: A Green Frontier Development Model for India



Jayant Sinha

Hon'ble Chairperson of the Parliamentary Standing Committee on Finance and Member of Parliament (Lok Sabha)

The 53rd LeaderSpeak session was held on January 27, 2022, with Jayant Sinha, Hon'ble Chairperson of the Parliamentary Standing Committee on Finance and Member of Parliament (Lok Sabha) on the theme 'Net Zero is Net Positive: A Green Frontier Development Model for India'. Mr Shrinivas Dempo, Senior Vice President, AIMA moderated the discussion

Though the government has set 2070 as the deadline for reaching net zero emissions, corporate India must set itself more aggressive targets for net zero status, according to Mr Jayant Sinha.

Mr Sinha insisted that it would be a mistake for India to continue with its the conventional 'farm-to-factory' development model in the 21st century, as it would result in India's greenhouse gas emission continuing to increase till 2050 and preventing the country from meeting its commitment to become net zero by 2070.

Mr Sinha argued that India must bend the emission curve and try to contain its emissions to 2 billion

tonnes by 2050 to become net zero by 2070 instead of ending up with 7 billion tonnes by 2050. "We need to change policies radically to meet our commitment," he said.

If India has to reach net zero status by 2070, the country needs to have \$2-3 trillion incremental investment in green technologies, most of it in the private sector, Mr Sinha argued. "If we double the capex from now, the GDP will grow 2%-3% faster and new and better jobs will be created," he said.

Balancing the switch to technology-driven green frontier development and job creation for the ordinary Indians will be a key challenge, Mr Sinha said. He insisted that creating digital jobs is the better way to go than to create brown factory jobs, as digital jobs at a large scale will enable India to move towards net zero while also increasing the income of the workers. "Innovations in business models by companies will create green jobs," he said.

The government's role in this transition must be to unleash the market forces and enable the private sector to do bulk of the investing and job creation, Mr Sinha said.

LeaderSpeak Session on 'No State Left Behind: Making National Growth Inclusive'



Rajiv Pratap Rudy

Member of Parliament, Chairman FICCI Forum of Parliamentarians, President Aero Club of India & Former Union Minister

The 52nd LeaderSpeak session was held on January 19, 2022, with Rajiv Pratap Rudy, Member of Parliament, Chairman FICCI Forum of Parliamentarians, President Aero Club of India & Former Union Minister on the theme 'No State Left Behind: Making National Growth Inclusive'. The session was moderated by AIMA President, Mr CK Ranganathan.

Rajiv Pratap Rudy, Member of Parliament from Bihar said that Bihar exports so much labour to the rest of the country that if Bihari workers were to be recalled, India's economy will come to a standstill.

Referring to a recent NITI Ayog ranking of states on development parameters, Mr Rudy pointed out that more than half the people of Bihar are poor and undernourished; and more than quarter of Bihar's households do not have a single member with more than 6 years education. He added that Bihar has no international airport, no SEZ, no 5-star hotel, and its share in India's FDI is a fraction of 1% of the total. He pointed out that Bihar is projected to have the

highest population growth in the country over the coming decades.

Mr Rudy said that 90% of those who join civil service from Bihar actually get educated in other parts of the country. Growing up in Bihar, they see only bureaucracy and no industry and their aspiration and effort is shaped by that, he said. He pointed out that not many young people in Maharashtra or Gujarat focus as much on civil services because they have industry and commerce and joining bureaucracy does not add much value to their lives.

Mr Rudy argued that asking for special status to get more money does not develop a state, citing the proverb that teaching the poor how to fish is the right option and not feeding them fish. "Development needs vision and policies. You cannot say that give me money first and then I will succeed," he remarked.

On Bihar's inability to attract investment, Mr Rudy said that Bihar was losing because of the perception that nothing can happen in Bihar. Bihar needs political wisdom in order to churn out of the prevailing caste politics and negative perception, he said.

LeaderSpeak Session on 'Regional Inclusion: Broadening India's Economic Growth Base'



Baijayant Panda

*National Vice President and
Spokesperson of the Bhartiya Janata Party*

The 54th LeaderSpeak session was held on March 9, 2022, with Mr Baijayant Panda, National Vice President and Spokesperson of the Bhartiya Janata Party on the theme 'Regional Inclusion: Broadening India's Economic Growth Base'. Mr CK Ranganathan, President, AIMA moderated the session.

Mr Panda emphasized that any attempts to equalize regional economies and economic growth through command or handouts would not work, just as it has not worked in the past in India or anywhere else in the world. He credited the various BJP governments for driving regional inclusion through a combination of infrastructure development and technology deployment. He argued that in recent years, there has been a massive shift in gears of regional inclusion and now growth has moved to tier 2 and tier 3 cities and beyond cities to the rural economies.

the example of his home state Odisha, which remained poor despite being endowed with minerals. "India developed an inverted economy," he said, pointing out that it used to be cheaper to send India's iron ore to China and then importing steel from there than to send local iron ore to other Indian states where steel was made. "This kept the poor while other parts of the country developed," he said.

India's poorer states had earlier suffered because of the lack of infrastructure, he argued and cited

Mr Panda said that the Golden Quadrilateral and Pradhan Mantri Gram Sadak Yojana had transformed the poor regions and today 90% of the Indian villages had concrete roads. "Infrastructure is the key to correcting regional imbalances," he said. He gave the example of the Northeast where some states did not have railway connections after the pre-independence railways linking Bengal, Tripura and Assam were disrupted. He pointed out that Tripura and Meghalaya have got rail links now.

Responding to a comment about a few business houses cornering public assets through privatization, he argued that Tata, Birla, Mahindra, Adani etc were investing billions to gain size and without size one cannot attract global investment. "With a bias against large companies, India cannot compete with China," he said. He pointed out that the business houses acquiring public assets such as ports, airports, airlines and oil through bidding and they were not receiving those on a platter.

LeaderSpeak Session on 'A Multipolar World: Inevitable or Wishful Thinking'



Sanjiv Bajaj

*Chairman & Managing Director
Bajaj Finance Limited*

The 50th LeaderSpeak session was held on December 7, 2021, with Mr Sanjiv Bajaj, Chairman & Managing Director, Bajaj Finance Limited on the theme 'Beyond Covid-19 Pandemic: Redrawing the growth map for a digital, resilient & financially inclusive economy'. The session was moderated by Mr Nikhil Sawhney, Vice President, AIMA.

India is desperately poor in banks and it can do with more specialized banks with separate set of rules, said Mr Sanjiv Bajaj.

Mr Bajaj mentioned that Sri Lanka has more banks than India and the US has more than 7,000 banks that serve a much smaller population. "We need more competition for the old banks in India that are making good money while doing only a few things," he said. He pointed out that 70% of Indian banking is done by the public sector banks, which are hobbled by the compulsion of opening rural branches. He argued that without the obligation to open rural branches,

Bajaj Finance has built a successful rural business among young rural consumers and MSMEs. "Bajaj Finance's rural loss ratio is better than its urban loss ratio," he said.

Talking about the proliferation of fintech and the growth of the financial services sector, Mr Bajaj argued that while the fintech players understand the customers, they lack the understanding of risk and the capacity for collection. Also, he argued, the money is in lending to the manufacturing sector and not in payments. He referred to the largest payments player in the country having modest revenues and outsized losses. "On payments, one makes no money. It is only the plumbing," he said.

Regarding the impact and lessons of the pandemic for Indian finance companies, Mr Bajaj said that the initial lockdown was a shock and it froze collection for some time. However, it was the second lockdown that did the most damage, as the small and informal business had a harder time surviving, he pointed out. He mentioned that the sales of the 100cc-125cc motorcycles are yet to recover. "The businesses related to the low-income consumers and informal economy have suffered more," he said. The key lessons from the pandemic, according to Mr Bajaj, are that since companies cannot plan for events like a pandemic, they need to build prudence and extra capital.

LeaderSpeak Session on India's Neutrality: Stay On Course Or Switch



Ambassador Shyam Saran

Former Foreign Secretary and Former Chairman of the National Security Advisory Board

The 57th LeaderSpeak session was held on June 3, 2022, with Ambassador Shyam Saran, Former Foreign Secretary and Former Chairman of the National Security Advisory Board on the theme 'India's Neutrality: Stay On Course Or Switch'. The session was moderated by Mr C K Ranganathan, President, AIMA.

China has realized that it has become a target of the west, first by announcing a strategic partnership with Russia and then backing Russia against the west in the Ukraine war, and it is worried about facing sanctions similar to those against Russia, according to Ambassador Shyam Saran, Former Foreign Secretary and Former Chairman of the National Security Advisory Board.

Ambassador Saran argued that whatever reservations India has about the west-dominated world order are overcome by the reservations about an alternative world order dominated by China and Russia. "India's interest lies in adjusting the existing order," he said.

He qualified it by saying that India's future lies in its economic, technological and military transformation by accessing both capital and technology from the most prosperous and advanced countries because it cannot expect any other country to fight on its side against China.

In any case, Ambassador Saran argued, India has no reason to switch its position on Russia's invasion of Ukraine despite the hostile press in the west and some criticism at home. He pointed out that India's neutrality position is well understood and appreciated by the US, Europe and Japan, as India has not endorsed Russian invasion or condoned its human rights violations. "India has not taken a position supportive of Russia," he said.

Another key reason, India's relations with Russia are not as critical as those with the Soviet Union, according to Mr Saran, is that China ceased to be a common adversary in the 1990s. He reminded that India's economic surge allowed it to be considered the next China and that perception was key to the India-US nuclear deal, which was also endorsed by China. At the same time, he mentioned, after Soviet Union's dissolution, there has been rapprochement between Russia and China, mainly because a weaker Russia has sought close relations with a stronger China, as both perceive a threat from the west.

LeaderSpeak Session on Indomitable – A Working Woman's Notes on Work, Life Leadership



Arundhati Bhattacharya

Former Chairman, SBI

The 55th LeaderSpeak session was held on April 8, 2022, with Ms Arundhati Bhattacharya, former Chairman, SBI on the theme 'Indomitable – A Working Woman's Notes on Work, Life Leadership'. Mr Sunil Kant Munjal, Chairman, Hero Enterprise moderated the session and Ms Rekha Sethi, Director General, AIMA anchored it.

Ms Arundhati Bhattacharya, former Chairman, SBI sees a natural progress to digital currency, albeit she does not believe that the world is ready for it yet. According to her, digital currencies will prevail once the world becomes comfortable with their security features. She insists that digital currencies must have stable value and they cannot be like volatile commodities. "Its time will come, but that time is not today," she says.

Ms Bhattacharya is also convinced that the days of the conventional banking are numbered. She does not see the current banking surviving beyond the next 10-15 years. "Banks have the trust but fintech has the solutions to people's banking pain points," she said. However, she added that there must be a bridge between banking and fintech because human touch is essential in matters of health and wealth. "People need assurance from experts. Everything cannot be done by machines," she said.

Talking about getting slotted as a woman leader, former SBI Chairman, said that though gender parity has come a long way, the unconscious bias is still to be addressed. She pointed out that at SBI, women are 33 per cent of the young recruits and they are only 4 per cent of the top management. "This unconscious bias is not acknowledged and this needs to be addressed," she said.

In response to a question on India's economic prospects because of the Russian oil supplies to India and the US threat to India because of that, Ms Bhattacharya said that India's leadership has a better view of the situation and it is doing what is best in the national interest. However, she said, wars penalize the weak the most - the old, the young and the women. She said that her current employer is doing humanitarian work to alleviate the sufferings of war.

LeaderSpeak Session on 'Strengthening Leadership'



Vinita Bali

*Independent Director on Global Boards and
Former Managing Director
Britannia Industries Limited*

The 59th LeaderSpeak session was held on July 28, 2022, with Ms. Vinita Bali, Independent Director on Global Boards and Former Managing Director, Britannia Industries Limited on the theme 'Strengthening Leadership'. The session was moderated by Mr. Shrinivas V Dempo, Senior Vice President, AIMA

Leadership has come under sharp focus in recent years, especially due to the severe disruption caused by the Covid pandemic and other uncertainties. Leadership now has added responsibilities due to the added challenges of keeping up with technology, digitising business models, finding the right talent and much more.

Rendering a calming effect to a chaotic approach to current leadership, Ms. Vinita Bali started off by saying that her approach to leadership connotes "how you behave" and has nothing to do with where you are in the hierarchy irrespective of the sector you are in. Leadership is not about Titles, Entitlements but it is

about what one does and not what one says. It is about the responsibility one takes. She further added that leadership is about taking ownership of results, taking ownership for solving problems, mobilising resources, and changing something for the better.

During the pandemic, the world witnessed a great amount of collaboration in order to procure medical amenities and vaccines, and the decision of the leaders was at the centre of it all, hence how they actioned their leadership mattered for them to be more effective in their role.

Her views on Corporate Leadership were that it takes a great amount of self-confidence and self-esteem to be a good Corporate Leader. More than being a role model, you need to exude quality in your behaviour, which is noticeable. She said that the top qualities that she would cite for a corporate leader to have are; authenticity, a mindset of excellence and zeal for solving problems.

Lastly, sharing her views on Women Leaders, she said that the world has to now look beyond genders and focus on "diversity of competence". A quota should not determine a Woman Leader for being in the boardroom, but the qualifications and the experience she has garnered.

LeaderSpeak Session on 'The Metaverse Conversation'



Rajan R Navani

*Vice Chairman & Managing Director
Jetline Group of Companies and
founder of JetSynthesys*

The 60th LeaderSpeak session was held on August 18, 2022, with Mr Rajan R Navani, Vice Chairman & Managing Director, Jetline Group of Companies and founder of JetSynthesys on the theme 'The Metaverse Conversation'. The session was moderated by AIMA President, Mr CK Ranganathan.

Mr Rajan R Navani remarked that interactivity and interoperability between the physical and virtual worlds will disrupt the way the future shapes. "It is up to companies to decide how are they going to engage with the metaverse to make the most of it," he said.

Mr. Navani said that the new generation is keen on creating value for the future in the digital world on the internet and he argued that people are beginning to trust the digital world more than the real one. He credited this change to blockchain technology and the ability to control value in a decentralised manner.

He highlighted the role of evolving technology and the introduction of 5G in fueling the growth of metaverse. People are already connected and are engaging extensively through social media and metaverse adds an extra dimension to it by making it more immersive, he pointed out. With improved AR devices and the availability of high-speed internet through 5G, the whole experience becomes seamless, he said.

Mr. Navani talked about the symbiotic relationship between the metaverse economy and cryptocurrencies and argued that cryptocurrencies are held back only by their slow conversion to government currencies. He pointed out that today it takes about 10 minutes to translate crypto value to real-world currency, but the day the conversion becomes instant, there will be a huge shift to cryptocurrencies. "A lot depends on how the governments move and what will be the regulatory environment," he conceded.

Addressing the technology vs creativity debate for the successful adoption of Metaverse, Mr. Navani was very clear that strategic planning and content hold the key. While technology forms the basic core, it is imperative to have a clear roadmap by understanding consumer needs and pain points as it will help enterprises optimize this space.

While emphasising creativity, he also maintained that blockchain technology is the future as it is secure and allows users the freedom of choice. It ensures data security and digital property enforcement, even in case of mishaps like hacking.

LeaderSpeak Session on 'Policybazaar: Platform To Player'



Alok Bansal

*Co-founder & Executive Vice Chairman
PB Fintech Limited*

The 58th LeaderSpeak session was held on July 20, 2022, with Mr Alok Bansal, Co-founder & Executive Vice Chairman, PB Fintech Limited on the theme 'Policybazaar: Platform To Player'. The session was moderated by Mr C K Ranganathan, President, AIMA.

The insurance sector in India has huge potential and Mr. Bansal is bullish about Policy Bazaar's continued growth and dominance. He said, "Today the middle class presents the biggest opportunity especially for term life insurance and health insurance. India has around 100-120 million middle class households, however there are only 3-4 million term life insurance policies. Similarly, the total health care spend in India is around 300 billion US dollars and not even 2-2.5 % is paid by insurance companies."

However, he added a word caution in terms of growth for the industry. Although the numbers suggest a huge opportunity, the industry is unlikely to grow at a very rapid pace. This can be largely attributed to lack

of trust of the consumer for the industry, especially in terms getting the right product and subsequent claim settlements. Also, an inherent mindset of Indians which, when comes to financial planning is largely skewed towards investment than protection. Hence insurance is mostly an afterthought unless they are mandated by regulation.

Speaking about how things have changed post going public, Mr. Bansal said, "The business part has not changed. We have been open with our investors and as a company we are not looking at short term performance or focusing on quarter-to-quarter results. The ethos and values remain the same. There is always a risk of senior executives moving out post IPO, but in our case there were almost no exits. Business has remained as usual and the opportunity is big and we continue to evolve."

Mr. Bansal is bullish about Policy Bazaar's growth and firmly believes that it will continue to grow and remain ahead of competition through its customer centricity and product innovation.



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BEYOND THE CALL OF DUTY

A servant leadership model can serve the purpose best when dealing with a distributed workforce.

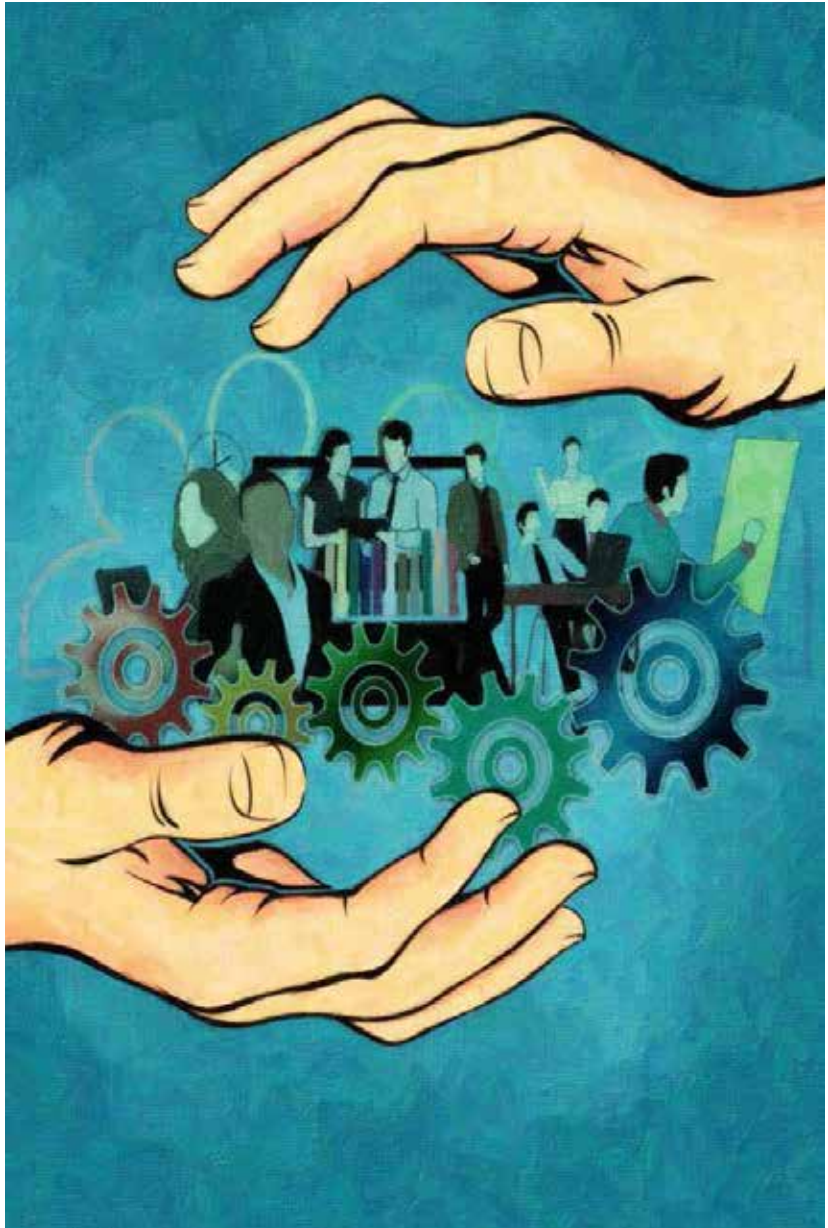
Dr Sini V Pillai

CET School of Management College of Engineering, Trivandrum

The post COVID world has opened COVID-19 impacted all parts of life and has left a lasting impact on organisation and work culture. The traditional working model is losing ground and is struggling to transform and manage their distributed workforce. This changing work terrain calls for a changed transformational leadership model that is servant-based. You are a servant leader when you focus on the needs of others before you consider your own. For a distributed workforce this would be the best way to go about to make sure that its workers are motivated enough to contribute to the best of their ability without direct continuous monitored control.

Servant leadership is one of the core principles in scrum and agile management methodologies in software development. It is also being practised in some of the topranking companies and research confirms that with this model, employees go beyond the call of duty for the organisation. For servant leadership model to work in a distributed workforce, each leader in the leadership ladder has to transform to a servant leader, ready to share power and put the needs of the employees first.

A work culture based on complete trust and transparency has to establish. This will lead to growing employee commitment and engagement which will directly contribute to the productivity and growth of the organisation. In a distributed workforce it is very important to estimate work and delegate responsibility efficiently. This calls for strategic planners and visionaries on top tiers to plan, estimate, and delegate. Effective planning and management of all available resources lead to increased productivity. The planning and estimation work should never trickle down to the actual workforce.



Digital advancement makes it much easier to hold the distributed workforce together in a virtual workspace than ever before. Still when moving to a distributed workforce, the responsibility shifts from employer to employee to set up the physical workspace out of the office. For effectiveness and productivity, the organisation should strive to provide employees the training and monetary support to set up that work infrastructure out of office.

It is also important to have checks and balances in place to help maintain equal workspace quality throughout the distributed workforce. Employees should be provided with adequate guidance and training to deal with the new workspace challenges and update new security practices. A strong 'digital security fortress' has to be built for the new age digital workspace. A huge investment has to go into making this digital workspace safe and accountable. The leadership should continuously communicate that it understands all the situations that their team members are dealing with.

Employees should feel that their voices are heard and their beliefs, values, and feelings are respected. They should feel the company trusts them. Employees should have the space to grow, not only in the professional areas but also in personal ones. Organisations should explicitly encourage and organise programs for Employees to maintain a good personal and professional life balance. Employee should feel the organisation is interested in their overall wellbeing.

A distributed workforce model also requires strategic planning to keep workers feeling responsible and bonded to the organisation as they are physically distanced from the traditional organization infrastructure. Gifts and souvenirs from the company will help employees identify themselves as part of the company. An incentive based reward system has to be in place rather than just using authority to push work. Efforts have to be invested in collecting employee satisfaction data and revamping and fine tuning the system.

Employees have to be engaged in programs to align themselves to the values and vision of the organisation. They require additional training on communication as it is the key that connects the workspace. A digital communications etiquette and rule has to establish for proper effective and fast communication, even when virtually connected employees should be periodically provided the opportunity to socialise and bond.

It is also great if the organisation aligns to global wellbeing goals and programs so that each employee feels they are contributing to a bigger cause and being part of something bigger than just a team. As the current organisations structures are revamping to the new distributed workforce model it is important that the leadership is also retrained to regain better control of the workforce.

About The Author

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LISTEN TO YOUR CUSTOMERS

A good customer experience management strategy will not just help retain existing customers but also attract new ones.

Rakesh Goyal

Probus Insurance Brokers Private Limited



It takes months to find a customer... seconds to lose one.

-Vince Lombardi

Keeping the customers happy and satisfied is critical to the survival of business in today's 'customer's era'. Having a robust customer management system can help companies acquire new customers, retain the existing ones, and also convert potential customers to customers/consumers. Moreover, it has been observed that satisfied customers are likely to bring in more customers through word-of-mouth medium. Such a customer also holds the factor of loyalty to the brand, and, in return, enhances the reputation of the company.

Customer experience management (CEM or CXM) refers to various company policies or protocols that are designed to enhance the overall customer satisfaction. This enables the company or brand to increase customer loyalty towards them and ensure continuous as well as repetitive business.

A successful CEM system would help the business/company to obtain the following benefits:

- Enhance the experience of the existing customers;
- Give more insights on customers—it will help analyse the customer data and identify the upscaling factors;
- Combine data from different sources to create a collated data centre for customer analysis reports. Also, it would help in segmentation of the customers depending on their needs and help in acquiring better insights on their needs;
- Enhance customer retention;
- Anticipate the future needs of the customers through new and existing data.

CEM for today's organisations

Apart from being a sales opportunity or revenue generation medium, a customer, in today's world, is someone who can drive the business to great heights or knock it down quickly.

A company could have the best possible product in the segment, but if not sold correctly and treated the customers right, then there is never a guarantee of it being a success. Having a well-organised CEM system

helps build a robust relationship with customers. It is also critical to enhancing crisis management techniques for any business.

As per the Harvard Business Review, “Depending on which study you believe, and what industry you re in, acquiring a new customer is anywhere from five to 25 times more expensive than retaining an existing one”. It further says that, “If you’re not convinced that retaining customers is so valuable, consider research done by Frederick Reichheld of Bain & Company (the inventor of the net promoter score) that shows increasing customer retention rates by 5% increases profits by 25% to 95%.”

CEM system is also important to maintain the churn rate and increasing customer retention for a specific brand or company.

Impact on brand reputation & profits of the organisation

Inclusion of enhancing factors that improve customer relationship allows the organisations to manage, serve, acquire, and extract definite values from the customers and enhance the company efficiency by targeting the right audience. This also helps to establish robust long-term relationships that ensures that the customer keeps coming back, thereby creating new business for the company and expediting the Rols. It also helps manage customer interactions effectively, and in return, enhance the brand reputation and achieve sustainable growth.

How can organisations achieve great customer experience?

While strategizing a great customer experience, organisations need to ensure that they do it for existing as well as new customers. Ensure that you have the right strategy in place to establish the required trust within your customers about your brand or company. Creating strategies and implementing them in the right way helps to upscale the reliability factor within the minds of the consumers. Creating quality content that can be used to communicate with the customers both physically or digitally can also have a significant impact on the prospects and for generating new consumers for your products or business.

Make the best use of data

Ensure that you make the best use of data and insights in order to boost the sales and understand the future demand of your existing customers. Constantly reviewing your previous customer results can help identify whether you are putting the efforts in the right direction and targeting the right audience as per your product or business. As rightly quoted by Steve Jobs, “Get closer than ever to your customers. So close that you tell them what they need well before they realise it themselves.”

Keep your customers or prospects engaged

Prospects do not turn into customers overnight, nor does brand promotion happen in a single day. One needs to understand that this is a long process, and hence needs to be handled with a proper strategy. Keeping your customers or prospects engaged helps gain the confidence of the prospects and later turn them into customers.

Try to address the objections about your products

If your customer has some incorrect assumptions about your brand then it becomes your duty to identify those assumptions and address them. This creates a positive perception of your offering in the customer’s mind.

Another factor that might impact your customer management process is selling harder to your customers. This is one of the biggest mistakes that many companies make. Such an action could be quite annoying at times— receiving considerable promotional emails on a busy working day, follow up calls, etc. Pushy sales are not likely to improve your conversion rates as the customer of today is far more educated and discerning.

Hence, designing and reacting to customer interactions or to meet/exceed customer expectations is highly necessary to ensure customer loyalty, satisfaction, and advocacy, and a good CEM strategy will help achieve this. While implementing such strategies, one might require to undergo certain alterations in the existing process and the existing technologies to ensure successful results.

About The Author

Rakesh Goyal is Director, Probus Insurance Brokers Private Limited.

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MIX BUSINESS AND PLEASURE

Can 'workcation'—being on vacation and working simultaneously—help escape monotony?

Jaymol Mary Joseph

Institute of Management Technology, Ghaziabad

Anindya Ganguly

Dr Sumanta Dutta

St Xavier's College (Autonomous), Kolkata

Visualise yourself waking up to a picturesque, calm, serene waterfall through your window or a panoramic view of snow-clad mountains or foaming waves draping the golden-yellow sands of a beach or melodious chirping of birds in a lush green forest every-morning. What if you get to savour all of these captivating experiences whilst you are at work? Just having a teleworking opportunity, steady wi-fi connectivity, and a portable workstation can make this possible.

'Workcation' or working vacation is gaining popularity amongst many who love to travel and can manage work and vacationing simultaneously. So, Jaziel who loves to travel chooses to work from Rishikesh, the 'Yoga capital of the world' and the 'Gateway to Garhwal Himalayas'. On weekdays, during office hours, she works from the comfort of her room, and after work, she meets people from local community, tries local cuisines, attends yoga camps, and visits nearby places. On the weekends, she plans adventure sports including river-rafting, bungee jumping, short trips, and hikes.



Wanderlust workaholics

For people who love to travel while working, the current times are an opportune moment, as most corporate entities are advancing teleworking opportunities owing to the current COVID-19 situation. This rejuvenating experience—exploring different places, cultures, and cuisine with family and friends—motivates one to stay focussed and physically and mentally fit, and thereby, be more productive at work.

In economics, opportunity cost is the cost of the next best alternative foregone. Opportunity costs of investing money in shares would be the amount that could have been invested in risk-free assets at a fixed interest rate. Similarly, opportunity cost of stay during workcation is the amount of rent saved on residence. Thus, from an

employer's perspective, if you are sponsoring a part of the workcation expenses, the opportunity cost is the amount saved on house rent allowances of those employees.

Several teleworkers have experienced musculoskeletal issues such as back and neck pain; many have also reported mental health issues. All this is due to prolonged hours of sitting at the work desk, not getting the opportunity to go for walks, do stretching exercises, not socialising, and so on. Workcation can provide relief from such confinement and its repercussions.

Organisations can promote team spirit by sending members on a workcation together. This can help increase cohesivity amongst the team members and also can serve as a platform to foster trust. These retreats with co-workers can also facilitate knowledge exchange and discussions regarding innovative solutions to work related problems.

The COVID-19 pandemic and the lockdown that followed impacted workers' productivity, creativity, and innovative thinking as they were mostly confined to their homes, with the feeling of isolation, seclusion, and the fear of the unknown. A workcation can change this as it will help relax one's mind through the change of 'scenery' it provides for. Meditating in a peaceful environment, taking a dip in a river or sea, mixing with locals, learning about their cultures, cuisines, and customs, and participating in their festivals can provide a new perspective and further expand one's thinking, thereby adding to creativity and productivity.

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PICK YOUR STYLE

McGregor's Theory X and Theory Y are good reference points for managements to decide on their style of leadership.

Amit Mishra,

Indian School Of Business, Hyderabad



Organisations built to stand the test of times would always embrace adaptability. The changing patterns of industry demand a leadership style that not only helps the organisation grow, but also ensures that the employees feel comfortable and connected ceaselessly. The leadership style thus must be dynamic with changing times. The bone of contention always lies within a perfect idea of leadership, that there must be a single way to the apotheosis, albeit the most debated of the ideas. The reality is, a transformational leadership style imbibes within melanges of effective values that set the base for resilient organisations. The paper is an attempt to explore the ideas of Douglas McGregor on Theory X and Theory Y and understand its application and how differing management styles have lasting impacts on the employees working in the organisation.

Theory X

Douglas McGregor ideas on Theory X management style emanated from his earlier works on classical management theory. The roots of Theory X lie in the notion that employees are inherently lazy and will dodge their work whenever they find an opportunity. The onus then lies on the reporting managers to keep the employees in momentum,

give them direction, continuously motivate them, or penalise them as the situation demands. This theory proposes that employees lack drive and stay in their comfort zones. Therefore, they require a management

system in which they are led and controlled by their supervisors, while being subjected to threats and punishments. Theory X also tends to promote authoritarian leadership style within the organisation which creates a lack of trust among the peer group.

Theory Y

Theory Y is defined as an alternate management principle to Theory X, deemed as a more optimistic leadership approach X. It proposes that employees working in the organisation are not lazy and are always looking for opportunities to upskill and rise up in the hierarchy. It is always for the supervisors to provide the employees with ample freedom and opportunities, so that the latter can align themselves to the company's vision and achieve organisational goals cohesively.

Contrary to Theory X, Theory Y states that employees dislike lack of freedom and controlled decision making mechanism in the organisation. It also states that employees always look for meaningful work, they look for ways to take responsibility, and if the management provides them with optimum conditions, they excel

at work. Theory Y not only builds trust among the employees but also helps build strong decision-making skills. It advocates the idea that every employee is valuable and has his/her say in the organisation's progress; that every employee has the right to exercise his/her free will and creative independence at work to achieve maximum potential.

Conclusion

Douglas McGregor never expounded upon the two motivational theories with an aim to draw upon a choice between one or another. Both the theories hold their relevance and must be referred to accordingly. No organisation in the world has modelled their management style choosing either Theory X or Theory Y. It is always up to the management to decide how the teams must be led, what actions necessitates success whether being coercive in some situations is the right choice or being compliant is. Differing styles (Theory X or Theory Y) need to be tested and the most effective amongst them must be chosen for efficient management. In any situation, the organisation must not only look for increasing productivity but also ensure that employee well-being is not compromised.

Douglas McGregor never perceived the two theories as canonical laws; he left them open for improvements and improvisation. In his last days he started to work on another theory which was an improved version of Theory X & Y and combined the ideas from both the theories. He called this motivational theory as Theory Z. It was only after his death that William Ouchi elucidated Theory Z by drawing similarities between American style of leadership and Japanese style of leadership. He proposed that organisations should ground their execution in values which is a blend of American and Japanese style of management.

Theory Z promotes not only constant skill refinement of the employees but also advocates fostering long-lasting relationships between them. Employees will only perform better in environments in which they feel secure and safe. Organisations who trust their workers and give them the space to assert their opinions, create such environments. Whether it's Theory X or Theory Y or Theory Z, management should give a lot of thought before applying any of them, as the outcome will depend not just on the theory, but on its right application.

About The Author

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THE LEADERSHIP SWEET SPOT

In his monthly column, Cyrus MR Gonda explains why, as a leader, your leadership achievements matter more than your personal milestones.

Cyrus MR Gonda

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Sustainability. Corporate responsibility. Business purpose. Social responsibility. Call it what you like; competent boards can no longer afford to put ESG—environment, social, and corporate governance—issues on the back burner. Not long ago, these subjects—ranging from freak weather events to demands for a higher minimum wage and the diversity of board members—were widely considered to have no place on a board agenda. Now, however, directors ignore them at their peril.

All great performers need not be leaders, and all great leaders need not be performers.

Of course, it is always good when a leader is also capable of performing well. It adds a lot of value to the team he is leading. But consider a large-sized organisation having around five-thousand employees, or even a thousand employees. How much of a difference can one individual's (the leader's) contribution in terms of individual achievement or performance really make?

Not too much, even if his or her workrelated output is phenomenal.

On the other hand, it is the leadership-related achievements—based on leadership qualities, rather than the individual achievements and the personal milestones, that can determine and decide the fortunes of an organisation.

Too many times, the leader of a department or a team or an organisation is incorrectly chosen, based on the individual-level skills and performance that he or she displays. But one needs to remember that selecting a leader to 'lead' others so that these others can offer their best to the team, requires a totally different set of skills as compared to the skills required for individual success.



The reason such poor decisions are taken is that not much thought goes into the selection process as far as choosing an appropriate team-leader is concerned. In most cases, it is assumed that a good performer will, by default, make a good leader—which is an incorrect assumption.

Mahendra Singh Dhoni, former Indian cricketer and captain of the Indian national cricket team offers the best of both the worlds. In Dhoni's case, thankfully, we have a rather rare combination where leadership qualities, as well as the ability to perform well in an individual capacity, are found combined in the same individual.

Dhoni's record leading the team, not only in terms of the championship wins but in the other traits of leadership as well, is phenomenal. In fact, it is purely because of his leadership traits—motivating, supporting, leading from the front, taking responsibility for—that Dhoni has been able to lead his team to victories, consistently.

Of course, the fact that he is also skilled with the bat and behind the wickets, makes him even more desirable in the captain's position. But the thing to keep in mind is that if there is a choice to be made when selecting a leader between two people—one of whom is a great individual performer but not skilled at leadership—and another who is not such a great individual performer but highly skilled at leadership—it is the one with better leadership skills who needs to be selected for the leadership spot.

As commentator Harsha Bhogle rightly points out: "If you're not doing well yourself, you still have to get performance from others. These are two different things."

Mike Brearley is considered to be the finest captain of the English cricket team of all time. He played 39 tests for England in the 1970s and the 1980s, and captained the English side in 31 of them. Out of these 31 tests he captained the side in, he won 18 tests and lost only 4. Of the 19 tests in which he captained England at home, he never lost a single one.

Was he a great bowler?

No; Brearley did not bowl.

Was he the wicket-keeper then?

No; Brearley had the services of one of

the greatest wicket-keepers of all time, Alan Knott, when he was captain. So Brearley did not keep (or needed to keep) wickets either.

Then he must have been a great batsman.

Wrong again. Brearley did bat, but he could hardly be called great, or even a good, batsman. In the 66 innings that Brearley batted for England in test-matches, his average was extremely modest: just 22.88. This is an average that even tail-enders have today. He never scored a single test century either.

So, if he was such an average performer, why was he occupying a slot in the team in the first place? Because, purely as a captain—a cricketing brain—he was a genius.

It seems amazing that in over 30 testmatches, across many years, he was in the side purely for his captaincy skills alone.

English superstar cricketer Ian Botham, who played many matches under Brearley's brilliant captaincy, said about Brearley: "Without a doubt the best captain I ever played under, a man with a billion-dollar cricketing brain."

Australian record-breaking pace-bowler Rodney Hogg, who played against Brearley's English team, described Brearley as having "A degree in people."

Brearley was truly a master motivator — a leader whom the most talented men would gladly follow.

And it showed in his captaincy record: 31 tests – 4 losses – 17 wins.

Brearley's best-selling book, *The Art of Captaincy*—largely based on his own successful leadership experience—is considered as a classic work; it is a book that needs to be read by every aspiring leader, no matter what field they are in.

An contrasting example to that of Brearley's is Sachin Tendulkar, who, being maybe the best batsman the world has ever seen, himself declined the leadership role after a short stint, as he realised that it was impacting his batting abilities.

But Dhoni took a different approach, where his batting actually flowered and flourished in combination with his leadership role.

So, on one hand we have players like Sachin Tendulkar—excellent performers—but not suitable for the leadership position. On the other hand, we have cricketers like Brearley, who are by no means performers, but are excellent captains and leaders—role-models for the position.

And then, there are cricketers like Dhoni, who are phenomenal performers, as well as outstanding captains and leaders. This is the sweet spot to be at as far as leadership is concerned.

About The Author

Cyrus MR Gonda is a thought leader, best-selling author, and a leading trainer in the areas of customer experience, communication, leadership, and selling skills.

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THE POWER OF AWARENESS

Emotional intelligence and cultural intelligence are primary ingredients to great leadership

Salman Raza
Razalution Bureau



When looking at individual behavioural preferences, there are various dimensions that have a significant impact on specific traits. Everything from the traits a person is born with, how a person was raised, to what conflict and environment he or she has been exposed to throughout their lifetime, to their cultural heritage, can play a pivotal role in personality development. We can see these traits on full display in the workplace.

The Covid-19 pandemic changed so many aspects of our lives. While it led to great loss, there have also been considerable shifts promoting gains. For example, teleworking increased throughout the global workforce. This gave companies the opportunity to hire talent outside of geographic boundaries without worrying about relocation complications.

Cognitive diversity is a by-product of a growing global workforce, and few would state that is a bad thing. However, it is paramount that leaders, managers, and colleagues sharpen their awareness— emotional and cultural intelligence.

Emotional intelligence is the capacity of individuals to recognise their own and other people's emotions. It is the ability to differentiate between a variety of feelings and label them appropriately. Leaders use emotional information, or cues, to guide thinking and behaviour. Having a high emotional intelligence is essential for authentic leadership.

Cultural intelligence is the ability of individuals to interpret another person's unfamiliar and at times ambiguous gestures, in the same manner, someone from the subject's cultural heritage would. For example, smiling is traditionally a sign of politeness in most of the Western world. However, smiling is not connected

with politeness in Russia, therefore, smiling in a professional setting may well be considered a non-serious and unprofessional attitude in Russia.

Global workforce considerations

While this is a simplified example, it demonstrates how cultural intelligence (and emotional intelligence) are necessary for productive and fruitful working relationships within a global workforce. The awareness that comes with each strengthens an individual's capacity for empathy as well as communication skills.

For a greater understanding of cultural intelligence, the Hofstede's Cultural Dimensions Theory is a great place to start. It was developed by Dutch psychologist Geert Hofstede. Hofstede identified six dimensions and how society prefers to organise itself in light of these dimensions. Each has been expressed on a scale from 0 to 100. This model describes the effects of society's culture on the values of its members and how these values relate to behaviour.

The six dimensions are:

- Power Distance Index (PDI) – Relationship to Power (Hierarchy)
- Individualism versus Collectivism (IDV) – Relationship to Group
- Masculinity versus Femininity (MAS) – Relationship to Motivation
- Uncertainty Avoidance Index (UAI) – Relationship to Uncertainty
- Long-term Orientation versus Short-term Orientation – Relationship to time
- LTO), Indulgence versus Restraint (IVR) – Relationship to pleasure

One of the most applicable dimensions for cultural intelligence in a global workforce is the Uncertainty Avoidance Index (UAI). This index is defined by Hofstede Insights as "a society's tolerance for ambiguity." Societies that score a high degree in this index favour strict laws and unquestionable codes of conduct in the event of something unexpected. Societies that have a low degree on this index are flexible, accept different ideas, and tend to be less rigid.

Imagine, you had this awareness when working with global colleagues. Perhaps your colleague is highly inquisitive and does not make decisions with ease. Before chalking this up to a personality flaw, you would recall their Uncertainty Avoidance Index. Therefore, you would approach your professional relationship with empathy and understanding. Now, this is a highly simplified explanation; however, you can clearly see how a greater cultural awareness is beneficial in a global workforce.

Another example

Awareness of every dimension is beneficial to a global workforce, but let us take a moment to consider the Individualism versus Collectivism (IDV) Index which measures one's relationship to a group. If you have two colleagues on either end of the IDV spectrum, office politics might play out something like this:

The person from a culture bearing a high Collectivism Index may communicate indirectly to maintain harmony in the working group. They may 'read the air', so to speak, looking for non-verbal cues and reactions before speaking up. Whereas the person with a culture bearing a high Individualism Index may be polite and direct, forgo searching for 'hidden clues' in the atmosphere, and speak up if he or she does not agree or understand.

As you can see, the cultural index influences leadership, management, teamwork, and professional behaviours.

A word on power

The Power Distance Index (PDI) measures the culture's relationship to power. This is an insight that is highly valuable for leaders to grow their awareness. If you are a leader from a high PDI culture, you may leave room for initiative from team members, trust and delegate, treat your subordinates and your boss as equals, and facilitate cooperation between team members. However, if you are a leader from a low PDI culture, you may instead give clear and concise instructions, check regularly, show interest in completed work, and be a benevolent and caring boss. Note, neither approach is bad. They are simply different.

Building on these skills

You don't know what you don't know, right? So, the first thing you can do is familiarize yourself with Hofstede's Cultural Dimensions. You can also have an open dialogue with your global workforce colleagues and ask respectful questions to get to know them better. Keep your questions open-ended and do not hint at any particular stereotype or bias. Assure your colleague you are trying to build upon your own cultural intelligence. This may lead to fruitful conversations and unlock a whole wealth of new knowledge.

Consider offering opportunities where colleagues can share aspects of their cultural heritage with the team at large. Alternate these learning opportunities while strengthening your diversity and inclusion efforts in a meaningful way. This could be as simple as a lunch and learn where someone shares a story from their home country. Be sure to participate as well as your unique experience is one worth sharing to build awareness within your work group.

The power of awareness

Combined, a high sense of emotional and cultural intelligence fundamentally make you a better person open to the human experience. You become more productive in your labour and can enhance your leadership profile by demonstrating efficient 'soft skills'. Ever since the COVID-19 pandemic, the need for human connection and understanding has never been greater. This includes professional spaces as well. Most people just want to feel valued and work in environments that provide psychological safety, that is, a space they feel they can be their authentic selves without judgment.

Yet every soft skill comes down to awareness. This means the awareness of self and the awareness of others. Humans are flawed by design, but each day we can get a little bit better, a little more empathetic, and a little more patient.

About The Author

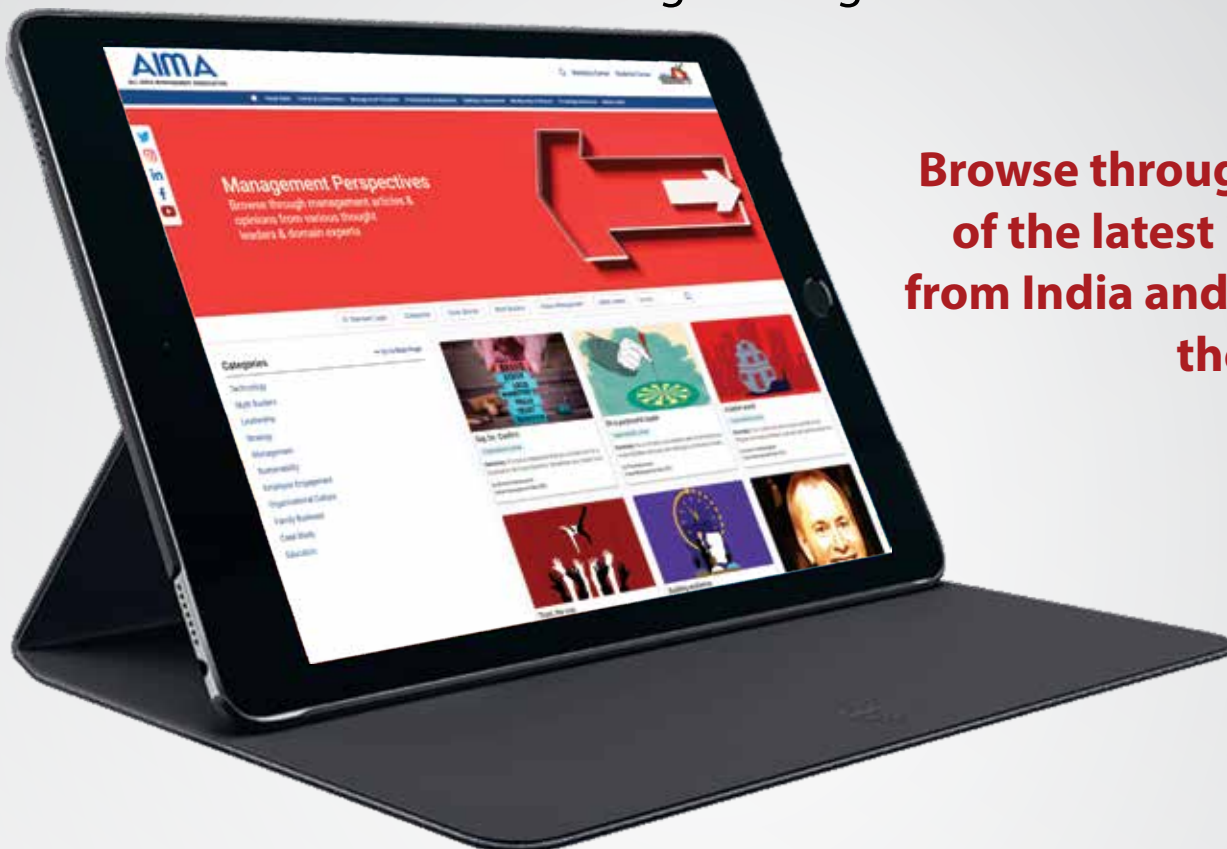
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SPONSOR PROFILES



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

A significant global player in the integrated energy value chain, RIL recorded a consolidated revenue of ₹ 792,756 crore (\$104.6 billion), cash profit of ₹ 110,778 crore (\$14.6 billion), and net profit of ₹ 67,845 crore (\$9.0 billion) in FY 2021-22.

Currently ranking 104th, Reliance is the largest private sector company from India to feature in Fortune's Global 500 list of "World's Largest Companies" for 2022. The company stands 53rd in the Forbes Global 2000 rankings of "World's Largest Public Companies" for 2022 - top-most among Indian companies. It features amongst 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 private sector company. Starting as a textile company, RIL has over the decades diversified from textiles and petrochemicals into petroleum refining and forayed into oil & gas exploration and production.

RIL's Oil To Chemicals (O2C) business comprises of the most integrated petrochemicals facilities globally, with a portfolio comprising of polymers, polyesters, fibre-intermediates, aromatics, elastomers and advanced materials. 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 of key petrochemicals, RIL holds leadership position across most of its product categories globally. Over the next 5 years, RIL will invest ₹ 75,000 crore and expand capacities in existing and new value chains.

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 brand 'Jio-bp', Reliance BP Mobility Limited (RBML) is an Indian fuels and mobility joint venture between Reliance Industries Limited (RIL) and bp. The joint venture leverages Reliance's presence

across the country and its millions of consumers through the Jio digital platform. bp brings its extensive global experience in high-quality differentiated fuels, lubricants, retail, and advanced low carbon mobility solutions. In addition to marketing conventional fuels, RBML provides advanced mobility solutions and alternate fueling options to its customers such as Electric Vehicles (EV) charging points, and Battery Swapping Stations (BSS). The company's aviation brand 'air bp-Jio' is a leading supplier of Aviation Turbine Fuel across India. The brand 'Jio-bp Fuel4U' caters to on-demand doorstep delivery of diesel and is a market leader in the segment.

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 KG D6 block – R Cluster, Satellite Cluster and MJ. With the commissioning of R Cluster and Satellite Cluster Fields in December 2020 and April 2021 respectively, production has been ramped up to 18 mmcmd gas, contributing ~20% of India's domestic gas production. Together, all three fields are expected to produce around 30 mmcmd (1 billion cubic feet a day) of natural gas by FY 2023-24, thereby contributing ~30% of India's gas production and helping meet ~20% of India's gas demand. This will significantly reduce the country's dependence on imported gas and meet the growing clean energy requirements of the nation.

RIL commenced production from the Coal Bed Methane (CBM) blocks (Sohagpur East and West) in 2017. As part of CBM development program, RIL has drilled ~300 wells and set up three Gas Gathering Stations. During FY 2021-22, RIL achieved an average output of 0.73 MMSCMD gas. The CBM project is the largest surface footprint hydrocarbon project of the country.

RIL has set an ambitious target of achieving net-zero carbon by 2035 and is investing ₹ 75,000 crore (over \$ 10 billion) over 3 years in building the most comprehensive ecosystem for New Energy and New Materials in India to secure the promise of a sustainable future for generations to come. It has started investment across all verticals to execute its ambitious plans. The New Energy business will be an optimal mix of reliable, clean and affordable energy solutions with hydrogen, wind, solar, fuel cells, and batteries. RIL is committed to helping India lead in the Green New Energy future and is bridging the Green Energy divide in India and the world.

With the aim to establish and enable at least 100GW of solar energy by 2030, RIL is setting up the Dhirubhai Ambani Green Energy Giga Complex over 5,000 acres in Jamnagar. This will be among the largest such integrated renewable energy manufacturing facilities in the world. RIL is investing ₹ 60,000 crores to construct world-scale, state-of-the-art facilities to manufacture and integrate critical components of the New Energy ecosystem.

RIL is investing ₹ 15,000 crores in value-chain, partnerships, and future technologies, including upstream and downstream industries, to create a fully integrated, end-to-end renewable energy ecosystem.

In addition, RIL is also actively progressing on bio-energy, offshore wind and other non-conventional forms of renewable energy, and will continue to expand its manufacturing ecosystem.

Reliance Retail is the retail initiative of RIL and an epicentre of its consumer facing businesses. It has in a short time forged strong and enduring bonds with millions of consumers by providing them unlimited choice, outstanding value proposition, superior quality and unmatched experience across all its retail stores. Since its inception in 2006, Reliance Retail has grown to cater to millions of customers, and thousands of farmers and vendors. It serves over 100,000 customers every hour, and has the patronage of more than 156 million registered customers. Its nationwide network of retail outlets delivers a world-class shopping environment and unmatched customer experience powered by our state-of-the-art technology and seamless supply-chain infrastructure.

Reliance Retail has achieved the distinction of being the largest retailer in the country and among the Top-10 retailers in Asia. Reliance Retail has built the widest geographical footprint with physical stores now covering 15,866 stores across the country spread over 45.5 million square feet of retail space and many more through its new-commerce reach. Reliance Retail has emerged as the partner of choice for international brands and has established exclusive partnerships with many revered international brands such as Armani Exchange, Burberry, Canali, Pottery Barn, Diesel, Superdry, Hamleys, Ermenegildo Zegna, Marks and Spencer, Paul & Shark, Brooks Brothers, Steve Madden, Grand Vision and many more. 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 Reliance Industries Limited, is building its pan-India True 5G network with a total investment of ₹ 2 lakh crore. Jio has prepared an ambitious 5G roll-out plan which will be the fastest in the world. By Diwali this year, Jio will launch 5G across multiple key cities, including the metropolises of Delhi, Mumbai, Kolkata, and Chennai. By December 2023, Jio will deliver 5G to every town, every taluka, and every tehsil of the country.

Jio transformed India's digital services space through its world-class all-IP data strong network with 4G LTE technology. Jio enabled the vision of Digital India for 1.3 billion Indians and propelled India into global leadership in the digital economy.

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 offering a bouquet of value-added digital services. With its revolutionary services, JioFiber will propel India to the 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, Reliance Foundation is relentlessly working towards facilitating transformative changes to ensure overall well-being and higher quality of life for all. Reliance Foundation is focused on addressing the nation's development challenges in rural transformation, education, health, sports for development, disaster response, urban renewal, and arts, culture and heritage, and has touched the lives of more than 63 million people across India, in more than 50,800 villages and several urban locations.

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

RIL complies with international benchmarks and voluntary guidelines. In keeping with the benchmarks it sets for itself, the Company 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.



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.

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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.'



Triveni Turbine Limited (TTL) is a focused and growing corporation having core competency in the area of industrial steam turbines designing and manufacturing up to 100 MW size. The Company is a market leader in industrial steam turbines up to 30 MW in India and also among the leading manufacturers of industrial steam turbines in >5 to 30 MW range globally. The Company delivers robust, reliable and efficient end-to-end solutions. The Company's ability to provide high-tech precision engineered-to-order solutions has made it one of the most trusted names within the sector.

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 75 countries around the world. 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.

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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



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EVENT CALENDAR

Event Calendar

| Event | Programme Chairman | Online | Date |
|--|---|-----------|------------------------------|
| National Management Convention | | New Delhi | 20-21 September 2022 |
| 2nd AIMA Aspire Women Speak Series | Vanitha Naraynan Independent Director and Former Chairman, IBM India Pvt Ltd | Online | 03 October 2022 |
| Gamification Workshop | | Online | 07 October 2022 |
| AIMA CEOs Delegation to Silicon Valley | | USA | 10-14 October 2022 |
| US India Conference | | USA | 11 October 2022 |
| 4th Women Leadership Workshop | | Online | November 2022 |
| Global Advanced Management Programme, USA | | USA | 27 November-03 December 2022 |
| Gamification Workshop | | Online | December 2022 |
| Innovation Practitioner's Case Study Competition | | Online | December 2022 |
| AIMA Regional Management Conclave | | Mumbai | 10 December 2022 |
| Senior Leadership Retreat | | Goa | 20 - 22 December 2022 |
| Young Managers Simulation | | Online | December 2022 - January 2023 |
| National Competition for Managers | | Online | December 2022 - January 2023 |

| Event | Programme Chairman | Online | Date |
|--|-----------------------|-----------|------------------|
| 2nd AIMA - Dr K S Basu Annual Memorial Lecture | | Online | 08 February 2023 |
| 67th Foundation Day & 17th National Management Day | | New Delhi | 21 February 2023 |
| Gamification Workshop | | Online | March 2023 |
| Pragati | | Online | March 2023 |



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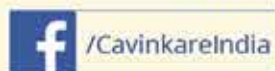
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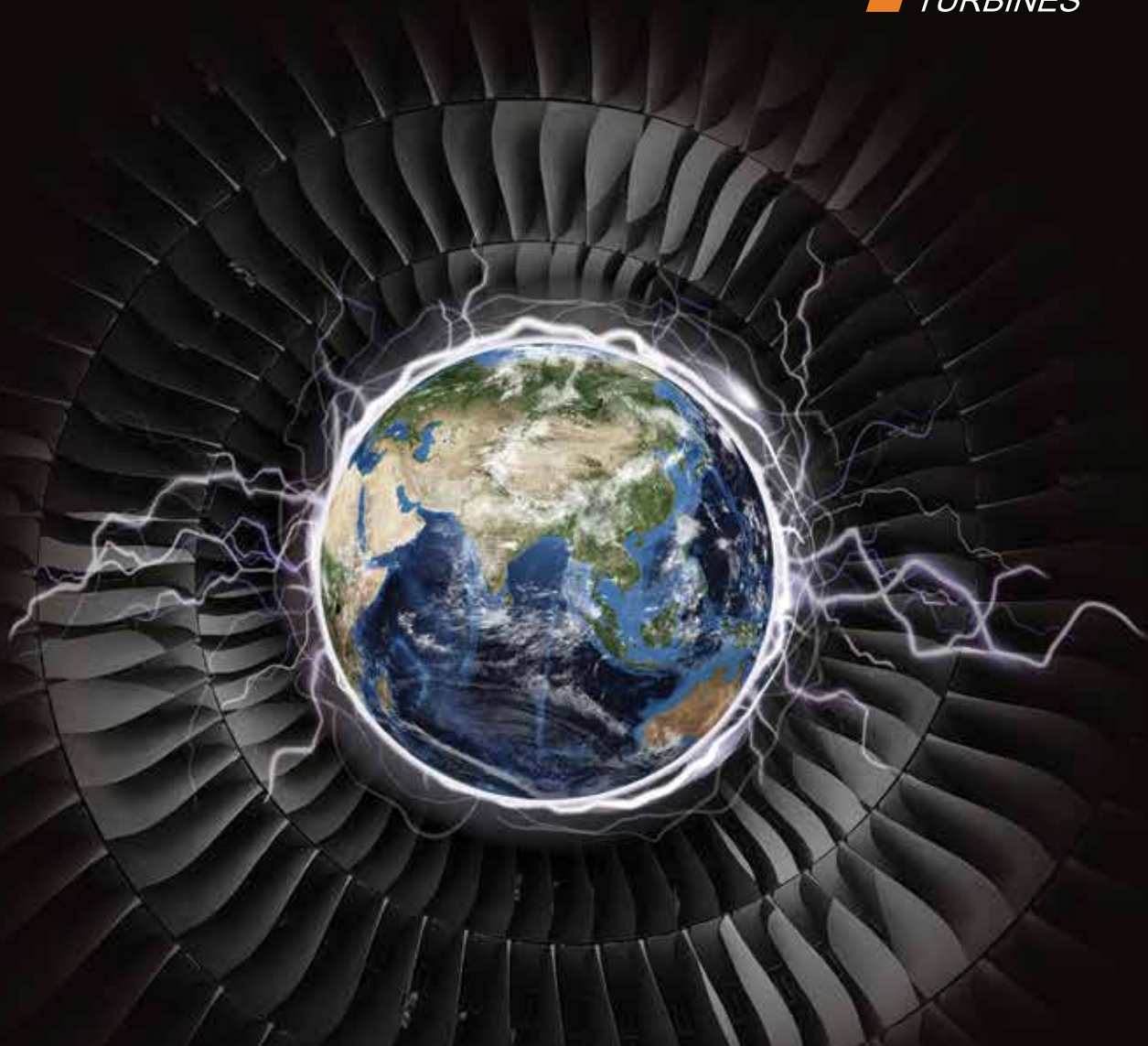
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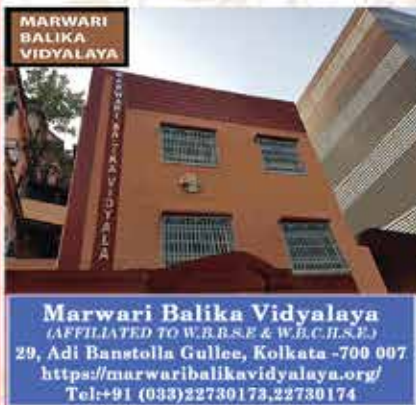


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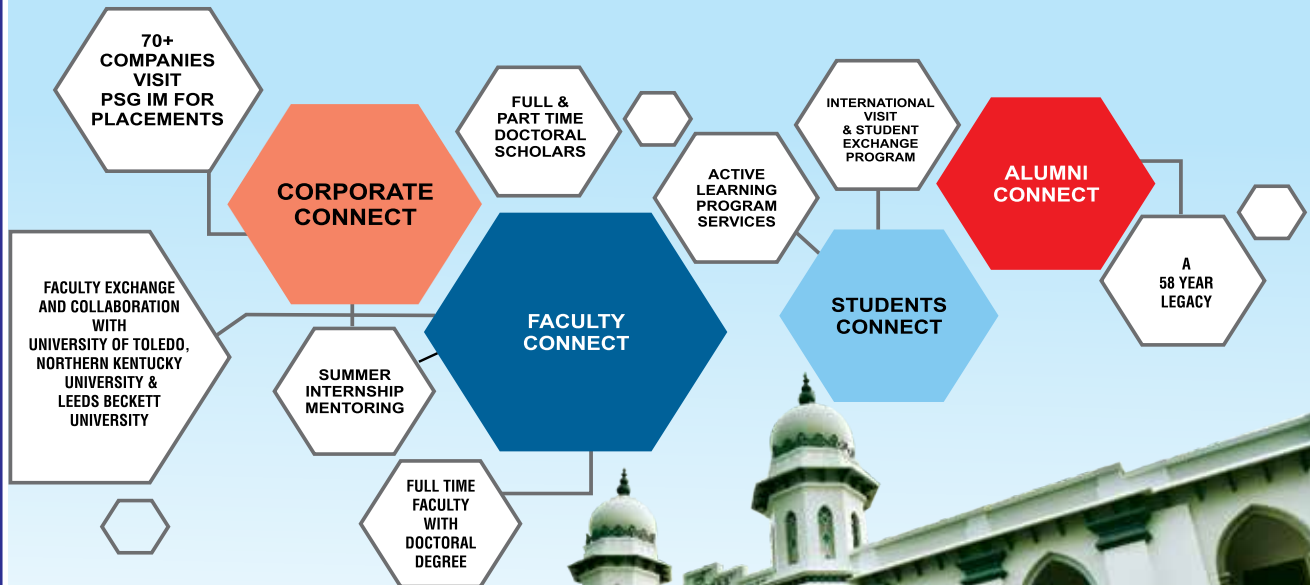
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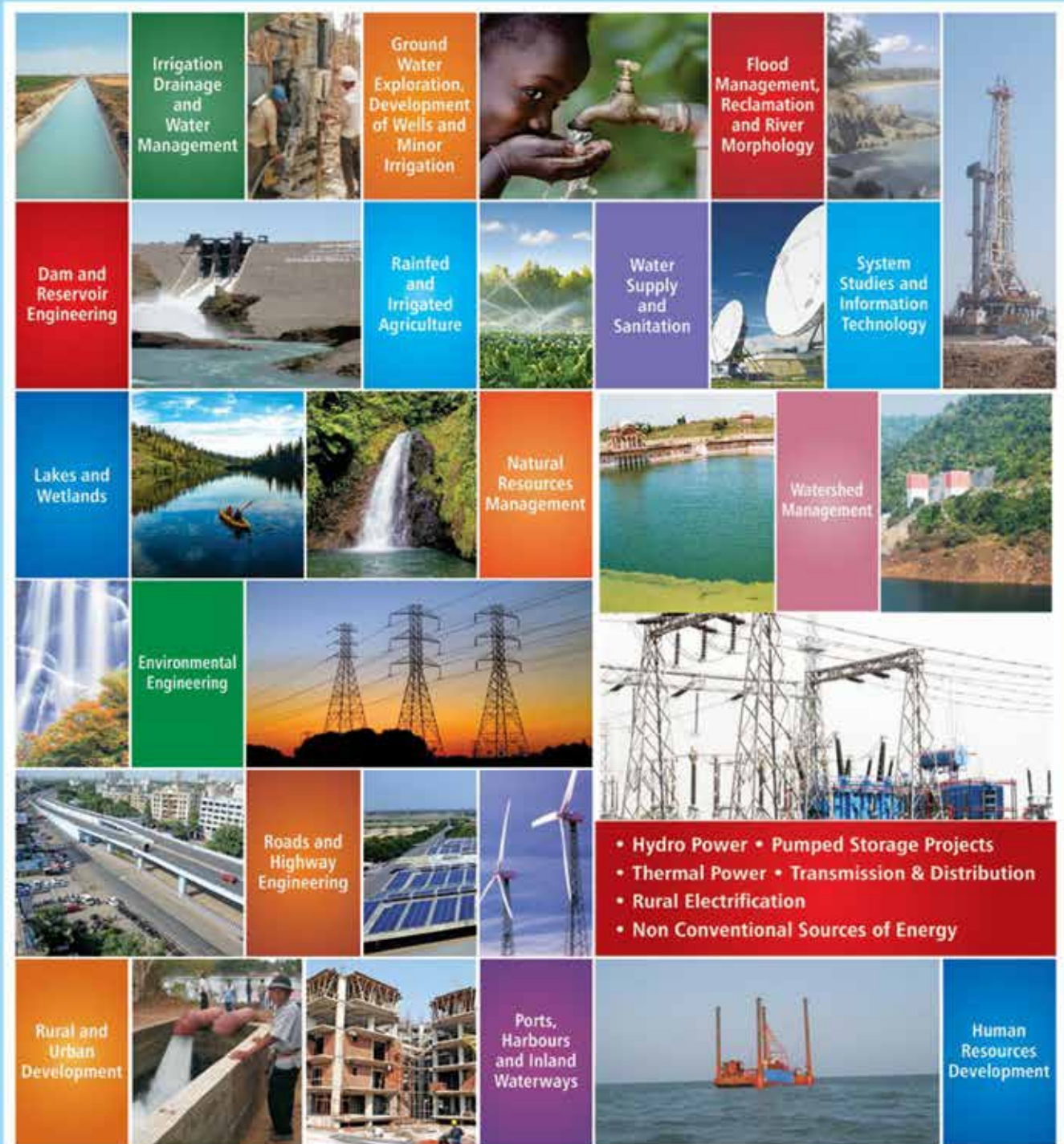
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Electives

- Operations
- Human Resources
- Marketing
- Finance

Certificate Program

- **PGCP in Business Analytics**

UNIQUENESS

- Paid Internships 4-5 Hours every day- Realtime Experience
- Case Study Based Teaching
- Personality Enhancement Programme 1 Hour per day - Mandatory
- International MBA from Multimedia University, Malaysia
- Excellent Placement Opportunities from MNC's & Unicorn

OFFERING THE FINEST BUSINESS EDUCATION SYSTEM



Awarded graded
autonomy status
by University Grants
Commission



Ranked 91 - 95
Among the top Indian Universities
by QS India University Rankings 2019



Awarded Grade A++
by the National Assessment
and Accreditation Council



Awarded 5 stars under
the Young Universities
category in Karnataka
by KSURF iCARE



Ranked 86 under Management
and 115 under Engineering
category by NIRF National
Ranking 2019



A global community
2500+ Students from over
43 Countries



300+ On-campus
placements in leading MNCs

MASTER OF BUSINESS ADMINISTRATION (MBA)

- Marketing
- Finance
- Human Resource Management
- Marketing and Finance
- Marketing and HRM
- Finance and HRM
- International Finance and Accounting
(Integrated with ACCA, UK)
- Banking, Finance and Allied Services
- Business Analytics
- Logistics and Supply Chain Management
- Operations and Systems Management
- Entrepreneurship and Family Business
Management
- Aviation Business Management
- Sports Management
- Luxury Management
- Digital Business

PLACEMENTS HIGHLIGHTS

11.7 LPA

Average Package for
Top 100 Offers

30 LPA

Highest Package
notched by students

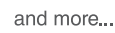
8.3 LPA

Average Package
Secured

300+

Companies hosting Campus
Recruitment at CMS Business School

SOME OF OUR GLOBAL RECRUITERS



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www.jainuniversity.ac.in +91 73376 21222



Future on Track



Funded 5.5 trillion[^] to Ministry of Railways for progress of the Nation

- IRFC - Dedicated market borrowing arm for Indian Railways
- Registered with RBI as a systemically Important NBFC-ND-IFC
- Funded acquisition on 13,258 locomotives, 79,973 passenger coaches and 2,59,709 freight wagons
- Total revenue from operations increased by 22.83% during 3-month period ending 30th June, 2022 vis-à-vis corresponding period
- Zero non-performing assets and Capital Adequacy Ratio of 500.48%
- Rolling Stock Assets worth 2.77 trillion

[^]Cumulative funding of 5.5 trillion as of 30th June, 2022



LEAD THE CHANGE

What started off as an institute in 1972 focusing on training, consulting, and research activities, Management Development Institute (MDI), Gurgaon, is today recognised as a top B-school in India.

MDI focuses on the learner. It walks towards building skill sets for a fast-changing workplace.

Learning at MDI is **Global. Digital. Experiential.**

PROGRAMMES

PGDM | PGDM-HRM | PGDM-IB

PGDM-BM | PGDM-BA | PGDM-PPM

FELLOW PROGRAMME IN MANAGEMENT

NEW PROGRAMME

ONLINE POST GRADUATE DIPLOMA IN MANAGEMENT

MDI Gurgaon launches AICTE-approved, two-year Online Post Graduate Diploma in Management (Online PGDM).

Applications Open

To apply and know more about the programme, please visit <https://bit.ly/3Lagulw>

- Accredited by AACSB, USA, the world's largest business education alliance
- First B-school in India to get accredited by Association of MBAs, London (2006)
- Ranked 13th in NIRF India Rankings 2022, MHRD (GOI)
- Ranked consistently among the top B-schools of India
- Over 70 nationally and internationally acclaimed faculty from academia and industry
- Twinning (dual degree) programme with ESCP Europe
- 80+ international collaborations with leading business schools globally
- Interactive and integrated teaching pedagogy
- Pioneer in conducting short-term and long-term training programmes since inception
- 3 Centres of Excellence to promote multidisciplinary and practice-oriented research
- Stellar placement record and strong industry connect
- Extensive alumni connect serving across the world in various capacities
- Based in millennium city Gurugram, a corporate hub of India

MANAGEMENT DEVELOPMENT INSTITUTE

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Gurugram - 122 007, Haryana (INDIA)
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TAKE A STEADY STEP INTO THE BUSINESS WORLD



POST GRADUATE DIPLOMA IN MANAGEMENT (Approved by AICTE*)

All India Management Association is the apex body of management profession in India. Centre for Management education under the aegis of AIMA offers PGDM Programme which is widely acclaimed for its strong curriculum in the industry and academic circles. It is designed not only to impart the knowledge of core subjects such as Accounting, Economics, Finance and Marketing but also lays special stress on developing skills and competencies through exposure to real business situations in the form of case studies. AIMA leverages its close linkages with the industry to assess emerging needs and factor them on to its programmes.

Eligibility

Graduation in any stream from UGC recognised university or equivalent

Course Highlights

- Teaching based on case studies to build and strengthen decision making and analytical skills.
- Contemporary course curriculum recognized by Industry.
- Library Database on AIMA website.
- Complimentary AIMA Membership and Indian Management Journal.
- Lateral Entry permitted on the basis of last Post Graduation/Master's Programme pursued in stream relevant to management education.
- 25% discount in programme fee for serving/retired officers of Armed forces.

Duration

- 2 Years (divided into 4 semesters)
- Online Registration is available, please visit <https://education.aima.in/showAdmissionForm.action>

Programme Delivery

- 15 hours of teaching per subject
- Industry Interface
- E-Learning Support (Specially designed foundation programme on economics, quantitative techniques & accountancy)

* In ODL Mode

Specializations: HR, Marketing, Finance, Operation, IT, International Business, Digital Marketing, Business Analytics, Supply Chain, Retail, Hospitality & Financial Research & Valuation Modelling.

Programme Manager

All India Management Association-CME, 15 Link Road, Lajpat Nagar-3, New Delhi - 110024
Contact: 011 47673011 | Mobile: +91 9654601397 | Email: pgdm@aima.in | Website: www.aima.in



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creating many more V-Guard homes, we offer you a product range that meets the premier quality standards and ensures meaningful consumer experiences.

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Solar Water Heater



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MCBs & DBs



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Rice Cooker



Air Cooler



Solar PowerSystem