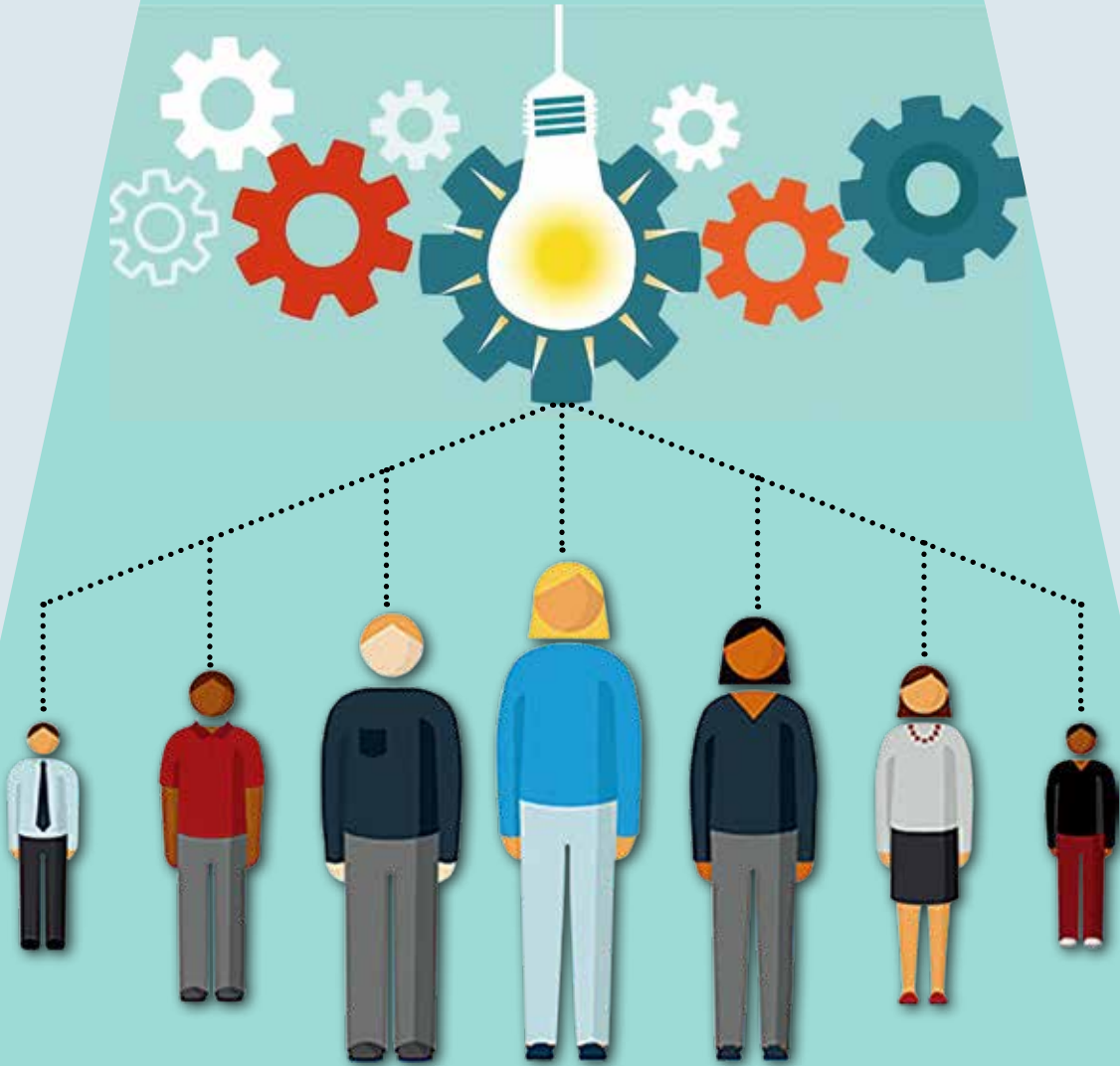


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IIMA ALUMNI SPECIAL INTEREST GROUPS NOW AND THE WAY FORWARD

SPECIAL FEATURES

Towards a
Sustainable
Campus

IIMA ARCHIVES

Prof. Prakash M Shingi and
Centre for Management in
Agriculture

ACHIEVEMENTS & HONOURS

Dr Srikant Datar (PGP 1978)
- Named Dean of Harvard
Business School

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CONTENTS



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- 02 FROM THE EDITOR**
- 03 CHANGE OF GUARD**
Prof. Saral Mukherjee as incoming Dean (Alumni & External Relations)
- 04 COVER STORY**
IIMA Alumni Special Interest Groups - Now and the Way Forward
- 25 SPECIAL FEATURES**
Board Level Succession Planning - Mr Arun Duggal (PGP 1974)

How the ERI Course Directed Disha to Start Zouk, a Proudly Indian Brand

Towards a Sustainable Campus
e-Synchrony 2020
- 38 IIMA ARCHIVES**
Prof. Prakash M Shingi and Centre for Management in Agriculture
- 39 RESEARCH AT IIMA**
Top 25 Working Papers Oct 2020
- 52 ACHIEVEMENTS & HONOURS**
Mr KV Kamath (PGP 1971) - Leading RBI's One-Time Restructuring of Loans

Dr Srikant Datar (PGP 1978) - Named Dean of Harvard Business School

Prof. Jayanth Varma (PGP 1982, FPM 1984-88) - Joins India's Monetary Policy Committee
- 54 BATCH ACTIVITY**
PGP 1970 - From Akshara (1970) to Akshaya (2020) - 50 Golden Years

PGP 1971 - 19th PGP Alumni Milan at Odisha
- 63 WE MISS YOU**
Dr Anil Kumar H - By Prof V. Venkata Rao
Professor PM Shingi

Mr. A Shreekanth (PGP 1991)

Mr. Chirag Gyanani (PGP 2019)

Mr. Vijay Vanikar (PGP 1968)
- 76 CONTRIBUTING TO IIMA**



Dear Alumni,
Greetings!

Trust all of you are keeping healthy and safe in these uncertain times. Despite the Pandemic the teaching and research activities continue in right earnest at the Institute. Teaching online is a new experience for most of the colleagues. A few of us took time to find our bearings but most have excelled in this mode of delivery as well. It has been a learning exercise for both faculty and students. Students miss the peer group interaction on campus and associated learning and faculty at times misses the energy that a live class usually generates. But overall, we seem to have managed the offline to online transition reasonably well. In all likelihood even as normalcy returns, online and blended learning are here to stay in one form or the other. The Institute is in the process of making investments to enhance the efficacy of such modes of delivering course offerings and programmes.

The MBA (PGP, PGP-FABM and PGPX) and PhD programmes were inaugurated online. The experience was surreal with multiple screens accommodating the large number incoming students. Despite the distance that the technology worked hard to overcome, the inauguration was an event full of warmth and energy as parents of several students also joined the inauguration ceremony online. The diversity in the incoming batches of the various programmes is quite high. Of the 140 PGPX participants, 28 per cent are women and about 60 per cent were either residing abroad or have had international exposure in terms of work or studies. A significant share of the participants (85 per cent) are engineers with an average work experience in diverse industries of eight and a half years. A total of 388 participants have joined the PGP. The average work experience is 23 months with 60 per cent of them having work experience of more than a year. About 23 per cent have a non-engineering academic background with degrees in Arts, Commerce and Science and 21 per cent participants are women. The gender diversity in the PGP-FABM is higher with more than 34 per cent of the 47 participants being women. The average age of these participants is 22 years with an average work experience of 20 months and only 55 per cent participants are from the engineering background. The PhD programme has admitted 23 students this year across various areas and 9 of them are women.

The construction in the new campus got delayed due to the pandemic as work had to be stopped for some time. Construction activity in that part of the campus has resumed and we hope to see completion of some buildings early next year. Meanwhile, the restoration of the faculty wings has also begun. Faculty, secretarial and research staff have been re-located to the Kasturbhai Lalbhai Management Development Centre (KLMDC) and a new temporary building constructed near the main gate of the old campus. The restoration of the faculty wings is likely to take about two years. Once the classrooms and other buildings in the new campus are in place, the classroom side of the Louis Kahn Plaza (LKP) will be taken up for restoration. As you know, the Vikram Sarabhai Library, the central part of LKP has already been restored. For the next 4-5 years, the construction activity would continue as we restore parts of the old campus and build new facilities. It has been quite challenge to undertake this activity without disrupting the regular academic schedule but we are happy with the progress so far despite the delays caused by factors beyond our control.

The activities of Alumni Special Interest Groups (ASIGs) have picked up and they have emerged as an important mechanism for alumni engagement. This issue carries a story on the ASIGs and we showcase the activities undertaken

by various ASIGs. I request all of you to get involved with ASIG activities, making them more vibrant so that alumni engagement can grow further and flourish.

With significant growth in the availability of data, business analytics has emerged as an important capability to deal with strategic and operational issues. The Institute has set up a High Performance Computing (HPC) Lab to store and analyse big data. Leveraging the lab and the skills of the faculty, the Institute has launched a diploma programme in Advanced Data Analytics which is being offered through the e-mode. This issue provides more details on this innovative programme.

I am happy to inform you that Professor Saral Mukherjee will be the next Dean (AER). To facilitate transition, we will co-manage the office till February, 2021. Professor Mukherjee will take full charge from March 1, 2021. As most of you would know, he has been at the Institute for a long time. Professor Mukherjee is one of our most celebrated teachers and his connect with current and past students is legendary. I am sure under his leadership, the engagement with alumni will deepen significantly. And all of you would be able to contribute even more to your alma mater in a variety of ways and take it newer heights.

This is my last editorial as the Dean (AER). I have thoroughly enjoyed my stint in this position primarily because of your unstinted support, encouragement and warmth. With your help we were able to initiate a few experiments. I am sure that the ongoing and new endeavours will keep you involved with the Institute and you will continue to provide innovative learning opportunities on campus, both for the students and faculty members.

The festive season is underway but the celebrations are subdued due to the times we are in. I wish you the very best for an emotionally satisfying and intellectually stimulating career and life.

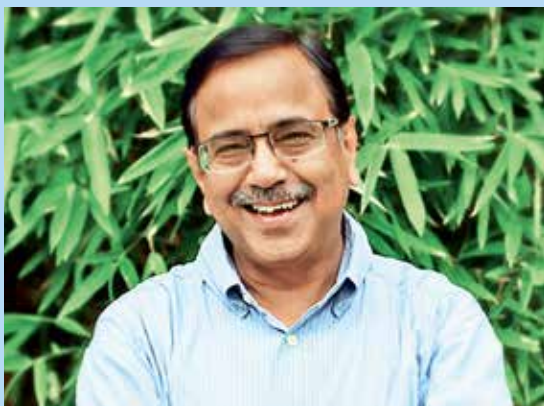
Warm regards,

Rakesh Basant

Professor of Economics

Dean, Alumni and External Relations

CHANGE OF GUARD - DEAN (ALUMNI & EXTERNAL RELATIONS)



Effective 01 November 2020, Prof. Saral Mukherjee will join Prof. Rakesh Basant as incoming Dean (Alumni & External Relations). The



outgoing and incoming Deans will work together till 28 February, 2021, after which the incoming Dean will assume sole responsibility for the position.

ALUMNI SPECIAL INTEREST GROUPS AT IIMA NOW AND THE WAY FORWARD

The IIMA Alumni Special Interest Groups (SIGs) were conceptualized in 2018 with the view to enhance Institute-Alumni engagement and create valuable networking opportunities for the alumni from different batches and programmes. During interactions with alumni in various fora, it was pointed out that apart from fund-raising the Institute does not have a framework for engaging alumni on an ongoing basis. It was also pointed out that networking and interactions among alumni were sporadic, undertaken around social events and typically restricted to graduates of specific programmes whose batches overlapped at the Institute. Consequently, the alumni are not able to derive value from networking and the Institute is not able to leverage its large and powerful alumni base. To try and address these issues, it was decided that SIGs will be created around various themes or areas for which alumni from various batches and programmes can sign up. It was expected that this large group of alumni with common areas and/or expertise would provide significant networking and learning opportunities for the participating alumni. Once formed, these groups of alumni come together, they can be used to create innovative learning opportunities on the IIMA campus, both for faculty and students.

PURPOSE OF ASIGs Apart from enhancing alumni engagement, the ASIGs simultaneously aim to create opportunities for learning and growth for alumni, faculty, and students on campus. Interactions and networking among the alumni members of the SIG would result in continuous learning (keeping them ahead of the curve), open collaboration opportunities and facilitate career advancement. In effect, the ASIGs can unlock network benefits for participating alumni. Learning opportunities in these specific areas can be created on campus through alumni participation in research, courses development and delivery, cases writing, data provision, guest lectures apart from formal and informal interactions with various student clubs and participation in student activities.

SCOPE OF ACTIVITIES The scope of activities are evolving in different ASIGs that are active. No specific

activities have been mandated but are driven by the interests of the ASIG members. Some of the activities mentioned above have been undertaken by the ASIGs but so far the main activities have been informal get-togethers, formal seminars/events in specific cities, podcasts, webinars and interaction with student clubs. Efforts are afoot to get into more impactful knowledge generation activities like case writing, lectures or teaching on campus and collaborative research. It is hoped that as ASIGs mature and their activities diversify, they can achieve thought leadership in ASIGs areas of focus, both in research and practice.

STRUCTURE In order to facilitate concrete activities and participation of the three key stake-holders – alumni, faculty and students - each ASIG is informally anchored by a selected set of persons representing the stakeholders. This structure is not cast in stone and as the SIGs evolve, one would expect to have a formalized organizational structure. Each ASIG has a coordination committee consisting of,

1. **Alumni Coordinators** 1-2 alumni interested in the SIG
2. **Faculty Coordinators** 1-2 faculty members either teaching or undertaking research in SIG related areas. The faculty may be associated with IIMA Centres working on issues related to the SIG.
3. **Student Coordinator** 1-2 students affiliated with student clubs on campus that undertake activities that can benefit from the SIG's (Student clubs have been mapped to various SIGs for this purpose)

EXISTING AND EMERGING ASIGs Alumni Special Interest Groups (SIGs) are segregated by industry and are designed to help alumni and stakeholders from a particular function or industry to network, learn, and exchange knowledge. The groups thus far include, but would not be limited to,

Existing ASIGs:

- Health sector (broadly defined including preventive and curative healthcare provision at all

- levels, diagnostics, medical equipment, policy making/implementation, drug development related activities, health education etc.)
- Data Analytics and Technology (Internet of Things, Artificial Intelligence, Machine Learning, Block chain, Virtual/Augmented reality etc.)
 - Education
 - Marketing
 - Public Policy (Formulation, implementation and impact of policies across sectors)
 - Sports Management and Business
 - Entrepreneurial Ecosystem (Entrepreneurs, Innovators, VCs, PEs, Mentors etc.)
 - Women Alumni

Emerging ASIGs:

- Infrastructure and Transport

- Energy, especially Clean Energy
- Corporate Social Responsibility and Sustainability
- Communications, Media and Entertainment
- Agri-tech and Agri-business
- Real Estate

It is expected that some of these ASIGs may create sub-groups to cater to specialized interests within the SIGs. Driven by the interests of the alumni, new ASIGs may also get created. It is hoped that over time the SIGs would become a powerful mechanism for the creation of growth and learning opportunities for all the stakeholders. Apart from providing network benefits, the ASIGs would foster creation of thought leadership by the IIMA community in research, teaching and practice.

EDUCATION - ALUMNI SPECIAL INTEREST GROUP AT IIMA

Shared and Authored by Vardan Kabra (PGP 2004), Founder and Head of School- Fountainhead School

The Education Alumni Special Interest Group (ASIG) is a group of alumni and faculty of the institute with expertise and interest in the education space. Backed by the institute, the Education ASIG aims to foster collaboration among the IIMA community (faculty, students and alumni) and the wider world of practitioners in Education space.

The Education ASIG kicked off on September 5 this year with a video call with the interested alumni. A WhatsApp group was made for collaboration and discussion afterwards, which now has 50+ members across batches from the 1970s to the most recent class of 2020. Vibrant discussions have been taking place on the impact of the National Education Policy, the pandemic, and policy issues related to education.

The ASIG has also conducted three events till the date. The launch event in October was an engrossing discussion with more than 100 alumni on “Quality education for all” with Sridhar Rajagopalan of Educational Initiatives (PGP 1993). The Education ASIG then collaborated with the Technology and

Data Analytics ASIG on two events related to EdTech: The first one was a panel discussion on “India K-12 Edtech: Hope, Hype, Happening” with four alumni with different expertise and the second event was a close group discussion with those interested in EdTech where a wide-ranging set of ideas were discussed. These events provided a forum for alumni and current students to learn from renowned people in the field of education. It has also facilitated smaller interactions through the small group meeting and the WhatsApp group.

Being a new ASIG, the vision and aims are still being worked out but the Education ASIG hopes to connect and engage the alumni with the current students and faculty on education related issues such as the National Education Policy, EdTech, education for all. It is hoped that the ASIG will allow students and alumni to find and collaborate on opportunities in the field of education. The ASIG is open to all interested alumni who have an interest in the field of education as well as those who would like to take leadership in its activities.

HEALTHCARE - SPECIAL INTEREST GROUP AT IIMA

With Contributions by Shweta Mani (PGP 1999), Tushar Singh (PGP 1999) and Ulhas Joshi (PGP 1977)



A glimpse from IIMPACT Health Conference - an event planned as a joint initiative between the IIMA Healthcare SIG and TiE Mumbai in Nov 2019

The idea of IIMA Healthcare SIG was mooted in 2018 as an important IIMA-alumni-focused initiative by Prof. Rakesh Basant (Dean - Alumni & External Relations).

Unaware of what calamity was soon to hit the world, a group of healthcare-focused IIMA alumni (and, many of them are at the helm of affairs in various healthcare organizations), jumped at the opportunity to form a Special Interest Group for Healthcare at IIMA. The core team comprised Prof Viswanath Pingali, Prof Rajesh Chandwani, Mr Sudarshan Jain and Mr Manish Gupta. They moved speedily and the IIMA Healthcare SIG commenced its activities in February 2019.

INITIAL EFFORTS FOR THE IIMA HEALTHCARE SIG The initial core-team conceptualized the formation of the SIG, and its functioning with a four-fold-focus:

- 1) providing inputs for healthcare policy

formation

- 2) creating a platform for industry-academia-government interaction
- 3) enabling thought leadership initiatives
- 4) actively supporting healthcare entrepreneurship

Beginning with Alumni-chapter-wise pre-meetings, the initial efforts culminated in a formal kick-off session took place at IIMA in February 2019. This Kick-off meeting facilitated the understanding of the SIG's purpose, as well as classification of member-alumni according to their areas of interest or current engagement in the healthcare space.

Mr Anurag Choudhury (Head - Alumni and External Partnerships) and his office speedily compiled a list of over 150 interested alumni. It was so delightful to note that the engagement profile of the healthcare-interested

alumni members provided a broad representation of a number of healthcare specific areas – Health-tech entrepreneurship, Hospital care, Pharmaceutical industry (formulations and API), Medical diagnostics and devices, Healthcare-focused Private equity funds, experts from academia and healthcare consultancy, and persons engaged in healthcare specific policy matters.

To enable even more convenient interaction in the Healthcare SIG, alumni were invited to join a special WhatsApp group “IIMA Healthcare SIG”. Already this WhatsApp group has over 130 members actively participating. The group interactions are high and this has become a useful platform for healthcare-related knowledge and networking. And, very soon, a number of activities were taken up actively. Some of the activities or events are described here.

PANEL DISCUSSION AT IIMA As a part of the SIG’s endeavour to engage with IIMA’s current students, a Panel Discussion on the Healthcare Sector was held in August 2019 at the IIMA campus. This was ably organized by IIMA’s Panacea team and the IIMA Alumni & External Relations team. The panel comprised,

- Mr Sudarshan Jain (PGP 1977), Secretary General, Indian Pharmaceutical Alliance & Former MD of Abbott Healthcare
- Mr Manish Gupta (PGP 1998), Co-Founder & CEO of Indegene
- Ms Meenakshi Nevatia (PGP 1994), Managing Director, Stryker India Pvt. Ltd.
- Rajiv Sharma (PGP 1996), CEO Sterling Hospitals

The panel discussion was moderated by Prof Viswanath Pingali. Besides describing their respective segments of the healthcare sector, the panel members highlighted the opportunities for aspiring healthcare-interested students in each segment.

ACADEMIC & RESEARCH PURSUITS OF OUR SIG MEMBERS Meanwhile, significant academic and research work in the healthcare sector were taken up.

Prof Arvind Sahay (PGP 1989) led a major study whose conclusions would have a significant impact in the government’s pharmaceutical pricing policy. The study titled “Impact of Drug Price Control Order (DPCO) 2013 and National List of Essential Medicines (NLEM) 2015 on Access and Affordability of Medicines in India”, (submitted in March 2020 to the Indian Pharmaceutical Alliance by Arvind Sahay & R Raghuram), provides key insights to assess the efficacy

of price regulation on affordability of and access to medicines.

Subsequently, in August 2020, Prof Arvind Sahay released his new case study “Dealing with the Coronavirus: Pharma Industry and Government Collaboration in India”, after his thorough study of the subject during the initial period of the pandemic. This case study was subsequently followed by a webinar where Prof Arvind Sahay is in dialogue with Mr. Satish Reddy, Chairman of Dr. Reddy’s Laboratories & President of the Indian Pharmaceutical Alliance.

Prof. Viswanath Pingali, along with his co-authors (Prof. Amit Karna and Prof. Shamim Mondal) have been working on the impact of policy uncertainty on the pharmaceutical markets in India. They find the Indian firms are able to withstand an uncertain policy environment much better than the firms from the OECD countries. The study is currently under review at a major academic journal.

HEALTH-TECH SUMMIT IN MUMBAI Our SIG’s focus on Healthcare Entrepreneurship received a boost through a major event planned in Mumbai in November 2019. The event planned was a joint initiative between the IIMA Healthcare SIG and TiE Mumbai - aptly named IIMPACT Health Conference – The Digital Transformation of Healthcare.

This marquee healthcare conclave was organized to promote, connect and foster the healthcare startup community among their peers and large Healthcare Companies. The conclave consisted of a start-up showcase that included 40 of India’s most promising Health Tech start-ups and an all-day conference that was attended by over 250 entrepreneurs and leaders of Industry. The event was hosted by Abbott at their





India headquarters in BKC, Mumbai on 30th November 2019.

The platform was dedicated to discussing how digital revolution continues to transform healthcare in fundamental ways. India is seeing its own digital health revolution. The speakers shared insights on the rapid growth of e-pharmacies, preventive health through wearables, use of AI to deliver treatment, clinic management via cloud-based platforms, rapid expansion in the use of big data, amongst others.

Prof Rakesh Basant of IIM-A kicked off the event and set the context, followed by Mr. Amit Mookim, TiE and Mr. Jawed Zia, Abbott. Mr Pankaj Patel, Chairman – Zyclus Cadila delivered the inaugural address.

Prof. Viswanath Pingali, highlighted how technology will play a major role in improving the quality of care and pointed out that the next challenge in health-tech would be to provide healthcare access to the whole population.

Mr. Gautam Kumra, Managing Partner India - McKinsey & Company pointed out that patient centric ecosystems can unlock full continuum of care.

Mr. Prashant Gupta, Regional Business Lead, Healthcare, Microsoft Asia emphasized that organizations building healthcare solutions face significant challenges as the data needed for modern solutions leveraging advanced analytics and machine learning, can be difficult to access and is often segregated into different silos. The ability to digitally capture, annotate, and combine data to apply machine learning will transform the delivery of healthcare.

Ms. Alka Goel, Founding Partner of Healthcare Fund Alkemi Ventures moderated a panel discussion on 'The opportunities and challenges in healthcare'

with founders of young start-ups and incubators like igenetic, PharmEasy, Healthifyme, Doxper, myUpchar and BIRAC during a panel discussion on 'Scaling Healthcare Startups.' They believed that there are ways in which startups and large companies could come together to innovate and shape health sector.

Deepak Jayaraman, curator of award-winning podcast 'Play to Potential' chatted with health-tech entrepreneurs, Manish Gupta, Founder, Indegene and Vishal Gondal, Founder, GOQii, shared their respective journeys and insights into entrepreneurship, highlighting the diversity of the health-tech sector.

In a session dedicated to showcasing the best start-ups in India, 3 start-ups, curated from a list of 45+ applications by CIIE and TiE, were invited to present to a Panel of VCs and Industry Leaders. The winning start-up 'Endimension Technology' focused on an AI based approach to diagnosing lung cancer.

In a power-packed panel moderated by Mr. Vikas Bhadoria of McKinsey, 'Using Technology to Disrupt Established Business,' Mr. Jawed Zia, the then head of Abbott's pharmaceutical business in India, predicted that technology would influence the quality and efficiency of services for better patient outcomes across the continuum of care. In the same panel discussion, Dr. Om Manchanda, Dr. Lal Pathlabs stated that Labs are getting closer to patients and emphasized the need to cater to the bottom of the pyramid. Ms. Meenakshi Nevatia, Stryker, shared her experiences and provided an understanding of the medical devices market with the audience on the differences between devices and medicines. Mr. Gautam Khanna, Hinduja Hospital, resonated the need to focus on the quality of outcomes. Mr. Venkat Changavalli, Advisor, Govt. of Telangana, highlighted that to make public private successful, the 3 Ps should be in place - political will, public servants who are willing and private partner who is capable and willing.

The Closing Keynote Speaker, Shri J Satyanarayana, Former Chairman, UIDAI and Chairman, NDHB Committee underlined the importance of creating an ecosystem rather than standalone systems. He stated that national digital health blueprint is a first step in building a digital health ecosystem in India.

Co-author of the book Bridigital Nation, and closing Keynote Speaker Roopa Purushothaman, Chief - Economist, Tata Group indicated that India's technology transformation can be different given that India's



context is different. Other challenges in the country are driven by physical gaps and suboptimal system. India has a significant gap specifically in healthcare. This gap can be bridged through technology which needs to be specific to India's context. Professor Arvind Sahay and Mr Sudarshan Jain also addressed the very well-participated conclave. Significant to note were the tremendous and tireless efforts of SIG members Ms. Shweta Mani, Mr. Tushar Singh, Ms. Shreeya Jayaraman, Dr. Rohan Desai, Mr. Kalpen Shukla and others in organizing the Health-tech summit.

AT THE FOREFRONT TO HELP TACKLE THE COVID-19 PANDEMIC Even as the SIG concluded a year of functioning, more activities were planned, to be suddenly disrupted by the Covid-19 pandemic. But, who could have thought that this pandemic would trigger so many significant activities by SIG members in all the four focus areas of the SIG, in such a short time period. Some of our SIG members played a significant role in various areas, some of which are listed below:

Dr. Dinesh Dua (PGP 1979) contributed on multiple fronts in the multiple positions he holds in the healthcare industry. In his roles as Chairman of Pharmexcil &

Chairman of the Lifesciences Committee at CII, his diligent interactions with ministers and bureaucrats helped resolve initial issues related to the pharma industry's supply chain, and this helped in ensuring smooth inter-state movement of RM, FG and essential services. In the matter of supply of HydroxyChloroquine and Paracetamol, he put forth to the government, both domestic and international considerations, which facilitated the critical decisions taken.

Srinivas Lanka (PGP 1985), senior pharma industry professional and Director on the board of well-known pharma companies, participated in committees of various ministries, including the one that facilitated the financial package to enable self-reliance in the Indian pharma industry. He was able to identify repurposing of one drug, which is currently under testing. He proactively created a discussion platform for over 100 scientists and doctors, and their suggestions aided ministerial deliberations and decisions. He also highlighted alternate medicine route for Covid-19 for consideration by the government's AYUSH department.

Sudarshan Jain (PGP 1977)'s efforts during the pandemic were visible on multiple fronts. As Secretary General of the Indian Pharmaceutical Alliance, he closely interacted with government and other public

agencies, pharma industry associations and all other key stakeholders, in closely monitoring demand and supply of medicines, and helped ensure adequate stock of APIs, finished product formulations and channel availability. He also interacted with the International Generic and Bio-similar Medicines Association, the WHO, the Association of Affordable Medicines in the US, Medicines for Europe, and others, to understand any potential impact on supply of medicines globally. And, for about 15 essential drugs, coordination between the government bodies and members companies has helped ease medicine availability issues domestically, even as India continues to help nations in need of medicines.

Prof Chirantan Chatterjee was actively involved the Virtual Healthcare Research Seminar Series 2020-21 of IIMA's CMHS, of which he is Chairperson. The virtual seminar will continue for some more months. Chirantan published various articles related to the pandemic. CMHS also launched Healthcast, a new podcast on Global Health and India.

Rajiv Sharma (PGP1996), Group CEO & Director-Sterling Hospitals and his team faced a challenging situation at their hospital with sudden increase in number of COVID patients. Their efforts focused on multiple fronts - segregating COVID and non-COVID cases, speedy arrangement of appropriate safety gear for healthcare providers, appropriate sanitization of facilities, training and counselling of sample collection for COVID tests, and protocol for patient care. They used the opportunity to accelerate implementation of technology (tele-health, video consultation and so on) across their locations and facilities.

Dr Rohan Desai (PGP 2010), Founder & CEO of PlexusMD developed a free online training program; "Certificate Course in Management of Covid-19 (CCMC)" in collaboration with the Government of Gujarat. PlexusMD facilitated preparation and delivery of the modules, in English, Hindi and Gujarati, by senior doctors and nurses with first-hand Covid-19 management experience. A large number of doctors, nurses and healthcare workers enrolled and completed the course. Rohan is now all set to roll out this training program to any other government or private healthcare facility.

Siddharth Shah (PGP 2012), Founder & CEO of India's largest digital healthcare platform - Ascent

“ But, who could have thought that this pandemic would trigger so many significant activities by SIG members in all the four focus areas of the SIG, in such a short time period. ”

Health and PharmEasy, used their proprietary technology for automating the Corona Virus Control Centre at the Municipal Corporation of Greater Mumbai. Among various things implemented, CovidAssistBot was their AI powered self-assessment Bot as per government guidelines. Their DocOn system was implemented to create and digitize the entire work flow for efficient monitoring and patient management for Covid patients at Mumbai's Kasturba Hospital. Also commendable was their campaign of gifting of masks to healthcare workers.

Dr. (Maj.) Mukund Kulkarni (SMP 2018-19) conducted many healthcare-focused activities during the lockdown, notable ones being his free tele-consultations, blood donation camps, Covid-19 testing for BOP population, and Covid-19 online and offline awareness programs.

Mangesh Wange (PGP 1994), CEO of Swades Foundation, engaged with the Government of Maharashtra and the district civic authorities in meeting the medical and personal protection equipment (PPE) requirements of healthcare workers and police personnel. They also provided daily essentials to the district tribals and urban migrant labour and slum dwellers. Well appreciated was their offering of cooked meals to Covid healthcare warriors at hospitals.

Shreeya Jayaraman (PGPX 2011) along with women from various IIMs came together to help in transporting over 400 migrants to their homes, and also provided masks, sanitizers, food and water for their journey. Their efforts had a good response.

Sumant Bhadoria (PGP 2009)'s company Alfatek Systems, is involved with industrial rapid prototyping services, with special emphasis on 3D-bio-printing and additive manufacturing. During the Covid pandemic, they geared up their 3D printers to manufacture face shields, and promoted open sources designs for various

Covid equipment and hand sanitizers. Alfatek Systems also partnered with multiple entrepreneurs to provide PPE products at competitive prices.

During the lockdown period, Shrihari Shiddhaye (PGP 1992), Founder and Director of NextPlan Consulting, provided a platform for sharing thoughts related to the likely post-Covid work scenario. His well-attended healthcare focused webinars had significant inputs from pharma professionals in our SIG, like Ashok Jain (PGP 1980) - Executive Director of Micro Labs, Sudarshan Jain (PGP 1977), Siddharth Shah (PGP 2012), Prof Viswanath Pingali and others.

Harkesh Dabas (IIMA 2011) is supporting a large program in the Ministry of Health in building and implementing a country-wide program management platform to support care and treatment.

WEBINAR SERIES Towards enabling thought leadership activities, a plan is already in place to conduct monthly webinars through our SIG.

The Healthcare SIG webinar series commenced with a webinar in early September 2020 'Government Industry Collaboration During Covid-19 and Way Forward for the Industry'. Prof. Arvind Sahay spoke with Mr. Satish Reddy, Chairman of Dr. Reddy's and the President of the Indian Pharmaceutical Alliance on two broad aspects:

- 1) How did the Indian pharmaceutical industry, the relevant industry associations and the Indian Government come together to keep the pharmaceutical sector going at full steam?
- 2) Steps needed to ensure that the industry builds a sustainable advantage in order to not only maintain its position as "pharmacy of the post-Covid-19 world" but also enhance it substantively. The webinar was very well attended.

The next webinar from our SIG in October 2020 was on "Investors' Perspective on Opportunities in Healthcare", moderated by Mr. Manish Gupta, Co-Founder & CEO of Indegene. The panelists were Mr. Shashank Singh (Partner & Head of India, Apex Partners LLP), Mr. Dhiraj Poddar (MD, Country Head - India TA Associates) and Dr. Prem Pavoov (Partner & Head of India, Eight Roads Ventures). This webinar, too, was very well attended.

More webinars have been planned during the months ahead. These webinars will cover a wide cross section of topics and personalities in the Indian

“ With its reach and scale across the globe, and with its demographic advantage, India will continue to play a prime role in all areas of medical care. ”

healthcare scenario.

We offer our humble tributes to the late Mr. D G Shah, an alumnus of IIMA (of the earliest PGP batch at IIMA), a senior Pharma industry professional, who after heading Pfizer in India, was Secretary General of the Indian Pharmaceutical Alliance. He played an important role in the initial phase of our conceptualizing efforts for the IIMA Healthcare SIG. In his memory, and to promote professional educational initiatives in the area of healthcare, the "IPA-D.G.Shah Best Public Policy Paper Award" has been instituted, supported generously by the Indian Pharmaceutical Alliance. Tarun Jain, Associate Professor of Economics at IIMA, was awarded the "IPA-D.G.Shah Best Public Policy Paper Award- 2019" for the papers:

- 1) Social connections and tertiary health-care utilization
- 2) Female leaders and their response to the social environment

WE HAVE MILES TO GO..... BEFORE WE SLEEP

India has been recognized, the world over, for the commendable role played during the current Covid crisis. With its reach and scale across the globe, and with its demographic advantage, India will continue to play a prime role in all areas of medical care. Be it indigenization of medical requirements (such as for personal protection equipment) or playing the role of pharmacy of the world, the current situation has shown how Healthcare promises to be the most happening sector for many years ahead....with numerous exciting career and business opportunities. Our SIG will continue to proactively initiate activities and events to achieve its objectives.

We welcome more IIMA alumni, with interest and current or past association with the healthcare sector, to join this vibrant group of pharma professionals, working together with the common goal of promoting the growth of the healthcare sector.

PUBLIC POLICY - ALUMNI SPECIAL

INTEREST GROUP AT IIMA

PP ASIG aims to act as a bridge between the institute community (teachers, students, alumni), the practitioners and experts of Public Policy, to impact and influence the policy through exchange of views and knowledge.

THE BEGINNING When a group of WIMWIANS gather, we find ways to change the world, if only to change the world around us. This is both our training and our legacy, for IIMA has always been at the forefront of policy decision making in the country. Professors have contributed to the design process, shaping the contours of policy, and many alumni have been part of the policy making framework across decades, either as part of their core role, or via consultation and expert committees or as part of industry bodies.

To gather with our shared interest in policy was the next logical step, and the policy hub of Delhi was the natural location for the meeting in early October, 2019. The vibrant exchange of views, backed by evidence, examples, practice and purpose was focused on building a shared space where we could all contribute to public policy in constructive ways.

There was a range of experience in the group - some had retired from policy positions, others had just been recruited into the formal world of policy. The government's new lateral entry had just been actioned, and we had representatives from there, as did we have representatives from civil society who had worked on public policy research and action for decades. A wealth of experience of success and failure as Officers on Special Duty with Union Ministers, as professionals with agencies, as consultants, and, as academics lent heft to the discussions. As we progressed the discussion, we realised that there was much to contribute to the policy discussion. The key question was then about strategy and process - where and how should we make a start, and which efforts would be sustainable in the future.

The group has progressed a lot since that first discussion. We have had both internal and public discussions. While the discussions within the group help us understand and navigate policy issues outside of our core domains, we also extend these discussions to the wider community. The discussions within the group are about sharing learning, as we seek and explore a deeper understanding of the problems and possible solutions. The discussions that are shared with the

public focus on known faces, and their experience with navigating policy structures to do good. The discussions have been wide ranging, as are all policy discussions, but also pragmatic with a great deal of depth as they are led by domain experts.

BACKGROUND The Public Policy SIG has been one of the first of the alumni groups to align in this avatar, and has been able to lead and support subsequent SIGs in their endeavours by sharing both pace and outcomes. Its cautious start belies its enormous potential that was tempered in part by this being the year of the pandemic. Despite restricted circumstances, the SIG zoomed forth online and enabled discussions on myriad issues of import at the national level. There is much that we can do together as alumni, and as we go further down the path of enabling policy makers for social good, we realise how many of us have been doing excellent work over the decades in this area. This has been a journey of discovery of the impact of our institute at both the national and regional level - and the stories we find are truly inspiring.

As the Public Policy SIG reflects on its solid start, it must realise that this has to lead to something even more substantial, given the potential within the group. From simply sharing stories to debating difficult policy positions to creating pathways for the future - there are many things that can be done. This is an ongoing discussion, for policy necessarily follows the needs of the people, and must therefore grow in line with these needs. The PP SIG stands at a vantage point in this discussion, realising the potential to make it better.

ACTIVITIES In the last seven months, the world has changed immeasurably, opening up vast opportunities for public systems to react to the unprecedented Covid-19 pandemic and the resultant economic challenges. For the nascent ASIG and its members, this has meant having to sprint while still learning to walk. And the ASIG is delivering. The group zoom-meets every Saturday for an hour-long virtual brainstorming

session wherein individual members share their work and ideas, and then discuss what activities the group can take up both in the short and long term. The SIG WhatsApp group buzzes with new ideas and reports of activities tried and the results.

The group identified a set of quick value-adds for dealing with the crisis, including identifying model response structures and practices across a number of sectors, districts and countries. Individual members started feeding these inputs to policymakers in their networks. Through the JSW School of Public Policy that the ASIG is working closely with, a set of academic student projects involving faculty and alumni are being developed. An effort was kicked off to find internship placement opportunities for IIMA students whose offers were rescinded due to Covid-19.

Simultaneously, a longer-term agenda is being put in motion. Individual members have started compiling ideas and norms for the longer-term “new normal” in their respective sectors and fields of work. Research projects are being initiated in which SIG members work with the JSW School faculty and students to come out with analytical insights that will inform policy.

The ASIG is working to increase the depth and scope of its activities by creating a network of experts within and outside the alumni community who can contribute insights, knowledge and networks. The members are planning events to bring together leading experts under the aegis of the ASIG. The ASIG has taken the first step in this direction by organizing a webinar series during July-September 2020, bringing in experts from different areas to share their perspective on policy making and impact of Covid-19 on various sectors.

SUMMARY OF WEBINAR SERIES The objective of the webinar series was to provide a platform for discussion, knowledge sharing between the public policy community of the institute and practitioners and experts of the field. The theme of the series was carefully chosen to influence the ongoing policy discourse. The webinar series was focussed on the topics like People centric policy making, Collaboration in policy making, Atmanirbhar Bharat and impact of Covid-19 on key sectors like Agriculture, Infrastructure, Education and Employment.

The format of the webinar was designed to facilitate greater exchange of views and opinion. The webinar was in a form of conversation between the expert speaker and professor/alumni of the institute. The panelists then took the questions from the audience to further clarify their views. At the end of each webinar,

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PP ASIG published a note to capture the gist of the discussion and also added PP ASIG perspective on the topic of discussion.

The summary of the various discussions have been provided in the following paragraphs:

Prof. Rama Bijapurkar (in conversation with Prof. Akshaya Vijayalakshmi) spoke on “**Public Policy: By the People, For the People**” on July 25, 2020. She challenged the audience to re-define public policy in a way that embeds a “people-first” view in its creation and design, measures success based on “people’s outcomes” and not just aggregate supply side outcomes, and constantly re-shape its underpinning mental models of people it serves by keeping up with contemporary societal changes and values. She posited that the “Dharma” of public policy should be to ensure the safety security and well-being of all people – especially those who most need to be served, and in a way that is directed by the Constitution of India. She threw up innovative ideas on how to collect and focus on people-centric data and on segmenting policies based on “people”. She concluded by challenging the JSW Public Policy School to leverage the problem-solving DNA of IIMA and aim high to research, debate, and solve complex and important problems of critical local importance.

PP-ASIG perspectives: India is not a homogenous country - it has famously been said that every fact, and its opposite, are true for India. We are the fifth largest economy with the second highest population - and that creates fabulous macro numbers with not-so-rosy de-averaged micros. The key takeaway from this session was that what appears to be the lived reality for the minuscule section of the professionally-employed population of the country could not be more far-removed from how the other nine-tenths of India lives. Taking inputs from and understanding implications of a policy on a wider group is vital. An important follow-up of this event

“ **Data collection, analysis into insights, and dissemination of policy recommendations are important roles for the development of society through effective policymaking.** ”

would be to engage more closely with policymakers (bureaucrats and politicians) to see how the process of input taking and feedback works - and what needs to be done to make that process stronger. Democracy in India works wonderfully to give its citizens a chance to give direct feedback to their representatives at various levels of government to their needs and wants. Do we have the right forums for processing and analysing such feedback? Do we have the right analytical or political tools to make the trade-offs inherent in any policy design? Why does the implementation of the policy not work as smoothly as planned or imagined: is it the case of poor design or lack of state capacity? The paucity of data, and more important, the paucity of funds to collect and analyse data was highlighted as a key challenge. Data collection, analysis into insights, and dissemination of policy recommendations are important roles for the development of society through effective policymaking. Academic institutes like IIMA, the JSW Public Policy School, and the alumni special interest groups can play a key role in making this a reality.

Sanjeev Sanyal (in conversation with Prof. Sebastian Morris) spoke on **Atmanirbhar Bharat** (“self-reliant India”) on August 22, 2020. He set the context by explaining the Indian government’s response to Covid-19: a “barbell strategy” to hedge for the worst-case scenario and then take gradual recovery steps. This resulted in a supply-side approach with a focus on saving lives and safety nets for the most vulnerable. Understanding that the post Covid-19 world will have its own geopolitics, supply chains, and consumer behaviors, India must be (1) willing to change in a non-ideological way, (2) self-reliant, and (3) willing to innovate. Such self-reliance is neither a return to the 1950s model of import substitution nor a return of Sarkar-nirbhar Bharat (government-dependent India) but is a strategy to protect national interests. This philosophy encompasses the willingness to undertake measures (both orthodox and unorthodox) to protect and further national interest. The government will not pick winners: it will intervene

only where there is an overwhelming need for it to step in - and not in all sectors. The government expects almost all sectors to stand on their own feet.

PP-ASIG perspectives: Atmanirbhar Bharat is articulated in the language of national interest. Defining “national interest” has traditionally been contentious and subject to frequent changes: who defines it, how, in what context, how it evolves, what purpose it serves. Not all segments of the government work at the same pace or are equally equipped for fast change: a point that came up in the discussion was the administrative structure that is designed as territorial while the need during the lockdown was functional. A clearer, sharper, more agreed and implementable definition of ‘national interest’ will clarify and strengthen the philosophy of self-reliant India. The articulated barbell strategy of the government offers some degree of confidence. Detailing what aspects of feedback were considered, what paths were charted out, how the evolving situation led certain decisions over others will make for a fascinating economic history and offer building blocks for any strategy that might be required in future when an event with deep uncertainty strikes. The JSW Public Policy School can consider developing one or more nuanced case studies for both business schools and public policy schools that could focus on fleshing out many rich perspectives that an hour-long discussion cannot. India has benefitted from some cross-pollination of talent between the private and public sector - of which Sanjeev is a very good example. The government is increasingly more open to the idea of “lateral entry”. Much deeper engagement with the private sector and harnessing its talent for policy formulation and implementation can help bring new and important perspectives and energy as India charts its economic and geopolitical strategy under Atmanirbhar Bharat.

Prof. K. VijayRaghavan (in conversation with Prof. Rakesh Basant) spoke on **“How policy, business and academia can collaborate better”** on August 14, 2020. He summarized the evolution of human society and industrial growth through an intermingling of policy, politics, economics, science, technology, and industry. The emergence and evolution of life, civilization and technology have led to and survived a multitude of upheavals, including major wars, famines, and pandemics. This had established certain “boundary conditions” - including functioning markets and global supply chains. “Historians of the future” hold the view that humans could load the evolutionary dice in their favor because

we can engineer nature and wield the paintbrush that controls the future of the planet. However, our ability to greatly reduce entropy and create order in small parts of the world comes at the expense of disorder in other parts of the world: vast inequalities in wealth and quality of life. Major industrialists and consultants have primarily looked at the story of world progress from a solely economic lens (“achieve maximum return at minimum cost”) and are oblivious to other critical factors: environment, climate, biodiversity. Covid-19 has altered the “boundary conditions”: markets are disrupted and supply chains are broken. Today, there is an active discussion on whether it is now time to repurpose our economics to factor in the costs to our world and nature but this begs the question: Who will bear the costs? Tools that could help to institute a “new world order” or “new normal” include artificial intelligence, big data, and localized design-centric manufacturing. These will open up enormous R&D opportunities and latent export value that can be unlocked by India.

PP-ASIG perspectives: IIMA PP ASIG represents a unique amalgamation of academia, business, and public policy. Forums like these can work closely with each of these sections of society to bring together their expertise and concerns to the table. We aspire to be a “safe house” for data-based, long-range, policy formulation ideation and iteration forum. “Politics-resistant policy” may be utopian - we can at least strive to make it “data and insight driven policy”. India has seen significant focus on data: intense debates on data privacy regulations, especially following the dramatic increase in consumption of mobile data as prices collapsed, increasing availability of data science professionals and well-funded start-ups, etc. It is imperative for us to grab this new opportunity to create new jobs and also create alternative improved futures. The emphasis on Atmanirbhar and local manufacturing could be helped by the increasing shift to design-led localized manufacturing. If the manufacturing capacity moves physically closer to the consumption market which would typically be the richer/developed economies, India will need to find a way to remain deeply integrated in the economic global value chains serving the final consumer. India needs to leverage its IT sector and talent pool to be a key contributor to the new business models of “add value from anywhere”. The R&D investments in India is low at 0.6% of GDP. While the impetus to increase this spend does lie with the industry (as is the case with advanced economies), this needs to be nudged along by the government (via fiscal incentives) and academia (by

“ It is imperative for us to grab this new opportunity to create new jobs and also create alternative improved futures. ”

focusing on local and practical challenges).

Mr. Vinayak Chatterjee (in conversation with Prof. Ajay Pandey) spoke on “**Financing India’s Infrastructure**” on July 4, 2020. Ever since liberalization in the early 1990s, one of the factors identified as an impediment to economic growth has been infrastructure deficit. In December 2019, the Government announced the NIP (National Infrastructure Plan), indicating that India will invest approx. INR 20 lakh crore per annum in infrastructure. Since Covid-19, the situation has changed dramatically given the central and state governments’ limited fiscal windows, low private investors’ interest, dead Public Private Partnerships for infrastructure investments, lack of foreign capital preference for buying existing assets, and large-scale unemployment and uncertainty that impose huge humanitarian responsibility on the government. All these factors have changed the context from “building infrastructure for economic betterment” to “building infrastructure to create Public Works Programs” that, according to Keynesian theory, are the only approach to stimulate demand, create short-term jobs, and accelerate economic growth in the absence of private and foreign investments. India has two kinds of Public Works programs: (a) at the village level (“Garib Kalyan Rojgar Yojana”) and (b) at the national and state level (highways, irrigation, economic zones, new cities, water supply, etc). For financing this work, two ideas are gaining attention in policy circles: (i) set up new DFIs (Developmental Financial Institutes) dedicated to Infrastructure activities and (ii) establish a dedicated National Renewal Fund (NRF) of INR 30 Lakh crore having a life span of 50 years for building national infrastructure assets and that could be capitalized either by printing new money or by accessing “friendly foreign capital” by “monetizing our international goodwill”.

PP-ASIG perspectives: The idea of creating a new fund for infrastructure to break out of the fiscal deficit constraint is interesting. India does need a large public works program from both a humanitarian perspective and the requirement to build high-quality infrastructure to enhance Ease of Doing Business. The world is awash in capital and hence the idea of sourcing capital from

“ **India needs to prioritize cross-functional and cross-ministerial issues such as water consumption, efficient use of land and labour, and creating proper land records.** ”

across the world is promising. Rs 30 lakh crore is a meaningful sum in the context of India's GDP today (~15% of its current GDP). Whether a 1% cess will be enough to pay down the capital borrowed needs detailed calculations. India also needs to be careful on its foreign exchange exposure on this account – though RBI does have enough reserves to “hedge” these exposures. It remains a question to be addressed more fully on whether the credit rating agencies will add the liabilities of this fund to sovereign debt and if so, what implications does it have on the debt-to-GDP ratio and credit rating. Merging large entities to create even larger ones is the flavour of the season with Indian public sector banks also going through it. There may be advantages of scale, though we should be cognizant of many challenges associated with such mergers.

Dr YK Alagh (in conversation with Prof. Sebastian Morris) spoke on “**Transforming Agriculture**” on August 8, 2020. Agriculture has been the backbone of the Indian economy during the Covid-19 pandemic. The sector has given strength and a semblance of normalcy to a range of India's poorest stakeholders, from small-scale farmers to migrants. However, the lockdown disrupted transportation networks and ruptured the logistics systems: the need is to build effective systems that minimize adverse impacts on agriculture. Policy makers should resist knee-jerk reactions and leverage the pandemic to overhaul the system and introduce long-term policy reforms during the lockdown and unlocking phases. It is time to encourage and stimulate farm investment and make positive use of reverse migration in rural areas that would carry back new ideas and techniques. Suggestions to policymakers include: reduce long-term reliance on the cooperative model in favour of farmer-led organizations; free Agriculture Produce Market Committees (APMCs) from intermediaries; develop alternative price discovery platforms to minimum support price (MSP); expand modern digital platforms and e-enablement technologies like the E-NAM portal

and private digital platforms; simplify and reorient the Public Distribution Scheme (PDS) towards the needy and landless labourers while also developing new alternatives to PDS (such as DBT) to transfer benefits in a timely and targeted manner; allow the private sector to develop and provide storage systems on market terms; improve the targeting of agricultural subsidies; rethink agricultural credit supply (e.g. priority sector lending by banks that are predominantly about rolling over of old loans); use new technologies like drones to create and update land records that are digitally geotagged to create property rights for farmers; strengthen Farmer Producer Organizations (FPOs) and link with corporates; and invest in information services that provide price signals to economic agents and policymakers.

PP-ASIG perspectives: Government policies have been supportive, especially with the recently announced ordinances and the Rs 1 trillion Agriculture Infrastructure Fund. These measures have opened up the agricultural market dramatically by freeing the farmer to sell wherever, and to whomever he wants, allowing contract farming, and (practically) no stock limits. The Covid-19 crisis triggered a dramatic policy response which will significantly shape the sector over the next few decades. The funds offered by the government will help boost the creation of agricultural marketing infrastructure. India needs to prioritize cross-functional and cross-ministerial issues such as water consumption, efficient use of land and labour, and creating proper land records. Agriculture is also deeply tied in with the employment dynamics in India – as agriculture gets more efficient (via scale and technology), it can lead to a reduced need for manual labour. Skilling and training people to enter the manufacturing or services ecosystem will be crucial. This will also shape the migration patterns and urbanization of India. Opening up the farmland market for non-farmers to purchase land should be considered as the property rights of farmers and documented digitally. To realize the objective of doubling farmers' incomes, we need to leverage the collective agriculture ecosystem, rethink agri-biotechnology, ensure access and use of precision technologies (IoT, sensors, weather forecasting, satellite, drones, artificial intelligence, etc.) and utilize water and land efficiently.

Ashish Dhawan (in conversation with Meeta Sengupta) spoke on “**Transformation in Education Policy Post Covid-19**” on August 29, 2020. India has done a good job in “massifying” education since independence. With the Right to Education (RTE), India

has worked to universalize elementary education. However, the real problem lies in quality not quantity: over half our students are lagging in learning outcomes. This “learning outcomes” crisis has been the driver for the New Education Policy 2020 (NEP) that is likely to be a long-term policy that will be in place for at least a couple of decades. What are its salient features? *Firstly*, digital pedagogy has great transformative potential, but over two-thirds of Indian children have little or no access to digital or e-learning channels and are therefore substantially disadvantaged - including during Covid-19. Digital pedagogy should not just replicate offline learning or be a cost-cutting exercise; instead, it should be customizable and interactive, delivered in vernacular languages, meeting minimum technical standards, and demonstrating evidence of positive learning outcomes. *Secondly*, re-define the role of NGOs to focus on collecting evidence and becoming a technical partner of the state in implementing initiatives at scale. *Thirdly*, while India’s current expenditure allocation for education is adequate, the quality of investments needs to improve. *Fourthly*, India’s private school system - the world’s third largest school system - is serving students well and has played a seminal role in the massification of education in India and should therefore be supported as a priority for the Government during and after the Covid-19 crisis. Learning outcomes of schools should be made public to reduce information asymmetry between parents and schools. *Fifthly*, to improve teachers’ skills and quality, learning and development programmes could focus on: (a) foundational skills of reading, writing, speaking; and (b) imparting socio-emotional learning.

PP-ASIG perspectives: India’s education sector is at a tipping point. Covid-19 has disrupted “business-as-usual” schooling and education at all levels. In this milieu, families and students with access to digital technologies - even as basic as a smartphone with internet connectivity - will inevitably benefit from increasingly available digital content and delivery modes at rapidly affordable pricing. However, digital education cannot be a full-time replacement for in-person instruction - there are several critical soft skills and socio-emotional competencies that a child needs to learn that require a brick-and-mortar setting. There are also unproven risks related to extensive screen time and e-addiction. Further, a country as poor as India will invariably have a large body of children - still the majority - who have no access to digital education or private schooling - and for the sake of equity, this

“ **The NEP is a good step in many of these regards and its implementation will need to be tracked carefully.** ”

vast number of children simply cannot be ignored. Government investments should therefore focus on: (1) making primary and secondary education accessible to all, (2) strengthening access to early childhood, tertiary, and higher education, (3) improving learning outcomes in both public and private schools, and (4) promoting near-universal access to digital technologies and e-learning as a complement to in-class instruction. Critical issues that need to be addressed include teacher training and quality, fluency in multiple languages and basic math, extra support for gifted and special needs children and girls, holistic development of soft skills and socio-emotional competencies, and the role of civil society and community. The NEP is a good step in many of these regards and its implementation will need to be tracked carefully.

Mahesh Vyas (in conversation with Prof. Rakesh Basant) spoke on “**Long-term Trends in Employment Post Covid-19**” on September 19, 2020. Using data from the Centre for Monitoring of Indian Economy (CMIE), he described how the employment situation was bleak even before Covid-19: from 2011/12 to 2017/18, GDP growth was 6.9% per annum but employment shrank in absolute terms – this was an era of “jobless growth”. Then, in April 2020, India lost 120 million jobs: 91 million daily wage earners and 17 million as many businesses were shut. The number of farmers increased as the people turned to farming which was merely disguised unemployment. Gradually, 91 million jobs have come back. Women take a disproportionate hit when there are large shocks to the labour market, whether it was demonetization or lockdowns. CMIE data shows that there never was a Twin Balance Sheet (TBS) problem: companies are in a healthy position to borrow money as their gearing ratio is less than 1 and the interest cover is 2.4, both of which are very healthy, however since 2015-16 they have not been keen to invest. And prefer to take the profits home in the form of dividends. Covid-19 has crashed wage rates across sectors as more people seek jobs than available; “jobless growth” (low growth rates and declining jobs) has accelerated; and Indian entrepreneurs are investing in capital-intensive rather

“ **The PP ASIG is working towards the goal of moving the discussions, deliberations, research, analysis, dissemination of the work of this ASIG to impact and influence policy.** ”

than labour-intensive industries, further reducing the opportunities for quality jobs. The ‘golden phase’ of job creation when new industries came up after liberalization is long past. India may not be a conducive destination for manufacturing – many foreign investors have been dejected and the macro-economic picture of creating a conducive environment for businessmen to operate and to maximize their profits is missing. The government should create a big stimulus that will boost demand and eventually lead to growth in the economy and in taxes. Many segments are seeing a V-shaped recovery (e.g. railway movement of goods, electricity, petroleum consumption, cement production) and a push is required to keep them on the growth trajectory. The dovetailing of the requirements of industry and jobs with our formal education process is still missing and the new National Education Policy (NEP) does not address the issue of improving the labour market situation. Women are rapidly being excluded from the workforce, principally because jobs are not available in close vicinity of home and travelling for work means dealing with poor infrastructure and security concerns. We need a narrative that emphasizes not just the girl child being educated but also women should participate in the workforce and build careers on a sustained basis.

PP-ASIG perspectives: Covid-19 changed two sectors: (1) healthcare and (2) employment. Especially with the sudden and stringent lockdown in India, the immediate impact on employment was dramatic. CMIE kept the information flow on unemployment in granular detail in the public domain, practically in real time. That put in sharp relief the policy choice that confronted the government when little was known about the virus and the ability of India’s health system to cope with it. A private enterprise was collating and disseminating vital public information – the public sector should be a ‘credible competitor’ for such critical public policy inputs. The idea that only around 400 million are part

of the workforce in a country of 1.4 billion people is deeply unsettling. There are a billion people who are not looking for jobs! These include the very young (say 150 mn), those in schools (say 250 mn), and old (>65 years, say 200 mn). This leaves around 400 mn women in the working age who are not in paid employment. The ratio of dependents to workers is quite stark! India needs to create more opportunities for its citizens to seek gainful employment. This leads us to the idea that India needs a new ‘goldmine’ – similar to the phase of new IT and pharma jobs that came post liberalization. India needs to build large new industries: agriculture (with the recent reforms), renewable energy, deep integration with global value chains in the traditionally strong sectors (like autos, chemicals, gems and jewellery, pharma, textiles, etc.), new age technologies like artificial intelligence and machine learning, etc. A well-paying, long-term employment is the best form of stimulus and benefits transfer for the citizen! With some supply chains still broken, inflation has been beyond the 4%+/-2% range in India. Added to the high unemployment, India’s “misery index” is high currently. This phase will possibly be transitory as the effect of lockdowns dissipate. A conscious call on keeping the misery index low, especially at the bottom end of the pyramid, is important socially and rewarding politically.

NEXT STEPS The PP ASIG is working towards the goal of moving the discussions, deliberations, research, analysis, dissemination of the work of this ASIG to impact and influence policy. Over time, the ASIG could move from being “all sectors” to be meaningfully focused with maybe up to three to five chosen specializations that the SIG can become an authority on. One important milestone for this ASIG can be the development (via effective courses/course materials) and sustenance (definition and creation of roles) of public-policy professionals and/or entrepreneurs. Another milestone will be the release of a compendium of our learnings from the various webinars that we hosted earlier this year.

For the concept of ASIGs, these are early days yet. In due course, ASIG will begin to take some formal structure - it might take a few years for this to concretize. At PP ASIG, we think it might be helpful to start out with a loosely defined and agile organization structure that will evolve as requirements and opportunities emerge. PP ASIG has an actively engaged team of committed, empowered people to define the roll-out of the plans of the ASIG.

TECHNOLOGY & DATA ANALYTICS - ALUMNI SPECIAL INTEREST GROUP AT IIMA

The Technology & Data Analytics Alumni Special Interest Group (ASIG) was formed in mid-2019, with an initial kickoff meeting in Bangalore with Prof Dsouza, Prof Basant attending in person, and Profs Ankur Sinha, Samrat Gupta and Arindam Banerjee joining over a web conference from Ahmedabad. The initial focus of the ASIG was planned to be a way for interested alumni to interact and discuss topics of interest, and also collaborate with the institute and faculty on research projects, and bring industry practices into the curriculum. Looking back, the initial web conference was a portent of things to come, the ASIG was not very active till Covid happened, and then it took off, like a lot of other tech activities.

The 'August Presence' of the SIG was a Panel discussion on Global Product Management, where a bunch of Product Management veteran alumni discussed the potential opportunities for Alumni and students. The panel discussion also triggered some ideas about teaching product management at IIMA. This resulted in the formation of an experiential Product Management Program for PGP students to be mentored by experienced Product Managers, while working on live Product Management problems with a CIE startup. The first Cohort of this Program is already

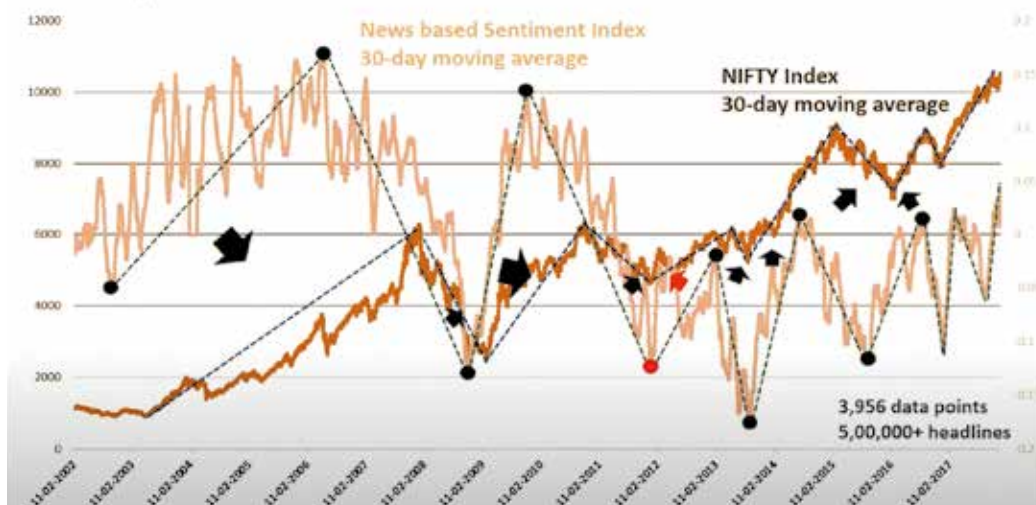
underway, and a second cohort is planned for the Jan-March term.

'Come September', we had a Webinar on Analyzing real-time unstructured data: Unlocking the value of Indian Business News. The webinar showed how news could be analyzed to provide indicators that could be potentially used for investment decisions and in trading systems. For instance, the news based sentiment indicator was shown to have strong predictive value in the context of the Indian stock market indices.

The 'October Revolution' was a Panel discussion on K12 Edtech, conducted jointly with the Education SIG, with a focus on 'Going beyond the Hype', and critically examining the actual usage of Edtech in India K12, and the potential it brings, especially for underserved students. As a follow-up to that panel discussion, we conducted closed group discussions on more focused topics, including helping underprivileged children who have Data and Device limitations, to continue studying using "Unconventional" Edtech like books, Voice calls, Interactive Voice response systems etc. A panel discussion on Edtech on Higher Education and Executive Education is planned for the near future, along with some talks on Analytics.

Do sentiment changes predict market movements in India?

Seems likely!



WOMEN ALUMNI - SPECIAL INTEREST GROUP AT IIMA

With Contributions by Bhargavi Ramachandran (PGPX 2009), Karen Rodrigues (MDP 2012) and Garima Kaushal (PGP 2017)

INTRODUCTION The very first event that launched the IIMA initiative towards setting up Special Interest Group (ASIG) for Women Alumni was a meet in Mumbai organized on the 18th of February, 2018. This was a PAN India meet and saw an active participation with the ASIG idea getting a warm welcome from the community. The event included a panel discussion on Women in Management – Leadership Challenges and followed it up with a brainstorming discussion of ideas about the ASIG structure, its working and activities, and its focus areas. The discussions brought out a strong need for research in women related work issues, mentorship, women sensitivity and inclusivity amongst many others.

As a follow up to the Alumni meet, the Institute rolled out broad focus areas to the alumni community and solicited volunteers to get the working of the ASIG started. The fundamental task of the ASIG is to bring the women of IIMA together on a single platform and work towards objectives that support the women alumni in the industry as well as the Institute. Eventually, the Alumni office put together a coordination committee for the women ASIG represented by volunteers across the alumni, current students as well as faculty members.

The committee's first task was to set an initial scope of work for the ASIG to get in action. After much brainstorming, the initial goals decided were to create awareness about the special interest group to the wider women alumni, solicit information about their expectations and provide means for them to engage with the ASIG and the Institute for collaborative work.

We launched a series of networking events in various cities called city meet-ups and coffee get togethers. Many local alumni actively helped to bring the respective neighborhood groups together. The objective was to have an informal event where the alumni reconnect, get to know each other and form a local city level support group as extension of the

“ The fundamental task of the ASIG is to bring the women of IIMA together on a single platform and work towards objectives that support the women alumni in the industry as well as the Institute. ”

ASIG. In every meeting, the group also discussed in depth about the ASIG and how the alums could work in collaboration with the Institute to set and further the objectives of the ASIG. The networking events were received with much enthusiasm and the whole initiative was heralded as the need of the hour to bring the alumni in connect with the Institute and each other. Many meet ups happened in cities across Bangalore, Mumbai, New Delhi and London.

Across the interactions with alumni at events and meet-ups, a recurrent demand has been for mentorship across a broad range of issues that women face in corporate world as well as nurturing of women entrepreneurs. Other unique ideas were proposed such as a closed group blog for women alumni to share their work and life experiences with topics ranging from 'the era of women leadership' to 'tackling the challenges in building a successful corporate career'. Another good idea was about engaging with the faculty in development of training programs that suit the needs of mid-career alumni in the industry.

In Nov 2018, we launched the first edition of the WIMWI Women Newsletter. This in turn brought to attention the activities of the ASIG to the larger group, established a channel of communication and published insightful articles for the community.

The CIIE organized an entrepreneurship meet

in Bangalore. As part of this event, the women ASIG held a panel discussion with the theme around “Entrepreneurship as the answer to challenges in corporate life.” The pros and cons were discussed in a lively debate with eminent panelists who are active in the ecosystem supporting women entrepreneurship. We also brainstormed about initiatives that could be launched under the Aegis of the ASIG for women alumni in the startup space. Some of the ideas are planned for action in the next phase of activities of the committee.

The Annual general meeting of the SIG scheduled to happen end of 2020 in virtual format is an active step towards engaging more alumni into the working task force of the ASIG. The next set of efforts will be focusing on greater engagement with alumni, providing more platforms for expression of alumni voices and driving initiatives catering to the networking and mentorship needs expressed by the alumni.

NEWSLETTERS The inaugural issue of the newsletter was launched in November 2018. There was tremendous excitement among the Women SIG committee and the Alumni office in putting together the newsletter and on the launch of the first issue. The first issue highlighted networking meets across Mumbai and Bangalore since the launch of the SIG in early 2018. It was agreed that the newsletter would focus on primarily four areas to begin with - updating the alumni at large on networking activities of the SIG, articles/research updates from faculty, interviews with women alumni from different backgrounds highlighting their struggles and success mantras and articles from women students igniting memories of campus days. The first issue attracted a lot of attention from women alumni, who wrote in and wanted to engage themselves in networking meets in their own cities, assist the institute in research activities and offer their services in mentoring other women alumni and students.

The second issue of the newsletter was released in March 2019 and was a Women’s Day Special Issue. The focus in this issue was to celebrate “woman and her uniqueness”. By March 2019, there was an increase in networking meetups in London, New Delhi and Mumbai. Articles / poem contributed in this issue highlighted the strength of a woman, along with the challenges she so often faces and the courage and poise with which she faces each challenge. This special issue further attracted more women alumni to come on board and

“ **“In Conversation With” is a podcast initiated by the Women SIG to capture stories of the many women alumni that have graduated from IIMA.** ”

volunteer their services in the areas of mentoring and research.

These updates via the newsletter have provided a sense of belonging among the Women ASIG and is a great tool for garnering interest and attention worldwide.

PODCASTS “In Conversation With” is a podcast initiated by the Women SIG to capture stories of the many women alumni that have graduated from IIM A. So far, the podcast has recorded episodes with Rama Bijapurkar, Usha Bora, Priyanka Aggarwal, Kitty Aggarwal, and Seema Singh. More episodes are in the pipeline.

Stories are powerful. When told to the right audience, stories can light a path where none seemed to exist. That’s what this podcast aims to achieve - lighting the paths that women alumni took in their quest for successful lives. In doing so, we hope this will create role models for young women who are at the precipice of choosing their own paths.

The podcast follows an informal conversational style with the guests sharing their candid thoughts on the inflection points that led them to where they are today. Rama Bijapurkar, a prominent market strategy consultant, shares that the “magic space” she wanted to work in didn’t exist - so she went out and created it for herself. Usha Bora, Founder of a cross-cultural lifestyle brand called Jamini Paris, talks about her entrepreneurial journey - and the importance of perseverance. Priyanka Aggarwal, Managing Director and Partner at BCG spoke about hard work and serendipity going hand in hand in making her a healthcare expert with 20 years of experience. Kitty Aggarwal, Partner at InfoEdge Ventures, expressed her gratitude towards the many mentors who have believed in her potential - and how she pays it forward by being the same with her team.



WIMWI WOMEN

TOGETHER WE GROW

INAUGURAL ISSUE – NOVEMBER 2018

FROM THE DEAN'S DESK

I am delighted to launch the inaugural issue of the IIMA Women Alumni Special Interest Group (SIG) newsletter.

The idea of creating SIGs among IIMA alumni was based on the premise that such a platform would benefit alumni across batches from interacting with each other and the network capital that would get created in the process. This network can then be leveraged to create learning opportunities on campus by connecting to faculty doing research and teaching in these areas and student clubs which are active in this space. The newsletter is an excellent way to combine all these objectives and I am happy to see that all stakeholders – alumni, faculty and students are engaged in this endeavour.

I hope that this initiative would encourage more women alumni to participate in the activities of the women SIG and make it a vibrant network.

Rakesh Basant

Dean (Alumni & External Relations)

FIRST WOMEN ALUMNI MEET IN MUMBAI

Following the IIMA initiative to set up a Special Interest Group (SIG) for Women Alumni, a meet was organized in Mumbai on 18 February 2018 at Courtyard by Marriott. It was attended by a good number of women alumni who were excited about this initiative by their alma mater. The event included a panel discussion on Women in Management – Leadership Challenges followed by a brainstorming activity on what the SIG could stand for and suggestions for its working mechanism. Discussions brought out a strong need for research in women related work issues, mentorship, women sensitivity and inclusivity among many others. Based on these suggestions, the institute rolled out broad focus areas to the alumni community and solicited volunteers for the same. As a result, a coordination committee was setup by the institute consisting of the alumni, faculty and students to get things started.



COFFEE AND CONVERSATIONS IN BANGALORE

The first women alumni meetup in Bangalore took place on 29 September 2018 at CoWrks, Ulsoor. Women alums from various programs attended the same which resulted in a rich interactive session. There was unanimous enthusiasm and welcoming cheer for the women special interest group (SIG) initiated by the Institute. The round of introductions gave insights into their wonderful achievements and diverse set of work experience. Truly, an eclectic set of women to hang around with. We began the meetup with an update on the goals and actions initiated by the women SIG coordination committee in the last two months since inception. The next couple of hours were spent brainstorming various ideas that the Bangalore group could bring into fruition. Many ideas on networking events and research efforts were suggested, for the coordination committee to look into and take forward with the institute. A great starting point for the Silicon Valley and more to follow.





WIMWI WOMEN

TOGETHER WE GROW

WOMEN'S DAY SPECIAL – MARCH 2019

FROM THE NEWSLETTER DESK

March is a special month globally as it celebrates 'the woman' and her uniqueness.

In this issue, we bring to you the latest updates in networking among the women alumni across India and internationally. Yes, we are picking up momentum and urge you to join in and be part of this movement.

We also share our thoughts on 'Embracing our uniqueness and celebrating our differences' while also reminiscing on how we left the 'safe abode of IIMA' to plunge into the unknown corporate world, bringing back memories of initial fears and excitement. Finally, we reinforce the strength of a woman in a poetic sense.

Here's to all you strong women -

May we continue to inspire, may we choose to break the mould, may we support other women and may we raise girls to be fearless!

Karen Rodrigues
Coordination Committee
Women Alumni SIG.

WOMEN ALUMNI MEET IN LONDON, UK

The first international women alumni meetup took place in London, UK on 11 January 2019. Coordinated by Ms. Sangeetha Venkatraman, she was joined by Ms. Mala Morris, Ms. Kamini Banga and Ms. Akriti. Discussions revolved around making these meetups fruitful to not only new graduates but also to senior alumni. Some unique ideas were proposed such as a closed group blog for women alumni to share their work and life experiences with topics ranging from 'the era of women leadership' to 'how to build a successful corporate career'. Besides proposing women mentoring efforts, a bigger event was proposed in collaboration with FCO London for women who have been offered scholarships in London universities and are looking for full time job opportunities.

FIRST WOMEN ALUMNI MEET IN NEW DELHI

The first women alumni meetup in New Delhi took place on 9 February 2019 at CoWrks, Gurgaon. Four forthcoming and enterprising ladies – Ms. Geeta Jain, Ms. Archana Garodia Gupta, Ms. Nita Kapoor and Dr. Jyoti Rana met over coffee and discussed various burning issues related to women in corporate India and grooming the next generation women leaders. They proposed talks for women leadership group at IIMA, Shadow a Leader program for women students, creating mentoring platforms for women alumni and ensuring monthly get together to keep abreast of developments.



MUMBAI WOMEN ALUMNI MEET AGAIN

The women alumni in Mumbai met once again, this time on 15 December 2018. Ten enthusiastic women attended the meet up ranging from batch 1982 to 2016. The Mumbai alumni voiced the need for mentoring for younger professionals, sharing of alumni database for networking opportunities, speaker sessions with women role models in the industry, casual 'fun' events like stand up comedy, fashion shows etc. organized and promoted by the women alumni.



COVER STORY

Different women, different journeys, different outcomes. All with something we can stand to learn.

WOMEN LEADERSHIP SOCIETY (WLS) ACTIVITIES

The WLS has 30+ members. WLS started the year by partnering with LSD for a Tiny Tale Contest to celebrate Women's Day week at IIM-A.

WLS then created an Instagram Handle to communicate with the members of the community as well as the larger audience amidst lockdown. The social media page has 450+ followers and more than 40 posts.

During TRBS, WLS partnered with the Economics Club to host a speaker session by Jayati Ghosh: A renowned Indian Development Economist. She spoke

about her take on the problems faced by women at the workplace and the possible policy solutions that could be undertaken to overcome the barriers.

WLS and RTERC hosted Parivartan at TRBS. Parivartan is the flagship event of the Social and Arts Conclave organized as a part of The Red Brick Summit 2020 in partnership with Pratham and Annapurna Movement. It seeks to empower participants to become leaders and change-makers paving the way for 'Parivartan' of India's social sector. The event saw participation from more than 2000 teams from colleges across India.

Kindly reach out to us on women-asig@iima.ac.in to connect with us.



Ongoing restoration of the faculty block in the Heritage Campus

BOARD LEVEL SUCCESSION PLANNING

Written and contributed by Mr Arun Duggal (PGP 1974). He is Former CEO, Bank of America India, and now serves on Corporate Boards in India and overseas as Chairman and Independent Director.



“ I recommend more focus on Succession Planning for the CEO, Board Chair, Committee Chair, Independent Directors and other Non-Executive Directors. ”

starting April 2014. In 2019, in most companies, most directors were reappointed for another five-year term maximum permitted under the law. This will create a cliff in 2024 when most IDs, including Committee Chair must retire. They will need to be replaced by new IDs without the benefit of overlap and orderly succession at Board level.

SEBI has mandated that Boards need to identify Skills and Expertise required and available among the Board members. Boards must have a Diversity policy, an Independent woman Director. SEBI is also planning to mandate that Non-Executive Chairman not be related to MD/CEO. Directors can serve on maximum of 7 listed company Boards and appointment of Directors over 75 years age will require a special resolution.

In addition, the Proxy Advisory firms have guidelines which may be more stringent from the regulatory requirements. For example, some of the proxy firms and institutional investors consider being on more than 5 Boards as over- Boarding. For family-controlled companies in India, the issue of having family members as Chair or MD versus having a professional in one or both of these positions is another significant matter.

Taking these factors into account, it will be prudent for the NRC's to develop a comprehensive five year Board Succession plan to ensure that the CEO, Chair and NED succession is orderly and there is reasonable overlap between incoming and outgoing NEDs. It also should provide for the contingency of sudden vacancy

In the recent months there have been a lot of issues regarding CEO and Board members appointments. Based on my experience as Board Chairman and Independent Director of Company Boards in India and overseas, I recommend more focus on Succession Planning for the CEO, Board Chair, Committee Chair, Independent Directors (IDs) and other Non-Executive Directors. At present, in most companies, CEO and Board level successions tends to be episodic or accidental which exposes companies to a major event risk. Besides being essential for good corporate governance, recent regulatory developments make it an urgent priority.

As required in the Companies Act 2013, most companies appointed IDs mostly for a five-year

of CEO, Chair or NED position. Not only will such thoughtful planning be in the long-term interest of the company, but the equity analysts, investors and Proxy Advisory firms and regulators may require it in future.

Following is a suggested framework for this Board Succession planning process:

1. CEO succession planning is most important and the Board must identify possible insider successors and implement a development plan for each of them, as well as be mindful of possible CEO successor from outside the company.

2. Next to the CEO selection, the selection of the Board Chair is most important for the company. As per SEBI proposed requirements, the Chairman position will be non-executive and the CEO/MD should not be related to Chairman. It would be extremely important for the Board to spell out in great detail the Role definition and division of responsibilities between the Non-Executive Chair and CEO/MD and have Lead Independent director or Chair of NRC available to resolve any differences if they arise. Since most companies in India are promoter controlled, choice would need to be made as to how the promoter Family exercises control.

3. The Board must decide on the mix of skills and expertise that ideally should be available on the Board. Traditionally, Boards have selected directors with Corporate governance, business, professional, public policy, Legal and academic back grounds. But now additional skills are relevant, including Digital, Social media, Venture capital and Private equity, Capital Markets, Innovation, Business Transformation, Risk Management, Cyber Security, etc.

4. It may be difficult to have all of these skills and expertise on the main Board. However, the main Board capability can be augmented by setting up an Advisory Board of experts, and/or getting some of the experts to serve on the Board subcommittees and/or by retaining experts as consultants to the Board. For example, the Board may retain a retired Government official as an advisor, the Audit Committee may include an external Risk management or Cyber Security expert, or the NRC may retain an HR or Compensation professional as an advisor.

5. The NRC should then prepare an inventory

“ Gender balance at Board level should continue to be improved beyond the current requirement..... ”

of skills and expertise of current Directors available on the Board and in various Board committees. This will help NRC to identify skills and experience gaps to be filled in the main Board, Advisory Board and by induction of subject matter experts.

6. While it is important to have people with diverse skills and experience on main Board of the company, the most important traits are wisdom, strategic thinking, and ethical values of Board members. These traits can be best ascertained by the collective judgement of the NRC members and through discrete reference checks. They must also make sure that the prospective Board candidates can work as a well-knit, trusting team in good circumstances and also if the company faces adversity.

7. Another important issue to consider if there should be of term limit and/or age limit for Chair, CEO/MD, and other Board members. The regulations now do prescribe two five years term limits for IDs, but each company will have to develop a framework for Term and age limit for Chair, CEO and other Board members. Instead of two five year terms, a shorter (3/4 year term) may help in adequate overlap.

8. Similarly, Committee Chair succession plan should be developed for Audit Committee, NRC and other Board committees. It should ensure overlap between incoming and outgoing committee Chairs.

9. The Boards must also develop a list of potential future Board members of different backgrounds and refresh the list periodically. This will be very useful for filling Board vacancies in future particularly if they were to arise suddenly.

10. Gender balance at Board level should continue to be improved beyond the current requirement of having at least one-woman ID. I recommend that companies should have at least two woman Directors. In the UK and in many European countries most companies are targeting to have 25-30 percent woman Directors. Norway already has 40 percent.

HOW THE ERI COURSE DIRECTED DISHA TO START ZOUK, A PROUDLY INDIAN BRAND



In late 2014, as part of the ERI (Exploration, Role and Identity) course, a bunch of second year students went to Kutch, to explore and find more meaning in their lives. One of them was Disha Singh.

Just like every year, ERI had helped Disha as well. This time with a bit of a twist.

Outside of the ERI sessions, Disha observed something peculiar. Few shops sold local Kutch handicraft items such as colourful bags, torans, lamps and more. Her friends loved them but when it came to



buying, none of them bought any. On prodding them further, they said that these items were too colourful for modern sensibilities. Also, items like the bag were not functional to carry their laptops, chargers etc. That nudged Disha to dig deeper to understand this. From there, the idea of Zouk was born.

She came back to campus and researched further on this. She found a gap in the massive bags and wallets market. With help from some friends, she built early prototypes. However, she realised that making a product and building a

SPECIAL FEATURES



Cruelty Free



Proudly Indian



Handcrafted

company was very different. So, she decided to get some experience in a few places for a year, before starting up Zouk. She did two internships with fashion designers and then joined a Health-tech startup, where she worked for a year before starting Zouk in Mumbai.

In the early stages, she got extensive help from CIIE

on campus. She received CIIE's IIMaverick scholarship and got mentorship from the CIIE team.

In 2016, she made the first set of Zouk laptop bags and took them to 50+ exhibitions across India. This was a great way to get real feedback, beyond running surveys and doing customer calls.

By mid-2017, her exhibition customers asked for more Zouk products on social media. She felt going online was the best way to meet this demand plus scale up. So she created her website and started selling Zouk products online at zouk.co.in.

SPECIAL FEATURES



Today, Zouk sells Premium Bags, Wallets and Accessories via their website. In the Bags section, they have Laptop Bags, Office Bags for Women, Messenger Bags, Backpacks, Handbags, Tote Bags, Bucket Bags and Sling Bags. Interestingly, a couple of their bags recently appeared on Netflix's Little Things 3.

In the Wallets section, they have Chain Wallets, Mini Wallets and Pocket Wallets. In the Accessories section, they have Eyewear Cases, Travel Pouches and Passport Holders.

All the products blend traditional Indian fabric like Ikat, Jute Khadi with vegan leather. They come with modern functionality like a dedicated laptop section, adjustable straps and separate compartments for different items, including a section now for hand sanitizers and face masks.

They are part of the growing set of Direct to Consumer (D2C) brands, breaching traditional entry barriers like modern trade, general trade, EBOs and leveraging the power of technology and last mile logistics to sell online directly to their customers.

The idea of making stylish and functional products with an Essence of India was core to Disha's mission for her products. Interestingly, their tagline from the start has been "Proudly Indian", at a time when carrying more Western-looking bags was in style. Today, with Vocal for Local and Atmanirbhar Bharat being the clarion call, brands like Zouk are in vogue!

Zouk also became a 100% PeTA approved Vegan brand, with all products being made of Cruelty-free leather. Veganism is growing in India and Disha has seen more customers sharing this with pride, while carrying her bag or wallet.

While lower representation of women in tech is often discussed, the challenges for a woman in setting up a retail and manufacturing business is less spoken about. For example, it was really hard for her to find her first artisan. Most refused to work under the leadership of a woman. Today, all products are handmade by 24 expert artisans in Zouk's manufacturing facility in Mumbai.

However, there have been many delightful moments as well. One of them was when CIIE chose to give Zouk's bags as Teachers Day gifts to all professors at IIMA. "It was a very proud moment for me. I was able to pay my gratitude to all the professors and the institute in a small way. After all, the institute gave me the idea of Zouk and the courage to start it", says Disha. In fact, her very first online customer was a batchmate. Many friends have helped her with feedback about the product and the brand. They have also chosen Zouk as gifts for their special events like weddings. Most importantly, they have helped spread the brand.

It is still early days for Zouk, as they embark on their vision of building a global iconic fashion brand from India.

TOWARDS A SUSTAINABLE CAMPUS

The award certificate being received by Cdr. Manoj Bhatt (Retd.) - Chief Administrative Officer, IIMA

INSTITUTE AWARDED A CERTIFICATE OF SWACHH RANKING BY AMC

IIMA has been awarded a Certificate of Swachh Ranking by Ahmedabad Municipal Corporation towards effective Solid Waste Management (SWM). The prominent SWM activities surveyed in the campus for the award were composting of organic waste through the Organic Waste Composters (OWCs), natural composting of large quantities of leaves, recycling of all other possible waste, reduction in

wasteful activities, coordinating & linkage with outside agencies for SWM, scientific disposal of Sanitary Waste through the newly installed incinerators, and more.

The Institute has also been ranked as the 'Best Office under Swachatha Ranking' conducted by AMC as a part of #SwachhSarvekshan2021.

RAINWATER HARVESTING AND GROUNDWATER RECHARGE STRUCTURES AT IIM AHMEDABAD



Construction of a few Rainwater Percolation Wells is already being undertaken in the New Campus



‘**W**ater Conservation, Management and Rejuvenation’ has become an important aspect of sustainable and responsible living. Recently, the institute’s efforts towards rainwater harvesting and water recharge structures were appreciated under the National Water Mission’s

(NWM) campaign “Catch The Rain”. The campaign has the tagline “Catch the rain, where it falls, when it falls” and nudges the states and stake-holders to create appropriate Rain Water Harvesting Structures (RWHS) suitable to the climatic conditions and sub-soil strata before the monsoon. *Shree G Asok Kumar, Additional Secretary and Mission Director, National Water Mission expressed, “Happy to see the initiatives and the efforts*



Sunken Garden Lake in the Old Campus, during the monsoon season

taken by IIMA to conserve/save water.”

The Indian Institute of Management Ahmedabad has always propagated rainwater structures and ground-level RWHS, with many existing and planned structures in the campus. From the archives, the largest groundwater recharge system of 50 lakh litres was created by Mr Louis Kahn way back in the 1970s. Subsequently, 8 more recharge systems were designed, installed and enmeshed into the original system. The Institute undertakes the maintenance of all the water recharging systems as a part of annual pre-monsoon activities.

Further, 15 more percolation wells are planned for construction (5 Nos in Main and 10 Nos in New campus). Tentatively, these will be completed in two years along with the Main Project work which is under progress. The new construction began in April 2019 and has approximately 1 million sqft built-up area. Sewage Treatment Plant (STP) of 200 KLD capacity is being constructed along with this project at the basement of the one of the buildings. Simultaneously, installation of STPs at suitable locations of the Main campus is also being explored. Greywater and blackwater from utility areas like washrooms, bathrooms, kitchens etc, after primary filtration process in these STPs, will be used for irrigating the park and garden area of the campus, as a part of the green initiatives.

INSTITUTE INSTALLS ITS FIRST ROOFTOP SOLAR POWER PLANT

The Institute is committed towards building a sustainable campus and has successfully installed its first rooftop solar power plant with a total capacity of 365 kWp. The trial run commenced on July 14, 2020 and the plant is currently fully operational. Through this initiative, the aim is “to enrich the on-campus experience for community members and visitors through the application of sustainable technology to improve lifestyle and reduce carbon footprint.”

The implementation of this project is being carried out in phases. The first phase was completed in the New Campus with installation on top of dorms, MSH, IMDC wings, academic blocks, and sub-station.



e-SYNCHRONY 2020

Due to the pandemic, for the first time, Synchrony was conducted in an online format. Zoom was used as the virtual platform for the 8 Chapters that conducted e-Synchrony 2020. Renowned alumni from every Chapter joined the events and shared their learnings and experiences with the incoming batch. We saw a participation of over 350+ PGP1s, though the number of PGP2s had to be limited owing to the platform constraints. Nonetheless, every Chapter saw interesting discussions between the alumni and the new students, thus introducing them to the IIMA culture and alumni bonding.

AHMEDABAD Ahmedabad's Synchrony was a fun and engaging event of 1.5 hours, attended by 25+ alumni (a diverse mix of alumni from different batches) along with 50+ incoming PGP1s and around 10 PGP2s. The session started with the introduction from the Chapter about their activities and interesting individual introductions of the alums with a few personal anecdotes. Uniquely, the break-out sessions were based on themes, headed by key alums from the Chapter. Both PGP1s and 2s were asked for their preference for the rooms before the session and allotted the rooms accordingly. This led to a rich discussion in rooms on the topic of interest of all attendees. The five themes with a few alumni heading the sessions were,

- Do's and don'ts of entrepreneurship - Mr. Akshat Khare & Mr. Arun Awasthi
- A career in finance post-management - Mr. Himil Parekh & Mr. Ashwani Gupta
- A career in healthcare post-management - Dr. Prashant Deshmukh
- A career in education post-management - Mr. Neeraj Yagnik & Ms. Beena Handa
- Campus life (courses, clubs, etc.) - Mr. Hardik Chopra & Mr. Neil Jain

Towards the end, a small fun game of Pictionary (with words relating to IIMA's culture) was played between the alumni and the PGP1s. The session ended on a pleasant note, encouraging the students to reach out to alumni for help/assistance, as and when needed.

BANGALORE The session was attended by close to 80 participants - roughly 30 alumni, 10 PGP2s, and 40 PGP1s. The session was one hour and 10 mins long and conducted over Zoom. The session formally started with

addresses by various office bearers of the SAERC and Bangalore Chapter Alumni Association. Speeches by keynote speakers followed. PGP1s were then divided into smaller groups and assigned to different break-out sessions along with alumni for informal discussions. A couple of PGP2s moderated the session. After the informal talks, the groups joined back to play a fun activity involving teams - alumni and PGP2s were a team, and PGP1s were part of another team. The session was concluded after a vote of thanks from various office bearers.

BHUBANESWAR Bhubaneswar's Synchrony was a modest event and saw participation of 7 alums, around 15 PGP1s, and 4 PGP2s. The event was planned to be kept a little shorter than the other Synchrony due to the lesser number of attendees and ran for 1 hour and 15 minutes. The event started with an address by the Chapter, which introduced all the attending alumni and gave a brief glimpse into the Chapter and its activities. During the Chapter address, some alums suggested having more frequent alum engagements in addition to the annual meet where alums could engage and also share ideas about the institute. The Chapter address was followed by screening of the official synchrony video, following which all the participants were distributed in two break-out rooms. The break-out session was followed by a fun game of Pictionary between the incoming batch and the alums. In the end, the alums suggested creating a common platform that would enable the meeting attendees to keep in touch. It was decided to make a google group for all the participants of the meet.

DELHI The Delhi e-Synchrony continued to be one of the most attended events with a total turnout of 200+, including alumni, PGP1s, and PGP2s. The Chapter had a diverse set of alumni lined up for the evening to showcase the infinite opportunities that one has after IIMA and introduce the incoming batch to people from all walks of life. After the opening address by Mr. Sunil Kala ('73 batch) followed by the traditional synchrony video, we began with the first speaker, Mr. Vijay Toley ('77 batch), to reflect on his journey from the corporate world to creating social impact through Purkal. The number of questions that the PGP1s posed was a testament to their curiosity and excitement.

Next up was Mr. Gaurav Dagaonkar ('06 batch), an alumnus who forayed into an unconventional career and co-founded SongFest India. Further exploring the diversity, Mr. Salil Agrawal ('83 batch), Mr. Ankur Mithal ('87 batch), and Mr. Rahul Roushan, aka Pagal Patrakar ('07 batch) from the world of literature & media shared their experiences and addressed the questions of the PGP1 and PGP2 batch. A short, fun round of Pictionary was conducted by Mr. Hitanshu Gandhi ('06 batch) followed by the final line-up for the day, the entrepreneurs, Mr. Amit Lakhota ('07 batch), Mr. Anshoo Sharma ('06 batch), and Mr. Nitin Gupta ('06 batch).

With a closing address by one of the senior most alumnus, Mr. Salem Ganapathi ('71 batch) talking about the legacy of the Delhi Chapter and finally with Mr. Gaurav Dagaonkar singing two lines from his debut song 'College Days', the Delhi e-Synchrony 2020 ended on a nostalgic yet pleasant note.

HYDERABAD Hyderabad's e-Synchrony was possibly attended by most alumni, among others (~40 Alumni + ~60 Students). Due to high alums-to-students ratio, more time (~40 min) was allotted for break-out sessions to enable PGP1s to get to know the alums better and interact with them.

The event started with a welcome address by the Chapter's President. Later, he spoke about the social activities undertaken by the Chapter. The major focus was on Udbhav, a school run by the IIM Ahmedabad Alumni Association, Hyderabad Chapter (IIMAAAHC) Charitable Trust. Besides, the main speaker for the evening, Mr. Manek (Founder of TIME), provided guidance on navigating PGP challenges to PGP1s. Following that, students and alumni were assigned to different break-out rooms. During one of the break-out sessions, it was disclosed that the Chapter meets informally every first Saturday of the month before the pandemic. Towards the end of the event, a fun competition was conducted between PGP1s and alums to end the event on a pleasant note.

JAIPUR The Jaipur Chapter e-Synchrony had captured quite an enthusiasm from the alumni's side (Mr. Rajat, Dr. Deepak, Mr. Kailash Gupta, and many others) as the event had been conducted in Jaipur for the last 3-4 years. The Chapter comprises quite a number of senior alumni, and hence, there was a slight difficulty in the event being conducted online but nothing significant as such. The event had a participation of around 12-15 alumni, 15 PGP2s, and 30-35 PGP1s.

The session began with introductions of the participants in the event and with alumni describing their journey post-IIMA. Post that, we had 3 break-out rooms so that the PGP1s could have a more direct connection with the alumni and ask them more personal questions. Then a game of Pictionary was conducted, which could be replaced by something else as the alumni did not enjoy it that much, which finally led to the conclusion of the event.

KOLKATA The Kolkata Chapter's e-Synchrony, which was held on 5th July 2020, saw the participation of around 10 alums, 15 PGP2s, and 30+ PGP1s. The session began with a speech by two alums of the Chapter - Pankaj Jain, MD of TT Limited (a Rs 700 crores vertically integrated textiles company), and Piyush Surana (early-stage VC investor assuming leadership roles at three unicorns - including Zomato, Ola, and Uber). This was followed by break-out sessions where the PGP1s were divided into groups, and each group interacted with two alumni of the Chapter. During the sessions, the alums shared their experiences and answered questions raised by the incoming PGP1s. This was followed by a short game of Pictionary where the participants were divided into two teams - PGP2s and alums versus PGP1s, and teams were tested on various artifacts associated with the campus. The session closed with a vote of thanks by Mr. Pankaj Kankaria of the Chapter.

MUMBAI "e-Synchrony 2020" was unique, not because of the unusual circumstances. It was special since a large number of senior alumni volunteered to join the youngsters for discussion. It offered everyone an opportunity to interact with the seniors. Ashu Khullar (PGP'88 - CEO, Citibank India) and Sandeep Bhushan (PGP'97 - Director & Head, Global Marketing Solutions, Facebook India) made fascinating opening remarks and observations from their own experiences. Both conveyed compelling tips for the audience in their inimitable style.

It was pleasing to hear the Speakers (with rich corporate experience from diverse backgrounds) and see them addressing the youngsters with passion and patience during the break-out sessions. We are thankful to,

1. Richa Arora (PGP'87 - President, Packaged Foods, Tata Consumer Products)
2. Jayashree Thacker (PGP'87 - Global CIO, Perkin Elmers)
3. Ravi Saxena (PGP'88 - Promoter, Cipher-Plexus)

Capital Advisors)

4. Tushar Singh (PGP'96 – Director, Commercial Excellence, Abbott)

5. Deepak Jayaraman (PGP'99 - Founder Play-to-Potential, Executive Coach)

6. Pushkaraj Shenai (PGP2000 – CEO, Lakme Lever)

7. Sridhar K (PGP2002 - VISA's India & South Asia Leadership team)

8. Harveer Singh (PGP2002 - Chief Product Officer, Tata Digital)

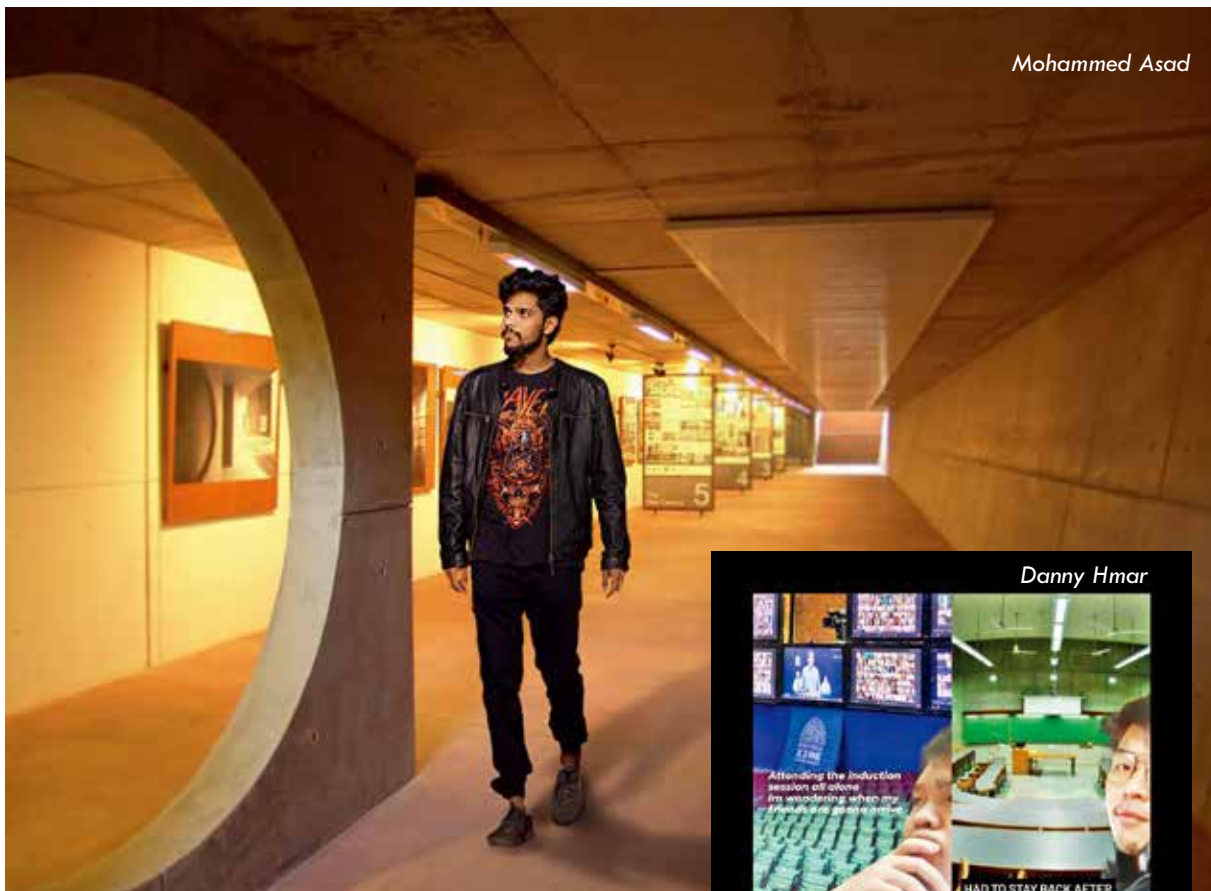
9. Amresh Kumar (PGP2007 - Larsen & Toubro, Private Equity)

10. Major Debashish Chakraborty (PGP 2007 - Founder Quezx)

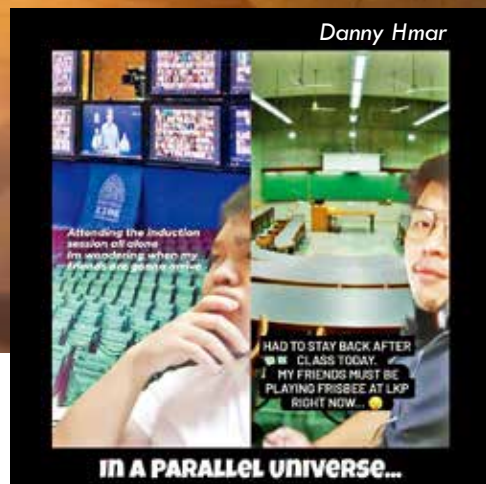
11. Rohit Pareek (PGP2007 - Brand Capital, Times Group)

Interactive sessions were ably moderated by Managing Committee members of IMAAA-Mumbai, particularly Prashant Srivastava, Vivek Joshi, Omkar Biradar, Pratik Singhi, Jandhyala Prasad, Nawdeep Puranik, and Dr. Anjani Suryavanshi.

PERSPECTIVES, THE PHOTOGRAPHY CLUB OF IIMA WHAT IF? ZOOM INTO THE CAMPUS



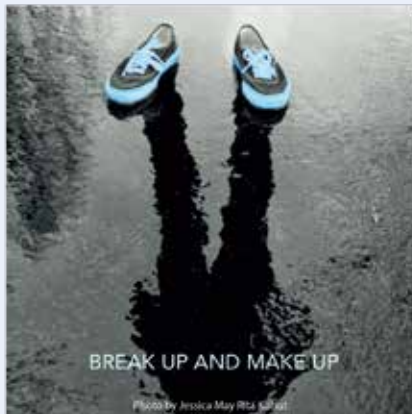
On 19 Aug 2020, the Club organized an in-house photography completion, with a theme - 'photoshopped picture of yourself or your study group on campus'.



BIRTH OF A NEW ERA

Submitted by Mr Anchal Jain (PGP 1987), Founding Partner - Val-More Action Advisory. Mr Jain also serves as the Co-Chair at CCBP, a specialised programme for the entrepreneurs in creative and cultural industries at IIM Ahmedabad. In the following excerpts, he shares the impact of pandemic in various aspects of our regular existence.

BREAK FROM THE PAST TO MAKE NEW OPPORTUNITIES



1.OMNI BRAND, NOT OMNI CHANNEL IS THE NEW MANTRA. It is no longer just about delivering integrated communication and channels, instead a brand proposition itself is a 360 consumer experience "What am I selling?" is a question you want to ask yourself. Take coffee for example, Am I in the business of running a cafe, selling coffee beans, roasting, brewing? Who should be brewing the coffee? Who is the new Barista? What can happen over a cup of coffee now? Is coffee a digital product?

Is it a product or a service? Yes, it is time for re-inventing brand models, business models, revenue models. So our biggest take away? There is an opportunity to rethink almost every product or service category in the lifestyle industry.

2.HOME IS THE NEW HOME OF OPPORTUNITIES. We expect winner brands to tune in sharply into what the consumers today are saying or doing today while at home. A lot of that new behaviour will stick. Turn the funnel of your marketing department backwards into listening to the consumers today rather than talking to them! Much more on this in our next post focused on the "New Home"

3.FAST FASHION IS IN THE SLOW LANE NOW! No, not to save the planet, but because those complex global supply chains churning out cheap, quick products will be too expensive and risky to run. And, of course, fashion is going home! Comfortable, work-lounge wear will be a big gainer! "In and out" wear, new definitions of leisure and occasion wear clothing and accessories will emerge. In general, total need or greed for fashion will fall and instead become more thoughtful. What place will jewellery hold in today's world? Watches? So, put on your gloves, also your mask and step out to look at the new streetwear!

4.TRAVEL WILL CONTINUE, PARTICULARLY FOR LEISURE, BUT WHAT WILL THE NEW TOURIST LOOK FOR? Will a traveller to France look for a stroll on the Champs Elysees or a stay in Ardeche? Travel safety will have assume additional dimensions

5.HOLISTIC WELLBEING IDEAS, PRODUCTS AND SERVICES INCLUDING CREATIVE CATALYSTS WILL BOOM as individual aspirations take centre stage. New ideas of beauty and personal products including DIY will take root. We expect textiles development to include affordable applications of anti-bacterial finishes.

6.INDIA AND HER CRAFT MAKERS WILL SEEK NEW TECHNOLOGY TOOLS to bring better, cheaper, more aspirational products, faster to the market for better returns. New microfinance opportunities to support the artisans will emerge

7.PERSONAL HEALTH SECTOR WILL GET A BOOSTER SHOT. Technology based health monitoring and delivery products at home will be in demand. E-consulting with doctors will increase. Preventive health care products will see a rise in demand.

8.And the most obvious one! SMART TECHNOLOGY, DIGITAL, REMOTE OPERATION STACKS, IMMERSIVE DIGITAL STORE EXPERIENCES, BLOCKCHAIN, AI/AR ETC..

THE HOME RUN



1.HOME FASHION IS THE NEW STYLE STATEMENT. We definitely expect home decor to steal more share of wallet from fashion with consumer behaviour shifting to not only spending more time at home but also sharing the homes, physically or digitally with others. "Home Fashion" in categories like furniture, rugs, wall hangings, art, furnishings, cushions, throws, vases, plants etc. will be new mecca for luxury and lifestyle brands.

2.HOME STYLISTS AND CURATORS WILL BE MORE SOUGHT AFTER than classic interior designers or even fashion designers.

3.THE CORNER OFFICE will be for more people working even partially from home. A new space will become essential for home dwellers, something that real estate planners will want to take note of. Faster and more complete digital integration will become as necessary as plumbing or electrical fittings.

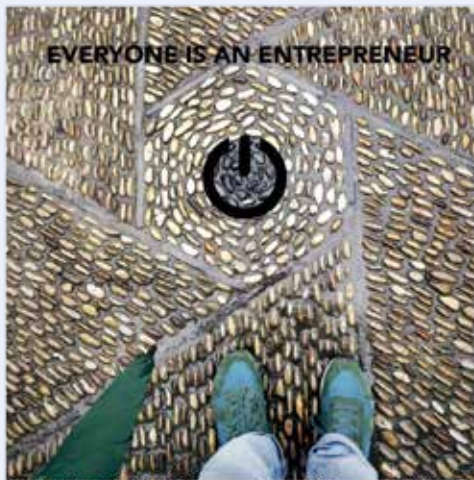
4.BEDROOM TO LOSE ITS CROWN TO WELLBEING SPACES. More thoughtful space design will be essential for new home sales with "living wellbeing spaces" taking centre stage. Entertainment, family, friends and self will demand more space at the expense of bedroom size.

5.WE EXPECT DEMAND FOR THOUGHTFUL, AFFORDABLE EVEN SMALLER HOUSING TO RISE IN INDIA with attention to stronger interplay of live, love, work and play. With a stronger individual, stronger families and stronger communities, housing planners and builders will need to rethink their cookie cutter approach to real estate development. For example: More single bedroom apartments, re-design of apartments, clubs, green spaces and cafes becoming an essential part of housing complexes, individual air conditioners replacing central air conditioning. Expect more savings, investments in homes from younger couples.

6.WHERE'S THE PARTY TONIGHT? - IN THE SOCIAL KITCHEN! Yes, we definitely expect more house parties (not just digital!) with more people sharing their culinary experiments and skills with friends and family. Cookware, Kitchenware and even more importantly, tableware along with HOSTING AND SERVING skills will make a stronger appearance on Instagram!

7.AND FINALLY, EVERYONE'S A MIXOLOGIST! Cocktail creativity will also chase the creativity in cooking and serving and together they will open up a new, huge market!

THE (RE)START-UP WORLD



1. RESILIENCE WILL MAKE YOU SURVIVE, VISION WILL MAKE YOU THRIVE. New leadership skills will be required - to act now in face of daily challenges, and envision the immediate future, both at the same time. It's not either-or, but a big AND. Leaders will need to have clarity on WHY and WHAT they want to do, but need to be very flexible on HOW to get there. Managers will need to think like entrepreneurs.

2. HONEY I DISRUPTED MYSELF! Covid will be the new term for disruption. Leaders will become more open to thinking of disrupting and re-inventing their own businesses regularly. Change will be created rather than followed. Darwinian evolution will ensure survival of companies with rapid change in their DNA.

3. DISTRIBUTED LEADERSHIP AND VIRTUAL TEAMS will be further enabled by improving technology. Teams will not need to co-exist, and can work seamlessly across borders. What was done in the past more out of necessity will become the norm. Employees will report to multiple leaders at the same time and organizations will be heavily MATRIXED. New e-work culture and e-collaboration norms will develop and be learned. Productivity will be measured through team output rather than individual time sheets.

4. LONELY EMPLOYEES, LONLIER HR. Work from Home is the new reality. The "official social time" with its coffee and walk around breaks will be missed. Even Work from Office will restrict free physical movements. What were time and tested employee motivation tools like office parties, open offices, team outings etc. will go through serious rethink. Wellbeing ideas for employees will gain subscription from corporates.

5. FLEXIBLE WORK-FROM-HOME HOURS, OPPORTUNITY TO EMPLOY MORE WOMEN with their unique skills. This is not a new idea. What is new is that no one had seen it work so successfully at such a large scale. Post Covid, more employers will be confident of providing flexibility on work hours and location. This will indeed help more women to join the active workforce.

6. SHARED ECONOMY MEETS ITS MATCH. AirBnB, Uber, BlaBlaCar, Co-Working Spaces etc face a huge challenge post COVID-19. New hygiene and health guarantees would need to be in place to regain trust of the consumers.

7. RETAILERS LOSE THEIR LONG TAIL, FINALLY! Thoughtful buying will begin with retailers, specially the ONLINE ones who were not carrying inventory risks. Brands will have to similarly think hard about why their product or service belongs in the world. If it will find a space on a retailer's shrunken shelf, it will also get customers' attention more easily.

8. LOW RISK, HIGH IMPACT NODES will now be planned and insured. Risk assessment methods will no longer discount unlikely events of high impact. Leadership will create risk scenarios and board room war games to improve preparedness during such crises. A new source of revenue (and risk) for the insurance sector will open up.

DIGITAL TURNS HUMAN: HUMAN TURNS TRANSPARENT



1. FROM A GOOD CHOICE TO NO OPTION. And when there is no option, then there is no decision problem. We should all get started now in looking for bleeding edge technology to support us in our respective operations. Here's a collation of all the pointers related to digital technology in previous posts

2. SMARTER MACHINES, TRANSPARENT INDIVIDUAL is where we are headed with personal privacy totally sacrificed. While this is not new, what is fresh is that the resultant saving in time will not go back in more work, but in personal pursuits

3. VISIBLE SOUL OF THE BRANDS. Transparency will also emerge as a norm in brand value chains, with new labelling taxonomy getting established

4. DIGITAL CUSTOMER SHOPPING EXPERIENCE WILL LEAP INTO BEING FULLY PIES (Personalised, Immersive & Intelligent, Emotional and Seductive) with multi-sensorial feedback, multi-media integration.

5. BYE BYE SOCIAL MEDIA. In the new world, "Likes", "Comments" etc will not be enough. With increased physical distancing, the gap in social distancing would need rapid filling with augmented social platforms. Different platforms for different needs - official, familial or social - would come up with differently imagined UI/UX.

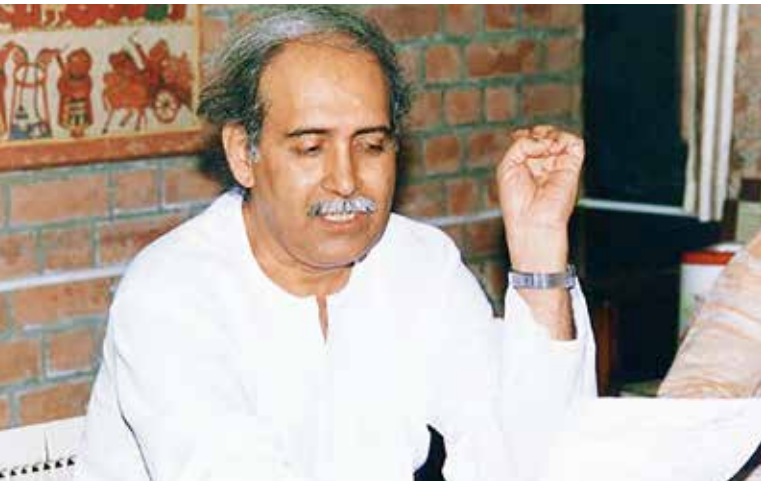
6. COLLABORATIVE, TEAM PRODUCTIVITY TOOLS TO BECOME STRONGER. Virtual offices, linked supply chains and digital applications of tasks traditionally delivered physically such as quality assurance will drive future innovations. Even rural artisanal supply chains will adopt these tools with the 5G roll out.

7. PREVENTIVE HEALTH AND TELE MEDICATION WILL BECOME THE NEW FIRST AID. Many versions will get adopted by households as their new go to for maintenance and prevention of health hazards

8. B2B OPERATIONS WILL BECOME MORE REMOTELY DELIVERED including discovery, dating, relationship management, trust, engagement, order taking and fulfillment.



PROF. PRAKASH M SHINGI AND CENTRE FOR MANAGEMENT IN AGRICULTURE



This archival snippet brings the spotlight on agriculture. Rare among management schools, the agricultural sector has been a focus area of IIMA right from the beginning, since the 1960s. Faculty members like D. K. Desai and V. K. Gupta played an important role in building the agricultural research centre, now known as the Centre for Management in Agriculture (CMA). Since 1970, IIMA began offering a unique programme, now known as the PGP-FABM (Food & Agri-business Management), regularly ranked as the best programme in this category in the world.

Prof. Prakash M Shingi, associated with IIMA and CMA for three decades, and the Officiating Director of IIMA at one time, passed away on Aug 15, 2020. An extract from his 2011-article on the founding of CMA is shared below.

'The Centre for Management in Agriculture as an Institutional Innovation within an Institution - Prof P.M. Shingi

The Indian Institute of Management, Ahmedabad

(IIMA), was set up soon after the state of Gujarat was formed. The Institute's early leaders were quite sensitive to the changes that were taking place in the immediate environment and were quick to respond to emerging opportunities. Within the first two or three years, they realized that management education could not be restricted only to private sector enterprises; it needed to be extended to government and other development sectors of the economy. One of the earliest innovations of the Institute was the establishment of a four-member group, called the AGCO Group, to bring the agriculture and cooperative sectors into the fold of management education. From 1964 to 1970, the Group undertook three activities in the assigned fields: research, training, and consulting; though it also offered a few individual courses relevant to post-graduate students of general management.

The Group generated enough output, and was quite active in keeping itself afloat. It also developed sufficient contact points in regional and national level government organizations and gained some recognition. Based on its initial experience it came out with a comprehensive list of the activities that it would like to undertake in the future. Most of the members of the Group had been educated abroad and had the needed competency. The IIMA leadership appreciated the efforts and potential of the AGCO Group and contributed by way of initial support and encouragement. This backing nurtured the Group's spirits and the Group began to dream of larger roles. The AGCO Group was upgraded to the CMA, the Centre for Management in Agriculture, in 1970.'

Incidentally, after IIMA started the Armed Forces Programme in 2006, the slogan 'Jai Jawan, Jai Kisan' rings well for the institute.

IIMA Archives Monthly Snippets can be accessed at archives.iima.ac.in/snippets

THE INSTITUTE'S TOP 25 WORKING PAPERS: OCTOBER 2020

Rank	Working Paper	File Downloads				Abstract Views			
		2020 01	3 months	12 months	Total	2020 01	3 months	12 months	Total
1	Food Subsidy in India: Trends, Causes and Policy Reform Options <i>Vijay Paul Sharma</i>	10	20	83	1,022	80	232	1,312	11,625
2	Farmer Producer Organizations as Farmer Collectives: A Case Study from India <i>Nalini Bikkina, Rama Mohana Turaga and Vaibhav Bhamoriya</i>	9	25	102	303	35	105	387	968
3	Fertilizer Subsidy in India: Who are the Beneficiaries? <i>Vijay Paul Sharma and Hrima Thaker</i>	8	18	57	1,211	115	340	1,080	10,754
4	High-Value Agriculture in India: Past Trends and Future Prospects <i>Vijay Paul Sharma and Dinesh Jain</i>	6	16	47	191	57	141	552	1,920
4	A THEORY OF TAX EVASION IN DEVELOPING COUNTRIES <i>Errol D'Souza</i>	6	30	102	220	29	106	389	695
4	The Transformation of Microfinance in India: Experiences, Options and Future <i>Mankal Sriram and Rajesh Upadhyayula</i>	6	9	34	282	12	21	100	929
7	Indian Antecedents to Modern Economic Thought <i>Satish Y. Deodhar</i>	5	13	40	167	13	78	302	600
7	The Implications of Economic Uncertainty for Bank Loan Portfolios <i>Sanket Mohapatra and Siddharth M. Purohit</i>	5	5	5	5	5	5	5	5
7	Party Autonomy in International Commercial Arbitration <i>Anurag K. Agarwal</i>	5	14	107	498	29	86	540	2,387
10	Theory of Planned Behaviour Approach to Understand the Purchasing Behaviour for Environmentally Sustainable Products <i>Bipul Kumar</i>	4	11	68	244	29	100	337	968
10	Issues in Infrastructure for Export of Marine Products from India <i>G. Raghuram and Asopa V N</i>	4	6	13	168	5	11	61	878
10	A Framework of Project Risk Management for the Underground Corridor Construction of Metro Rail <i>Sarkar Debasis and Goutam Dutta</i>	4	17	58	323	10	53	228	1,091

13	E-commerce in oligopsonistic and relational markets – An empirical investigation of transaction costs in agricultural e-markets in India from farmers' perspective Argade Aashish and A. K. Laha	3	8	17	57	3	13	30	88
13	Issues in PPPs in Ports in India G. Raghuram and Shukla Niraja	3	4	17	43	4	6	31	110
13	Dedicated High Speed Rail Network in India: Issues in Development G. Raghuram and Prashanth D. Udayakumar	3	9	34	469	12	32	139	1,063
13	Food Insecurity in India: Causes and Dimensions Dand Sejal A and Sujoy Chakravarty	3	4	17	777	31	75	421	7,363
13	Strategies for solving wicked problems of true uncertainty: Tackling pandemics like Covid-19 (Version: April 13, 2020) Ajeet N. Mathur	3	11	68	68	9	35	188	188
13	Public Private Partnership in Airport Development - Governance and Risk Management Implications from Cochin International Airport Ltd G. Raghuram and Biju Varkkey	3	16	37	230	22	107	318	1,235
13	Demand for Fertiliser in India: Determinants and Outlook for 2020 Vijay Paul Sharma and Hrimala Thaker	3	12	25	235	30	100	213	1,112
13	A Model for Internet Governance and Implications for India Rekha Jain	3	6	19	65	15	31	87	204
13	Climate Change in Madhya Pradesh: Indicators, Impacts and Adaptation Vimal Mishra, Reepal Shah and Amit Garg	3	5	35	116	15	65	309	603
22	Value Addition to Local Kani Tribal Knowledge: Patenting, Licensing and Benefit-Sharing Anil K. Gupta	2	2	6	105	12	36	115	819
22	Foreign Currency Borrowing and Firm Financing Constraints in Emerging Markets: Evidence from India Sanket Mohapatra and Jay Prakash Nagar	2	14	14	14	5	15	15	15
22	Hedging Effectiveness of Constant and Time Varying Hedge Ratio in Indian Stock and Commodity Futures Markets Ajay Pandey	2	5	9	134	9	21	55	446
22	Role of Alternative Dispute Resolution Methods in Development of Society: 'Lok Adalat' in India Anurag K. Agarwal	2	3	22	179	20	52	322	2,065

Statistics updated 02.12.2020

[VIRASAT x FSI] IIMA HERITAGE DISCUSSION

A Unique Celebration of Teacher's Day 2020

Virasat - The Heritage Club of IIM Ahmedabad organized the IIMA Heritage Virtual Discussion event on Teachers Day (5th September 2020), in collaboration with Faculty-Student Interaction Club. Four of IIMA's beloved professors - Prof Vijaya Sherry Chand, Prof Rakesh Basant, Prof Navdeep Mathur, and Prof Chinmay Tumbe graced the event by their presence. The event was mediated by Kartik Rohilla, a student from PGP-FABM (Batch 2). Over 45 students and IIMA community members participated in the event.

*Written by: Kartik Rohilla, Harshita Gupta (1st year) and Likhita Gurugubelli.
Club coordinator: Virasat - Ambiga Devi, FSI - Chakradhar Reddy*

Professor Vijaya Sherry Chand, alumni (PGP-SPA 1982) and Professor of IIMA, initiated the discussion with a presentation talking about the time when the Institute was set up. He set the stage for the discussion by showing the struggles and never-ending will power of the people like Vikram Sarabhai, Kasturbhai Lalbhai, Jivraj Mehta, and Ravi J Matthai (who became the first Director of the Institute), to set up the Indian Institute of Management, Ahmedabad. He also shared the historic images and documents with the audience through a presentation, that helped them imagine the scenario at the time of the establishment of Institute.

The Professor talked about the contribution of the Ford Foundation for the initial boost for setting up the management institute and the contribution of Harvard University for providing world-class teaching methodology for the Institute. Dr Kamla Chowdhry joined Vikram Sarabhai, and the Institute was set up in 1961. Then to understand case-based pedagogy and best practices in teaching, they decided to send a few of the faculty to Harvard under the International Teachers Programme, and Prof Dwijendra Tripathi was one of them.

The Professor talked about how the founding members rented the buildings for some years and the founding ceremony at the Atira Auditorium, which stands right across the current campus. The first program that was set up in the Institute was the executive program. However, the core members of the Institute wanted to start the PGP program as soon as possible, and images from the presentation also showed the internal meeting taking place at the bungalow at Shahibaug, which was the first office of the Indian Institute of Management. The audience of the discussion was awestruck by some facts like how the Institute's motto was set up by

organizing an internal competition, and the academic activities were shifted to the Red Brick Campus in 1966.

Prof Rakesh Basant shared about different types of practices followed in IIMA's dorm culture. He gave us many facts on the campus like, Dorm 12 was the first dorm to be established on campus. He also told how and why activities like T-Nite, Induction Week were initiated and how they helped in the students' bonding. He also expressed his views on how Hoax Week was started to help prepare incoming students for the academic rigor at IIMA.

Prof Navdeep Mathur shared with us the history and current happenings in the Jawaja Project – a project initiated by Prof Ravi Matthai (1975), where student volunteers from IIM Ahmedabad and the National Institute of Design (NID) joined with local artisans and craftsmen of about 200 villages in Rajasthan, for the formulation and implementation of sustainable livelihood options to the artisans to overcome social, environmental and political challenges.

Prof Chinmay Tumbe, one of the founding members of IIMA Archives, talked about the process and reason behind its establishment, the importance of knowing the organization's history, and how IIMA Archives work towards it. He also emphasized how IIMA gives significance in portraying its heritage, history and culture by contrasting it with other organisations. He also emphasized that everyone should be aware of their organization's history, which helps them know where they come from and where to grow.

After that, the student-professor interactive discussion started. Many exciting questions on IIMA's heritage were asked by the audience to the professors

like when and how Frisbee became the sport of IIMA, the history behind the establishment of the role of Academic Associates in IIMA and their involvement in the academic activities, etc. These questions were answered by the professors which helped us in knowing

more interesting facts on IIMA Heritage. The event was enriching and helped us understand a lot about our campus and its heritage - through our beloved Professors on the Teacher's Day this year.

INSTITUTE VIRTUALLY WELCOMED THE BATCH OF 2022



IIMA welcomed its new batch of MBA and MBA-FABM (2020-22) through a virtual inauguration-orientation on August 2, 2020.

The welcome address was given by Prof Shailesh Gandhi, Dean (Programmes), following an inaugural address by Prof Errol D'Souza, Director-IIMA. The event was also presided by,

- Chairperson, Admissions - Prof. Vishal Gupta
- Chairperson, MBA - Prof. Pradyumana Khokle
- Chairperson, MBA-FABM - Prof. Satish Deodhar
- Chairperson, PhD - Prof. Goutam Dutta
- Chairperson, MBA-PGPX - Prof. Viswanath Pingali
- Chairperson, ePGP - Prof. Sanjay Verma
- Dean, Alumni and External Relations - Prof. Rakesh Basant
- Dean, Faculty - Prof. T. Bandyopadhyay
- Warden - Prof. Naman Desai
- Chairperson, Placement - Prof. Amit Karna



During the virtual opening of the new academic year, Prof Errol D'Souza, Director, IIMA, expressed, "We at IIMA are delighted to welcome the batch of 2022. Even though we are awaiting the government directives to open academic institutions, we will make sure that our students feel the campus learning experience in our online classes."

We welcome the Class of 2022 and wish all the students the very best for their exciting journey at IIMA.

ePGP - VIRTUAL INAUGURATION AND VALEDICTORY CEREMONY



ePGP Batch 2020-22 Virtually Inaugurated The 4th batch of e-Mode Post Graduate Programme (ePGP) received a warm virtual welcome by the Institute on September 20, 2020. The batch was inaugurated by Prof Errol D'Souza, Director - IIM Ahmedabad, in the presence of Prof Sanjay Verma and Prof Biju Varkkey. A total of 71 students have joined the batch this year with 17% female participants. In the batch, the majority of students are from an engineering background, in the age group of 26 to 35 years and with work experience ranging between 6 to 15 years.

Valedictory Ceremony of ePGP Batch 2018-20 was organised virtually on September 19, 2020. Prof. Shailesh Gandhi, Dean (Programmes) was the Chief Guest and the ceremony was presided by Prof. Sanjay Verma (Chairperson - ePGP), the Executive

Committee Members and the faculty. They shared their experiences with the participants, wishing them the very best for the future endeavours.



ePOST GRADUATE DIPLOMA IN ADVANCED BUSINESS ANALYTICS (ePGD-ABA)

“Business analytics has been turning out to be one of the core competencies for the organizations to compete in the 21st century. The deluge of data that we see today can be used as powerful drivers for effective decision making. However, most organizations are still struggling to leverage it as there is a serious shortage of skilled personnel in the domain of data analytics.”

- Prof. Tathagata Bandyopadhyay (Ex-Chairperson, ePGD-ABA)

“Data-driven decision making is a defining hallmark of organizations in the 21st century. Application of data analytics is promising creative and cost-effective solutions to traditionally intractable problems in wide areas spanning the private and public sectors. This rise of data analytics application in management practice is equally matched by an acute demand for skilled analytics professionals who can deliver state-of-the-art solutions to business problems.” - Prof. Anindya S. Chakrabarti and Prof. Anish Sugathan (Co-Chairpersons, ePGD-ABA)

THE IDEA BEHIND THE PROGRAMME The ePGD-ABA was launched in March 2020 at a time when the deluge of digital data and data-driven decision making was becoming an integral part of the efficient functioning of every organization, and more generally of society at large where data science is gaining importance with time.

PROGRAMME DELIVERY & THE IIMA PEDAGOGY The ePGD-ABA is a 16-month blended learning programme, which will be delivered using a mix of

on-campus class-room sessions, online sessions, and project work. The programme’s curriculum is designed to give the participants an in-depth exposure to the analytics tools and techniques, and prepare them to solve business problems across industry verticals and functional domains using data.

The programme offers a carefully thought out mix of courses on tools and techniques for data visualization, modelling and analysis of varieties of data of different sizes; machine learning algorithms, cloud computing, and finally, the domain specific applications of data analytics in marketing, HR, Finance, Operations and Public Policy and, skills required to package analysis output into business implications that can support decision making.

In a nutshell, the programme focuses on building a blended expertise in data “literacy”, data processing and business acumen that are the important competency requirements for the Analytics profession today.

The ePGD-ABA basically bridges the gap between high volume of unstructured data available all across and derivation of actionable decisions through that data. *More information about the programme and its contents available at www.iima.ac.in/web/epgd-aba/*

IN LATEST RANKING, IIMA THE BEST IN COUNTRY

Financial Times Masters in Management 2020 Ranking: On September 28, Financial Times (FT) released its Global Masters in Management (MIM) Rankings 2020. Indian Institute of Management - Ahmedabad's Two-Year Post Graduate Programme in Management (MBA) is the **top ranked program in India with 20th position globally**. The Institute is at number one position in 'Salary today (US\$)', 'Weighted

salary (US\$)', 'Employed at three months' and 'Faculty with Doctorates' criteria for rankings and number four position in 'Careers service rank' criteria.

Quacquarelli Symonds (QS) Global MBA Rankings 2021: Placed at the 50th position globally, IIM Ahmedabad was the top-ranked Indian B-School in the latest QS Global MBA rankings released on Sep 23, 2020.

COVID-19 CAMPUS DASHBOARD

To ensure transparency about Covid-19 cases on the campus, the Institute has started its own Covid-19 campus dashboard (covid19.iima.ac.in/dashboard.php), that went fully functional on October 8, 2020. The dashboard shows ongoing COVID-19 results for testing administered by IIMA since 1st September 2020, for faculty, staff, students, community members and contractual staff.

A Covid-19 coordinator has been appointed to liaison with AMC and lead the testing drive that is conducted at least once every week since September 2020. On October 10 2020, RTPCR tests were conducted for the first time, instead of the antigen tests held so far. The Institute also has an elaborated standard operating procedure that is followed for students returning to the campus.

IIM AHMEDABAD ENDOWMENT FUND APPOINTS CHHAVI MOODGAL AS CEO



Ms Chhavi Moodgal (PGP 2004) has been appointed as the first CEO of IIMA Endowment Fund. She has over 16 years of experience in financial services across asset management, investment banking, and capital markets. She is trusted to bring corporate relationships as well as execution capabilities which will help set up the initial framework on which the IIMA Endowment Fund, that was established in June 2020, can stand as a long-term enterprise.

ALUMNI RENDEZVOUS WITH LSD'S "HUMANS OF IIM-A"

"The true alchemists do not change lead into gold; they change the world into words." - William H. Gas

Indeed, writers are blessed to be able to shape their visions into beautiful words which have the capacity to leave a mark on others, sometimes indelibly so! This belief got reaffirmed when the Literary Symposium Desk - the official club for debating, writing, and quizzing at IIM-A - got an opportunity to collaborate with a few of the finest authors from the IIM-A PGP batch of 1993.

A humble community of about 10 members spread across the country, they never had to struggle to find a reason to stay connected. They already had one - writing - which has united this group for the last 28 years. Following on their simple and supposedly naïve hobby of writing, these exemplars have turned out to be a few of the finest authors of the country. Spanning across myriad genres of business, fiction, fantasy, politics etc., their work has been widely celebrated with some of the publications immortalizing themselves as best-sellers.

Team LSD was fortunate to be able to have an opportunity to interact with a few members of this brilliant community. One of them was Prof. Apurv Nagpal (*visiting faculty at IIM Ahmedabad*), who fondly recounted the group's achievements and how they have grown together over the years. This mere recollection was a catalyst in reminding us of the enigma of IIM-A - one's friendships and relationships here are oftentimes a microcosm of the wonderful journey lying ahead.

We were instantly convinced that this was a story which everyone should hear. For all its aspirational value and warmth, the IIM-A community deserved to hear this. We invited two of the authors, **Mr. Rajesh Chakrabarti** and **Prof. Apurv Nagpal**, for a brief interaction under the aegis of Humans of IIM Ahmedabad. For the uninitiated, Humans of IIM-Ahmedabad is an initiative of LSD to provide a platform for the heart-rendering stories of WIMWIANS to reach the larger community. The Instagram page (Handle Name: @HumansOfIIMA) has shared the transformational journeys of a few of

the gems of IIM-A - Prof. Chitra Singla, Prof. Arvind Sahay, Prof. Subhadip Roy, Rambhai and Bhavesh Bhai (*vendors who have literally aged alongside the campus and share a familial bond with the students*).

During our interaction with Prof. Nagpal and Mr. Chakrabarti, the latter remarked, *"Unconventional career? It's a balance between what needs to be done and what you absolutely want to do"*. The passion with which these gentlemen expressed themselves was overwhelming. The conversation grappled around various topics pertaining to the unconventional career trajectories, their motivations for opting writing as the professional choice, their times at IIM-A, among other things.

Colloquially, the conversation was a crash-course in itself, where we realised that words have a certain captivating power to themselves. Those who are able to master them are also able to master their readers. The same applies to this accomplished duo, who have weathered the odds to emerge paragons in their respective fields. Team LSD is enthused to extend its association with these authors in the future and hopefully, integrate them with the current student batches.

As I write the above, a realisation dawns upon me. Just like these authors, there would be several other unsung heroes produced by IIM-A, who are extraordinary in themselves and in their pursuits. Their odysseys have the potential to rekindle a new kind of ambition in the current batches - an ambition to do the unordinary by simply being themselves. After all, WIMWIANS are well-versed with the mantra of not being another brick in the wall.

LSD is an embodiment of these sentiments, as it strives to be an enabler to the members of the community to express themselves. With its various endeavours, LSD hopes to engage meaningfully with the different factions of the IIM-A family and bring all of them closer together in the process.

PROF. HYOKJIN KWAK JOINS THE MARKETING AREA

We are happy to inform that Prof. Hyokjin Kwak has joined the Institute on October 12, 2020 as Professor in the Marketing area of the Institute.

Prior to joining IIMA, Prof. Kwak was Professor of Marketing at the LeBow College of Business, Drexel University for 20 years, holding Dean's Research Fellow, Distinguished Teaching Fellow, and the Marketing Ph.D. coordinator. His Ph.D. in Marketing (Terry College) and M.A. in Advertising (Grady College) were both earned at the University of Georgia. He is International Research Fellow at Waseda University in Tokyo, Japan. He has been a Visiting faculty at several institutions including the University of Amsterdam, the University of East Anglia, and the Korea Advanced Institute of Science and Technology (KAIST) Business School.

Prof. Kwak's primary research interests include



strategic branding, advertising effects, and machine learning which have appeared in major marketing journals including the Journal of Marketing, Journal of the Academy of Marketing Science, International Journal of Research in Marketing, Journal of Consumer Psychology, Journal of Advertising, among others. He serves as Associate Editor for the International Journal of Advertising and on ERB at the International Journal of Research in Marketing, Journal of Advertising, and Journal of the Academy of Marketing Science. His Ph.D. students have won nation-wide awards for their dissertation (e.g., Mary Kay Dissertation Competition by Academy of Marketing Science).

His office is in New Faculty Block, Room No B-14. He can be reached on extension 4944 or at hkwak@iima.ac.in.

PROF. NAMRATA CHINDARKAR JOINS JSW-SPP

We are happy to inform that Prof. Namrata Chindarkar has joined the Institute on October 01, 2020 as Associate Professor in the JSW School of Public Policy (JSW-SPP).

Before joining IIMA, Prof. Chindarkar was working as Assistant Professor at the Lee Kuan Yew School of Public Policy, National University of Singapore. She is a Fellow of the Initiative for Sustainable Energy Policy (ISEP) at the Johns Hopkins School of Advanced International Studies.

Prof. Chindarkar received her doctoral degree



in Policy Studies concentrating in international development from the University of Maryland, College Park, USA in 2012.

Her research addresses questions pertaining to sustainable development and social policy. Currently, her key research themes are access to basic infrastructure (energy, water, and sanitation); individual and household welfare (poverty and inequality, food security, subjective well-being); and gender and development.

She can be contacted at namrata@iima.ac.in.

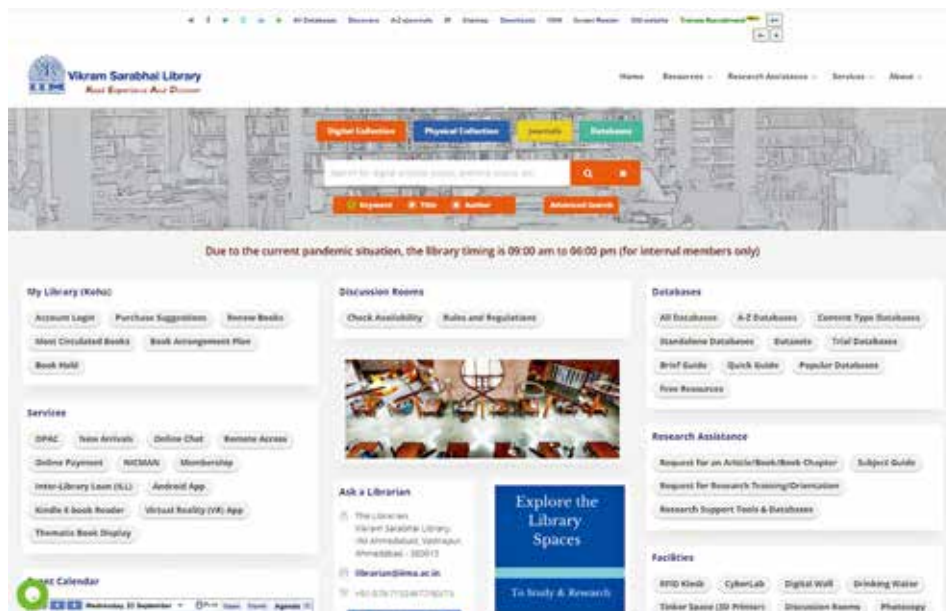
IIMA RECOMMENDS POLICY REFORMS FOR CORRUPTION-FREE GOVERNANCE AND ADMINISTRATION IN ANDHRA PRADESH



Led by Prof Sundaravalli Narayanaswami (Faculty & Chairperson, Public Systems Group), the project comprised of a detailed study, identification of graft in administration at various levels and suggestive measures to curb it. As part of the MoU, the Institute was designated the task to frame guidelines to curb

corruption in select administrative departments of Andhra Pradesh state government. The team submitted its report to Chief Minister Shree YS Jagan Mohan Reddy on August 24, 2020, recommending a process reengineering framework along with several policy reforms, towards good governance and corruption free administration.

NEW DESIGN FOR THE LIBRARY WEBSITE



We are happy to announce the new face of the Vikram Sarabhai Library, IIMA at library.iima.ac.in. Please explore.

THE PUBLIC POLICY CLUB

The Public Policy Club of IIM-Ahmedabad broadly strives to foster interest in the public policy domain, advocacy and democratic reforms. The Club majorly provides a platform for expressing views and opinions freely, along with facilitating the opportunity for interested individuals to work on live projects. Additionally, the Club helps in guiding individuals from the IIMA community to shape and lead their careers in the sector.

RECENT INITIATIVES: Over the past nine months, the club had focused on addressing various public issues such as CAA, migration amidst COVID-19, changed labor laws, etc. through editorials, speaker sessions, debates, events, and policy briefs.

Speakers Cell: Organizes speaker sessions by inviting eminent personalities from diverse backgrounds

Sessions Cell: This year, the cell has kick-started the flagship speaker series “Manthan” which saw prominent personalities such as Mr. Suresh Prabhu, Dr. Kumar Vishwas, Adv. J Sai Deepak, Dr. Ashok Khemka, Mr. Milind Deora, and Mrs. Smriti Irani as speakers. The topics of the sessions varied from understanding the Indian bureaucratic system to understanding the Indic perspective. Apart from this, the speaker cell has also conducted a session on CAA with Mr. Gautam Bhatia and Prof. Sarthak Bagchi. The cell has also conducted a panel discussion on the issue of migration workers with our three esteemed Professors - Prof. Ankur Sarin, Prof. Chinmay Tumble and Prof. Ernesto Noronha.

Editorial Cell: Primarily deals with writing/ managing all the published articles and newsletters by the Club.

It has penned down multiple thought provoking articles on our official Medium blog. The topics

were diverse, including data protection laws, ideal response model against Covid-19, legalizing same-sex marriages. To facilitate the views and opinions expression for IIMA community, the cell has launched “LKP Musings”, under which articles from individuals of IIMA community were invited and published on our official blog. Currently, to aid the placement preparation of PGP1s, the cell is publishing a weekly news digest named as “The Policy Chronicle”.

Live Projects Cell: Responsible for bringing in live projects and monitoring their progress

The Cell has collaborated with Prof. Chinmay Tumble to publish the policy brief regarding the lessons to be learned for African nations from India’s lockdown amidst the Covid-19 pandemic. Also, the cell is working with the IDF, which is in collaboration with the Karnataka state government, regarding the scope of improvements in the state’s rural policies.

Events Cell: Responsible for organizing various events such as Vidyarthi Adda, Case Study Competitions, Model United Nations, and more

The Cell has conducted its flagship student debate series “Vidyarthi Adda” and the debate issues varied from CAA to politics in the universities of India. The cell has also been involved in conducting quizzes on current affairs and general policy awareness. The cell has also led the first of its kind event “Mock NITI Aayog” organized in collaboration with TRBS, IIM Ahmedabad. Mock NITI Aayog is an Indian version of the classical MUN.

Apart from all the above initiatives, the Club is involved in launching the Inter B-School Policy Case Competition in collaboration with premier management institutes such as IIM Bangalore, IIM Lucknow, and ISB.



IIM AHMEDABAD HOSTS ITS FLAGSHIP MANAGEMENT FESTIVAL VIRTUALLY

- By the The Red Brick Summit 2020 team



OpStruct, the flagship Operations–Strategy event



Model United Nations (MUN) online conference



LiveWire, a real-life case-solving competition to test consulting skills

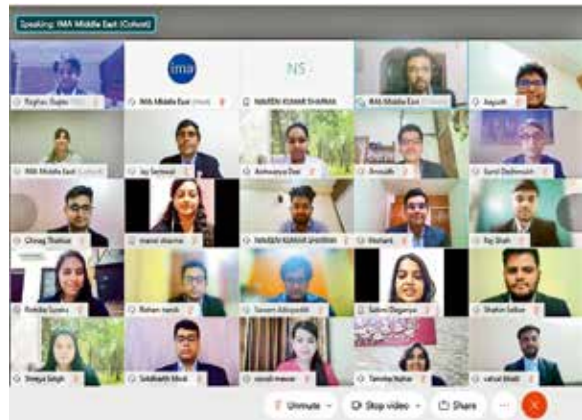
In an endeavor to keep up with the new normal, we at the Indian Institute of Management, Ahmedabad, successfully hosted the 4th edition of *The Red*

Brick Summit on 24th & 25th October 2020 in its all-new virtual avatar. With the untiring efforts of the organizing team, we were able to set the bar even

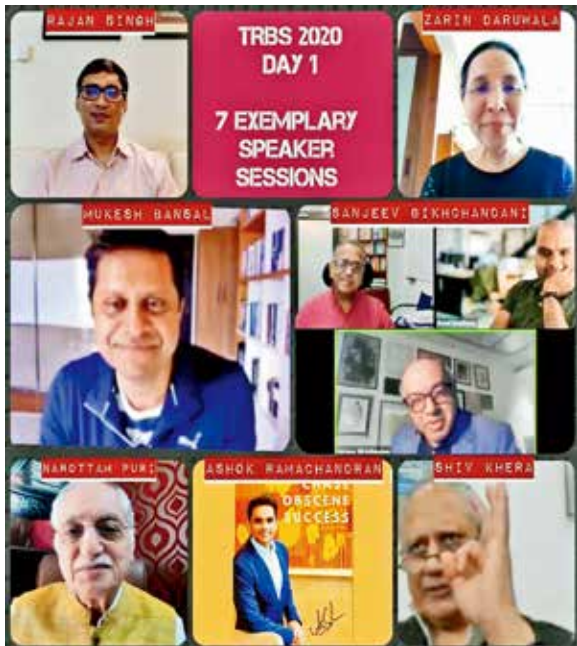
CAMPUS COVERAGE



Red Brick Debate - Literary Symposium Desk's first time ever online debate



Business Strategy "Shark Tank" Challenge



higher this year. While the on-ground experience of the festival has undoubtedly been phenomenal, this year, we were able to explore untapped opportunities with the virtual mode. The 2-day event saw participation from 70,000+ students and 320+ colleges globally.

TRBS has had a vibrant legacy and provides a potent forum for dialogue and furtherance of business thought.

Some of the prominent speakers gracing the event included industry stalwarts such as Sir Martin Sorrell, *Founder & Executive Chairman, S4 Capital Plc*, Zarin Daruwala, *CEO, Standard Chartered Bank, India*,

Mukesh Bansal, *Co-Founder, Myntra & Cure.fit*, Shiv Kherra, *author of the international bestseller "You Can Win,"* and Sanjeev Bikhchandani, *Founder, InfoEdge*, to name a few.

To provide an insight into real-time businesses, we hosted 16 workshops across multiple domains like marketing, supply chain, AI, financial modelling, etc. in collaboration with leading industry players such as PepsiCo, Nielsen, Amazon, and CII. The summit also hosted 22 flagship events, catering to a multitude of fields like consulting, marketing, finance, operations, entrepreneurship, and several other domains.

RBI LOAN RESTRUCTURING - PANEL LED BY MR KV KAMATH

On August 6, 2020, RBI released a statement on Developmental and Regulatory Policies along with the Monetary Policies, stating that it will formulate a 'Resolution Framework for Covid-19 related Stress'.

Considering the same, RBI allowed one-time restructuring of loans across all sectors, by constituting a 5-member expert committee under the chairmanship of Mr KV Kamath (PGP 1971). The committee will recommend parameters to cope up with the Covid-19 related stressed assets.



PROF JAYANTH VARMA JOINS INDIA'S MONETARY POLICY COMMITTEE

In a significant move, the Reserve Bank of India (RBI) welcomed eminent economist Prof Jayanth R Varma (PGP 1982, FPM 1984-88) as a member of the Monetary Policy Committee (MPC).

Apart from being a Professor in the Finance and Accounting Area at IIMA with immense contribution to academia, Prof Varma has been a full-time Member of the Securities and Exchange Board of India (SEBI) for a year and a part-time member of SEBI for three years. He has also been the Chairman of the Secondary Markets Advisory Committee and several other committees of SEBI. He has been Chairman of several committees set up by the Forward Markets Commission and the Ministry of Finance and Company Affairs. Prof. Varma was a member of the Raghuram Rajan Committee on



Financial Sector Reforms and of the Financial Sector Legislative Reforms Commission. Being a known expert in financial markets, he has carried out consulting assignments for several government, multilateral and private sector organizations in a wide range of areas including financing choices, risk management, management information and control systems, and corporate strategy. <Information sourced from faculty.iima.ac.in>

RBI and IIMA have a long association through - Dr IG Patel (Former Director - IIMA), Prof C Rangarajan (Former Faculty Member), Prof Ravindra Dholakia (Former Faculty Member), Mr Raghuram Rajan (PGP 1987), Mr KV Kamath (PGP 1971), and now Prof Jayanth R Varma.

DR SRIKANT DATAR (PGP 1978) NAMED DEAN OF HARVARD BUSINESS SCHOOL (HBS)

Renowned academician and economist Dr Srikant Datar (PGP 1978) has now been appointed the Dean of the Harvard Business School (HBS). He will assume the position from January 1, 2021. He is set to become the 11th dean and the second consecutive dean hailing from India to lead the prestigious 112-year-old institution.

According to IIMA Archives, Mr Datar, a Chartered Accountant, worked with the Tata Administrative Service (1978-80), obtained a PhD in Business (Accounting) at Stanford University in 1985 and spent his career as an academic, first at Carnegie Mellon and Stanford University and from 1996, at Harvard Business School.

In a span of 44 years since 1976, Mr Datar has many connections with IIMA. He was a student of the

PGP 1976-78 batch. As a student at IIMA, he was the Coordinator of the Student Affairs Council (1977-78) and won the 'Award for Outstanding Overall Performance'. Later, he served on the IIMA Board of Governors (2012-18) and also stepped in as the Chairperson during the convocation ceremony of 2018 in the absence of Mr K M Birla.

In an interview recorded on 31 October 2018, as part of the Oral History Project by IIMA Archives, he shared his experience on getting admitted to IIMA, the student life on campus, faculty interactions and the influence of Prof. S K Bhattacharyya on his career. The video snippets can be watched

at archives.iima.ac.in.

He was a Dorm-15 resident. A description of him in the student yearbook of 1978 is shared below.



SRIKANT H. DATAR

SRIKANT M. DATAR (Sree, Srida, SMDA...)

"Anti wake me up in 3 minutes — small catnep ho jaye" — that is our large-hearted, fun-loving, serious, darling, businesslike robot from D-15. Champion diplomat, persistent buller and distinguished all-rounder, his various credits include a chartered accountancy from Fergusons. Endowed with an infectious laugh (his major problem was to change gear before he choked), Sri seldom took time off from his various appointments and checklists. With his "Uska Kya Hua" opening conversational gambit, he never had a problem of what to say after saying hello (probably because he never said it, but got down to hard core bulling right away).

Having maghu-maroeed his way into the ISchol lists and into Bhatta's heart, he has ever since been trying to wriggle out of SAC's and other messes he took upon himself to co-ordinate. His home at B'bay was the official residence of all and sundry, though the Cricket, Bridge, Hockey and Tennis Institute teams kept Srida busy enough at IIMA.

To cap it all, as Malegamwala said at the TAS interview — "Tell me about one scholarship you have not got" — how is that for GK?.

FROM AKSHARA (1970) TO AKSHAYA (2020) 50 GOLDEN YEARS



Preparations for the Golden Jubilee Reunion of the PGP 1968-70 batch to be held in Ahmedabad (March 19-21, 2020) started with an enthusiastic bang in April 2019 and ended in a COVID-19 whimper a year later when the postponement of the Reunion was announced. The considerable planning and effort that had gone into what would have been a landmark event had to be suddenly abandoned. The reunion was planned to coincide with the 55th convocation of IIMA and the PGP70 alums were designed to be part of it; the convocation had also to be postponed because of a GOI advisory.

Our hopes of visiting the institute - to see the campus, attend a class, discuss a case, to soak in the sights and sounds to see if they would resonate with our time there, to meet old class-fellows and try and take off from where we left off the last time we met, to visit old haunts and new places of interest, to partake of a genuine Gujarati meal - were dashed.

Akshaya, the reunion magazine, was released as scheduled on March 15 but digitally, unceremoniously. Hard copies were couriered to the spouses of deceased class-mates. An appetite seems to have



been generated among several of our class-mates for a hard copy. A 'new-improved' edition catered to this demand in the first week of June 2020.

The Virtual Reunion, First of its Kind at IIMA It took far less time for us to adjust to the rhythm of life on campus, to unravel the secrets of how to study a case or participate in class discussions than it did to reckon with what later came to be known as a global pandemic. When realization dawned that we could not even guess the time it would take for all of us to meet again - with or without elbow bumps, let alone handshakes or hugs - we chose the next best option of a Virtual Reunion. Since global participation was envisaged, the time chosen was 7 pm IST; the time-tested formula of two-day reunions, sadly, had to be shrunk to two sessions – the first on July 31 and the second on August 01.

Prof. C Rangarajan Preceding the planned virtual reunion came the news that Prof. C Rangarajan, who brilliantly taught us the principles of macro-economics in our PG programme, had been awarded the first *Prof PC Mahalanobis National Award in Official Statistics for Lifetime Achievement*. A virtual meeting to felicitate him was quickly put together and 65 of our classmates attended the programme on July 24 at which Dr. Rangarajan kindly consented to give a talk

on the *Macroeconomic Challenges for Post-Covid India*.

Dr Rangarajan was in many ways the same person we knew in 1968-70. He looked the same and brought the same energy, verve and wisdom to his talk as he did to the courses he offered us at IIMA. Also in evidence was the same clarity of thought and expression and the lucidity which brought macroeconomic concepts within our grasp at that time.

Dr Rangarajan succeeded, during his one-hour talk, in transporting us back to our classrooms on the campus. The video of the event is available on the IIMA PGP1970 channel on YouTube: https://youtu.be/ZpOs1_Kt3qo

Two of our batchmates sought permission to meet him briefly in advance at his Chennai residence to present him with our letter of felicitation.

Day One of the well-planned and meticulously executed virtual reunion (VR) was exclusively for the young Turks of 68-70 whose visions and ideas had by now been tempered by 50 years of work experience. To the two minutes given to each of the 57 participants to speak about what they remembered most at IIMA or thereafter, it was nostalgia time and, in a sense, WEC/WAC time. The grading of this project has not been undertaken yet. The fact that there have been requests for more such meetings is in itself a measure



of its popularity and a manifestation of the many things that we are yet to talk about and of the news to be exchanged.

Of course, we missed those classmates who had passed on and tribute was paid to them through a video, sensitively put together.

One of the lasting images of Day One of the VR was that of Pandit Hari Prasad Chaurasia who struck a chord when he said that music was for the mind and the soul; that he wanted a guarantee of admission to the most sought-after business school in the country at least in his next birth. What followed was an exquisite (pre-recorded) rendering of *Vaishnava Jana To* by Panditji and his six accompanying flautists. A brilliant though brief substitute for the live performance he was to do for us at the planned reunion at Ahmedabad.

On Day Two, having been in a virtual classroom (with Dr. CR), we went on a virtual tour of the newly-restored and modernized Vikram Sarabhai Library. If there was to be one indicator of how IIMA has changed in the last 50 years, the library would be a front-runner.

IIMA Director Prof Errol D'Souza, in his address from the campus, exuded a quiet confidence. He expressed satisfaction at the support he was receiving from alumni globally and acknowledged their importance in brand building. He also acknowledged the generosity of the Faculty, Alumni and Board members.

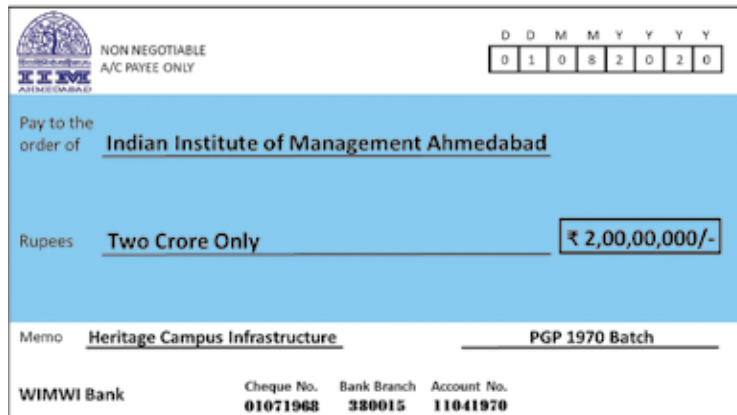
Having informed his audience that IIMA is the

highest-ranked business school in Asia, and that it had attained global rankings in Finance (11) and Leadership Training (14), he said that one of his objectives was to make IIMA more prestigious (read 'improve its ranking'). The effort at IIMA was to provide participants in its courses with life-changing experiences and to help them maintain their relevance, in these times of volatility and uncertainty, to their organizations, to society and to their families. Consequently, IIMA had to design new and specialized courses in technology and digitization (hard skills) as well as courses on governance (public policy) and inter-cultural understanding (soft social skills). He said that education at IIMA stressed the importance of intrinsic motivation that would lead to a quest for knowledge. He announced that a School for Public Policy is in the offing.

Prof D'Souza pointed out that the renovation of the Vikram Sarabhai Library was an attempt to preserve the history of IIMA; that the next (2-year) project to be taken up would be the restoration/upgradation of the Faculty wings. The architects, he said, aimed to make the restored building last a hundred years. Saying that he drew inspiration from Vikram Sarabhai, the Director expressed that the renovation and restoration work that IIMA had embarked upon was, in a sense, rebuilding what a founding father had built.

Prof D'Souza was visibly moved at being

BATCH ACTIVITY



presented (virtually) a cheque for ₹2 crore, the Class Gift from PGP 1970, intended to restore one of the iconic red brick Louis Kahn buildings that have not withstood the past five decades well.

Prof Rakesh Basant, Dean, Alumni & External Relations, spoke of the strategic initiatives taken at IIMA that would be of interest both to current participants and to alumni, viz.,

Special Interest Groups (eg. Healthcare, Education, Data Analytics)

IIMA Archives (all alumni welcome to contribute tidbits)

Development Office (dealing with funding and IIMA's objective of raising a large, unencumbered corpus leading to financial self-sufficiency)

Ajit Motwani, Head, Development, said the Class Gift of ₹2 crore from our batch was the first meaningful contribution from a Golden Jubilee batch.

A surprise announcement was then made by the organizers of the March reunion: a POP replica of the administrative block of IIMA was soon to be distributed free of cost to all our classmates as a memento.

Virtual Performance by Mallika Sarabhai In an insightful and thought-provoking introduction to her pre-recorded dance performance entitled *In Search of the Goddess*, Mallika Sarabhai said that she shared the vision of her parents, Vikram and Mrinalini Sarabhai. Her mission is to continue their efforts at national development through art through such of the Sarabhai



institutions as *Darpana* and *Natarani*.

Her dance, in the Bharatanatyam style (with Nattuvanar singing in Tamil, Telugu, Kannada; Abhinaya by Mallika) spoke of several goddesses worshipped for their role in the creation and sustenance of the Universe, and contrasted this attitude of prayer with the patriarchal norms that still exist in our (the same) society. For this, she used the character of Draupadi (in the Mahabharata) at her Vastrabharana. 'Of what use are you?', she asks her five husbands, and goes on to think aloud: 'Is power the only truth and is *dharma* all lies?'

Mallika's performance on August 01 was her first virtual one, just as our virtual reunion was the first of its kind of any IIMA batch.

A **'break-out' session** ensued where dorm-wise groups went into several virtual rooms to chat. Twenty minutes later, everyone assembled to wish each other goodbye. It was past midnight in Singapore and past dinnertime for many in India!

The handful of PGP 70s who spared no effort to plan and execute this event were rewarded, with the reunion leaving a lasting impression on all participants. Since we are not content with being the second-best, this handful of individuals have unwittingly brought upon themselves the responsibility of organizing the post-Covid, post-VGJ reunion in 2022 ~ *Karam hi Dharam*.

PGP 1971 - THE 19TH ALUMNI MILAN AT ODISHA (FEB 22-26, 2020)

Shared by Mr P K Kishen Pejathaya, External coordinator for Odisha Milan



At Udaygiri and Khandagiri Caves

24 alumni from PGP 1971 batch, along with their spouses, got together for the 19th time about one year later after the Goa Milan. This time, our batchmate Mohammed Yusha, MD of Serajuddin Mines, took the lead in organizing the Milan in Bhubaneshwar, Odisha which was externally coordinated by me. He also organized our stay at Mayfair Resorts and our travel arrangements were done by Travel at Blue.

We landed in Bhubaneshwar airport from 6 different cities and it was the first time for many of us visiting Bhubaneshwar, Odisha. The Travel Agent from Travel at Blue welcomed us at the airport and we were transported to Mayfair Resorts. We were welcomed at the hotel by the General Manager along with other staff with flowers and were allotted the rooms.

Though we knew about the resort through Google, we were stunned at the beauty of the path leading

to our rooms. It had antiques and wooden figures of various kinds every 20 feet! The rooms were superb. There was a small sit out which was facing an artificial lagoon, with water birds, turtles, plants with flowers, and butterflies fluttering around - the most relaxing atmosphere for us all 70 plus! After lunch, we surveyed the amazing hotel layout and relaxed.

In the evening after tea, the travel guide gave us the programme for the next day. After that Mr and Mrs Chandrasekhar enacted a familiar and humorous skit, showing the travails of old age. This was followed by Mr Ranjeet Dugar reading out an emotional poem of our association 49 years ago which gave him a standing ovation.

Day 2 After breakfast, we piled into the Odisha Tourism Development Corporation's Volvo to begin our tour with a running commentary from the guide.

BATCH ACTIVITY



The group at Mohammed Yushas fabulous farmhouse



First stop was at the white-coloured Shanti Stupa (Peace Pagoda) at Dhaulagiri - a serene place in the outskirts of Bhubaneswar, said to be the battleground

for the Kalinga War in 260 BC where the great Mauryan emperor 'Ashoka the Great' won the battle, but upon seeing the bloodbath had a change of heart



At Konark Sun Temple



and became a propagator of peace by spreading Buddhism. There were the rock edicts of Emperor

Ashoka about the battles and rules. There was a slight drizzle and so we could not enter the giant white



Shanti Stupa that was built through Indo-Japanese Collaboration. However, after some photographs, we left for lunch to Vithal Kamats Original Family Restaurant on the beach.

We then visited the famous Lord Jagannath Temple with an exclusive Panda (Pujaris and Guide). Since vehicles are not allowed up to the temple, we went by cycle rickshaws and autos till the gate. Further, inside the temple - we had to wait for about 1 hour to have darshan of Lord Jagannath, Subhadra and Lord Balabhadra. We did not see any shadows in the temple. The flag atop the main temple was flying



against the wind. The idols are made of a special type of Neem wood, known as daru brahma. These idols are changed every 8, 12 or 19 years, around March/April. This wood is found when the head priest gets a dream about the location of the appropriate tree. Artisans known as Viswakarma, carve the idols behind closed doors. The newly carved idols are then taken in a procession to the temple into the sanctum and the old idols are buried as per tradition.

Next, we went to the grand Sun Temple at Konark - one of the greatest architectural masterpieces of India and the last standing structures before the fifteenth century in the country. It is a UNESCO World Heritage Site. This huge stone structure building with Kalinga Architecture has intricate carvings that depict social scenario, royal life, common people, tantra mantra and other details from those ages. Built by King Narasimhadeva I of the Ganga Dynasty in the 13th-century, the entire temple was designed in the shape of a colossal chariot, carrying the Sun God, Surya, across

BATCH ACTIVITY



the heavens. Surya has been a popular deity in India since the Vedic period.

Day 3 After a leisurely breakfast, we reached Balugaon and were escorted for a unique boating experience on the Chilika Lake. It is the largest coastal lagoon in India and the second largest brackish water lagoon in the world after the New Caledonian Barrier Reef. Dotted with many emerald green islands having colourful names such as Honeymoon Island and Breakfast Island, Chilika is home to a rich variety of aquatic fauna, and the largest wintering ground for migratory birds. We visited a temple on the island and then returned for a sumptuous lunch at Panthanivas OTDC Hotel.

Day 4 In the morning there was heavy rain, but we managed to see a beautiful Lord Shiva temple in the pouring rain. The architecture was typical Odisha style. (see picture) Then we went for a short drive to another end of the city to peep into the glorious past of Udaygiri and Khandagiri Caves - considered as a historical wonder of India, dating back to 2nd Century BC.

We then went to the elegant and well laid out Odisha Crafts Museum. We also had a tasty lunch at the museum canteen.

Post lunch tour included an interlude journey into two magnificent museums of the country, one known as Museum of Tribal Arts and Artefacts while the other known as Odisha Crafts Museum or Kalabhoomi, both provide an interactive learning experience - giving everyone a unique insight into the lives of tribal communities and the rich manifestations of arts & crafts.

We then visited our batchmate Mohammed Yusha's fabulous farmhouse for dinner, where we met his 2 sons and daughters-in-law. It had a swimming pool to make it a perfect poolside dinner. It rained, so after the dinner, we left ending the memorable 4 days.

Day 5 After breakfast, we were dropped at the airport to go back to our routine retired lives.

A big thanks to Mohammed Yusha who made the trip possible.

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I, Victor Pereira, hereby, declare that the particulars given above are true to the best of my knowledge and belief.

Ahmedabad,
October 2020

Victor Pereira
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DR ANIL KUMAR

(July 17, 1967 - July 17, 2020)

By Prof. V. Venkata Rao (Retired Professor, Information Systems Area, IIMA, and currently Adjunct Professor, IIM Udaipur)

19-7-2020

I share the grief already expressed by several colleagues, on the passing away of Mr. Anil Kumar, our Librarian, and whole heartedly agree with what has been said about him in the various eulogies. There is no doubt that the transformed library of IIMA would serve as a model for future libraries of many institutions of higher learning in India.

For the last six years, I have coordinated a series of five/six day management capacity enhancement programmes, sponsored by MHRD, for the principals, directors, and senior faculty of Engineering institutes. I have included a two session module on Library Management in this program, and invited Mr. Anil Kumar to handle the module, in the first few editions of the programme. Before the module began, the participants used to be apprehensive about its relevance, and their attitude would be one of indifference or of mild antagonism. But, the situation would dramatically change once Mr. Anil Kumar began his discussion. Hardly would he be ten minutes in to the session when he had all the participants listening to him with rapt attention and utmost docility. They used to be mesmerized by his PPT slides on how drastically different the future library would be compared to the present one, and how all of us need to adapt our libraries to the changing needs of education in future. At the end of the session, Mr. Anil Kumar would have a lot of difficulty extricating himself from the class room and get into his car waiting outside to take him back to Ahmedabad, as the participants would flock around him, exchanging cards, and requesting him to visit their institution when possible and deliver the same session to their colleagues.

Unfortunately, in spite of the resounding success of his sessions, Mr. Anil Kumar had to discontinue teaching in the above program, after its first three offerings, because of health reasons. However, he continued to help me by putting me in touch with other librarians, some of whom I had used as a substitute for him in the above module. He would invariably have long interactions with such potential substitutes, explaining to them



Librarian and Head - NICMAN, IIM-Ahmedabad

the requirements of the module, and sharing with them the material he had used in conducting his own classes.

If I remember correctly, Mr. Anil Kumar's objective in the above sessions was to impress on the participants the need for the academics to abandon the conventional view of a library as a building with stacks of books, and replace it with one of a facility that serves as a learning centre, greatly aided by the information technology.

When observing Mr. Anil Kumar in his classes, I thought he was merely presenting a vision and a possibility. But actually, in about three years, he turned his vision into reality at IIMA itself, by transforming the Vikram Sarabhai Library beyond recognition. I remember peeping into his office during one of my visits to VSL about two years ago. As soon as he saw me at his doorway, he jumped up from his seat, and grabbing me by hand, said he would like to show me around the new facilities, if I could spare just a few minutes. Eventually, the 'few minutes' stretched to an hour, as he walked me through every nook and corner of the renovated library, explaining with great excitement the

YOU ARE MISSED



new furniture, new spaces, new computing equipment, new class rooms, and so on. I was very much moved by his enthusiasm, and by the hard work put in by him in the last few years despite his health condition, which led to the incredible transformation that I witnessed in front of my very eyes that day. Of course, Mr. Anil Kumar must have enjoyed, in his efforts, the support of the top management of the Institute, and of the various library committees that he worked with.

I would also like to recollect here the help that he provided me while I was vacating my wing-4 office in 2018.

Vacating my office meant removing the six hundred to seven hundred books that got piled up there over a period of some thirty-five years. Naturally, I started panicking about the herculean task at hand. I was not even sure whether libraries nowadays would be interested in accepting a donation of old books. Nevertheless, I called Mr. Anil Kumar, and shared my problem with him. He immediately said, "Don't worry. Just set aside the unwanted books, and somebody from the library would come and clear them." Within a few

minutes, two staff members from the library descended on the scene, carrying a small empty bag. When they found that the number of books that I wanted to donate was not just ten or twenty but about two hundred, they were at a loss, and sent an SOS to Mr. Anil Kumar. Mr. Anil Kumar rose to the occasion by immediately dispatching a cycle cart for lugging the books away from my office in wing-4 to the library, which was located in KLMDC at that time. I sighed a big sigh of relief when I found that a big chunk of my books disappeared from my office in a matter of minutes. Later, Mr. Anil Kumar even gave me an account of how many of my books were finally retained by VSL, and how many were passed on to other needy libraries, a list of which he always had with him.

I am sure the systems and practices established by Mr. Anil Kumar would be kept alive and strengthened by the future librarians of VSL, and hope that the legacy left behind by him - the legacy of quiet competence, visionary leadership, and benevolence to users- would live on through them for many years.

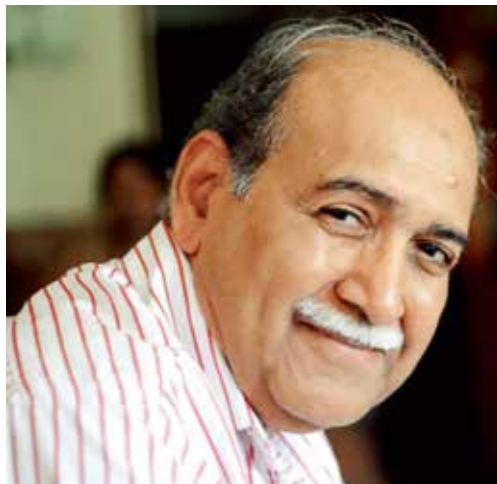
PROFESSOR PM SHINGI

Professor PM Shingi was engaged in teaching and research for more than three decades (1971-2004) at IIMA. Prof PM Shingi was the Officiating Director of the institute from September 1, 1996 to April 8, 1997. He was also a former Dean and Chairperson, Centre for Management in Agriculture (CMA) twice. He was also the Founder Chairman of Communications Area at IIMA.

With a PhD from the University of Illinois, Prof Shingi was noted and renowned to have maintained highest level of interaction with national and international organizations. He negotiated many policies-directed research and consultancy projects, and actively undertook research and outreach activities for management of neglected sectors of national importance like agribusiness, forestry, water resources,

cooperatives, extension, and rural industry, mostly in India and South-East Asia.

The prestigious Agroforestry Award for the year 1997 was presented to Professor Prakash M Shingi, for championing farmer initiated agroforestry models to international audience. After retirement from IIMA, he took the lead as Founder Dean of FLAME School of Business at Pune, successfully initiating two field-based courses, Rural Marketing Fair (RMF) and Rural Entrepreneur Appreciation Program (REAP). He also received the Life Time Achievement Award for working on neglected areas of management in 2013.



For the immense contribution to academia and trendsetting research, amongst a lot more - Prof PM Shingi will always be remembered.

YOU ARE MISSED

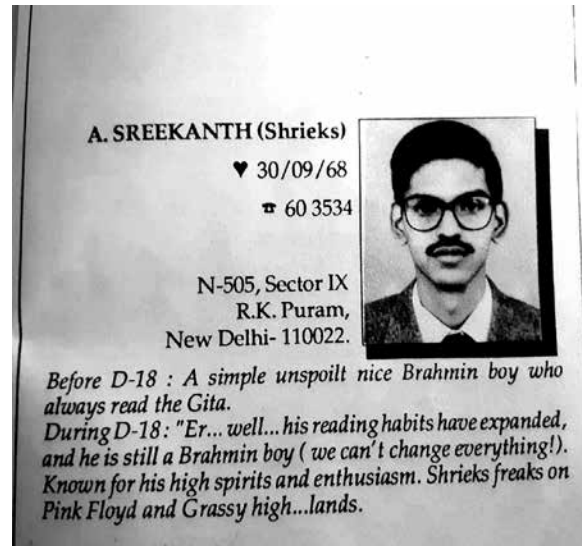
THE WIMWIAN

MR A SHREEKANTH (PGP 1991)

The impact of the recent global pandemic seems limitless - especially when a family loses someone close. With extreme sadness, we share the news of untimely demise of Mr A Shreekanth.

Mr Shreekanth succumbed to the novel coronavirus. He is survived by his mother, wife, daughter, and one of his two sisters. Mr Shreekanth's father was also diagnosed with Covid-19 in early June and hospitalized, but passed away within a couple of days. Around June 20, Mr Shreekanth was diagnosed positive for the novel coronavirus, hospitalized, and put on a ventilator, with Covid-19 being the cause of his passing.

During the times when the closed ones of the deceased are very much bereaved in the aftermath of a death, we wish the family all the strength to endure the loss.



REMEMBERING CHIRAG

The Batch of 2019 expresses deep sorrow at the passing away of our dear friend, Chirag Gyanani. A few of his close friends and colleagues have shared their fond remembrances and condolences here.

PGP1 Study Group (Thejaswi Havisha, Sarthak Sagar, Rachita Sharma, Sudhir Yadav, Suraj Tarenia)
Going down the memory lane we recall Chirag as someone who was a true friend. He was so mature and responsible for his age yet playful like a child. He was a funny and honest individual who smartly used sarcasm to convey his message. He helped the study group C7 steer in the right direction countless times both in an academic sense as well as a counselor on life. While many are confused about what to expect from life, he had a much clearer vision of what he wanted out of it. His ambitions coupled with hard work enabled him to be where he was. We hope he is in a peaceful state amidst beautiful music that he so dearly loved to listen all the time.

Our thoughts and prayers are with the grieving family. May his soul remain in peace.

Love,
C7

Sandipan Bala, Batch of 2019 Chirag was a terrific batchmate, my favorite football partner at



IIMA and above all a very kind-hearted soul. I am at

loss for words. Praying for his soul to rest in peace.

Kevin Darji, Batch of 2019 Chirag and I were really good friends at IIMA. It is really tragic, shocking and sad, and am almost unable to believe that he is no more with us. At IIMA, Chirag was always very active, got involved with everyone and everything, and acted in a selfless manner. He was the Mr. Photographer, spent a lot of time to edit and make videos for the class. I especially got to know Chirag better and see his brilliance when we did one business case competition together. Chirag brilliantly combined his strengths of innate Gujrati business acumen with formal training of the MBA. We won the competition thanks to of Chirag, he handily beat all others using his amazing business insights and amazing execution skills. May his soul rest in peace, and may God give strength to his family to pass through such tough times.

Sandeep Ramachandran, Batch of 2019 Shocked to hear about Chirag's passing. Chirag as a very approachable friend who was always willing to help out his fellow classmates. We bonded over our common love for the sport - football. My condolences to his family, may they find the strength through these tough times. Rest in peace.

Rhythm Sodhi, Batch of 2019 The deeply sad news of the untimely demise of my colleague and friend Chirag has come as a big shock. He was an extremely bright and kind-hearted person whom I had the good fortune of knowing and working with at IIMA. Apart from his deep insights during class discussions, I was deeply impressed by his professionalism during the time when we were members of a case competition team. Also, I shall always remember the great empathy he showed in guiding me thoroughly through the exchange program as a member of the exchange council. It is difficult to believe that such a talented and caring individual is no longer with us. I pray for strength to his family in this difficult time.

Umang Agarwal, Batch of 2019 I was shocked and saddened to hear that Chirag is no more among us. He was such a humble and wonderful person.

My association with Chirag started at IIMA in 2017, where we were in the same section for first year. We occasionally had general discussions about life and studies. But I only got to really know Chirag when we got to be each other's neighbors in the classroom for one of the terms. He was usually a quiet person,

who really believed in sharing knowledge. At the same time, Chirag had the enthusiasm and ability to lead meaningful long discussions on diverse topics.

We shared a common interest in biking. I remember him travelling from campus in Ahmedabad to home in Baroda on bike and speaking fondly of it. We even rode together to Nalsarovar once, with a group of friends - a very memorable trip that was ideated and executed by Chirag. He quickly convinced a group of ~8 people overnight to travel together. This was the level of Chirag's rapport with his friends.

A real humble person, capable of having intelligent discussions and forming long-lasting bonds with friends - that is how I would remember Chirag. Unfortunately, the last we talked was during our convocation in 2019. May Chirag be at peace. May his family get the strength to deal with this great loss. Om Shanti!

Pranjal Mishra, Batch of 2019 It is hard to accept this loss. The news of your demise came about day ago, and it is difficult to find the right words for describing the sinking feeling it has brought along since. Images of yesteryear from the second floor of Dorm 14, from Section-C and from the LKP at IIMA are trying to impose a different reality. All these images are teeming with your jovial, carefree nature, generosity and beaming face. Upon confronting reality, these images signify much more than the loss of a friend. They signify that it is possible to cherish life, make it a bit fuller, a bit lighter, a bit brighter each day. Thank you, Chirag. May your beaming face grant us strength in this bereavement.

Vineet Gupta, Batch of 2019 To the family and friends of Chirag,

I was deeply saddened to hear that Chirag passed away. My thoughts are with your family in these difficult times. I had the pleasure of knowing Chirag for 2 years and living in the same dorm as him. We have shared playing cricket at nights in the dorm, having thoughtful conversations, organizing dorm events, working together as study group members and a lot of other things at IIM-A. Chirag was an amazing person, who kept everyone around him cheerful and positive. I feel so lucky to have gotten to know him and will truly miss him as a dear friend.

With heartfelt sympathy,
Vineet

Vinit Patel, Batch of 2018 May your soul rest in peace my friend. You were one of the sharpest, calmest

and down-to-earth people in our IIM A dormitory. Strength to your family in these times, and Dorm 14 will always remember you.

Suyog on behalf of Dorm seniors from Batch of 2018 He was very soft-spoken, and we had a really good time playing cricket in the dorm with him. We will miss him.

Aprajita Sharma, Batch of 2019 I knew him since I hung-out at Dorm 14 but became close friends only after we took a course together in the final semester. We'd always meet before class, sit together during class, and dwell on philosophy for sometimes up to an hour after class. His perspective was so refreshing, from the course readings to just conversations quite literally under the tree. It is still hard for me to believe that I won't get to speak to him again, given I spoke to him on the night prior to his demise. He was so full of life, and we had almost a 30-minute conversation. He did yearn to get home since he'd been away for 10 months. All my prayers with his family for strength and for comfort in knowing that he is at peace, forever shining bright just like his name. I will miss you very dearly, Chirag!

Moksh Garg, Batch of 2019 I still cannot believe while I am writing this down that a guy so full of love and enthusiasm is no longer with us. Chirag & I worked together in Exchange Council and despite not knowing a thing about him prior to his joining us, we were quite fortunate to have him onboard considering how diligently he worked for the turnaround of lot of issues for the institute.

He was indeed a warrior always donning a big smile on his face notwithstanding the situation. He touched lot of lives with his warmth and happy-go-lucky attitude. I am drowned with messages from different parts of the world, all of them expressing their utmost grief over his sudden departure. This speaks volume about how much we loved him for the kind of person he was.

It is truly heartbreaking that he left us so soon. Sending our love to the family. May he rest in peace.

Pauline, Exchange student I share everyone's deep sorrow. Chirag was such a generous, happy young man. It is hardly believable that all the energy and life that sprung out of him through smiles and good actions went out of his body. I can imagine the pain of his family and closest friends. Whatever they believe, I hope they can keep feeling surrounded with his love and with soothing memories of all the good moments they have had with him. All my thoughts go to him tonight, and to his relatives.

Andrijana, Exchange student One of the first people I met in India was Chirag. When I think of him, I always picture his smile that was so big that his eyes would close. He had incredibly positive energy that he would pass on to others. I am extremely saddened by the news of his passing. May he rest in peace and his family find serenity.

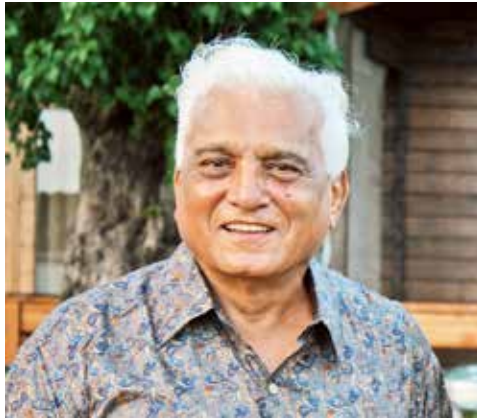
Anders Rasmussen, Exchange student You were an absolutely great guy, and I will forever remember our great times together at IIMA. You have left way too early, and before our paths could cross again. You have already touched so many lives with your warmth. May you rest in peace, my good friend.

Valentin, Exchange student Chirag was my buddy at IIMA, he helped me all along my journey in India, was always smiley and kind to everyone. May he rest in peace.

Beatrice, Exchange student I will never forget Chirag: always smiling and witty, very caring and friendly. As my exchange buddy at IIMA, he was the first person I met on campus and he's been there for me until the end of the year, showed me the best walks around campus, helped me navigate the complexities of IIMA, taught me to appreciate Gujarati food... I'm deeply shocked by the news and I'd like to send you my deepest sympathies. May you find peace and comfort in these difficult times. And may Chirag's soul rest in peace.

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IN FOND MEMORY OF



Mr Vijay Vanikar, 1968 Batch (1943-2020)

A GENTLEMAN TO THE CORE

Vijay, our dear friend from the 1966-68 batch, passed away peacefully at Mumbai on 21st October 2020.

He is survived by his wife, Dr. Ranu Vanikar, his son and daughter-in-law, Debashish & Gauri and his grandsons - Siddhant, Nishant and Ameya.

Born in Vadodara, he completed his schooling at Maharani Chimnabai High School and was a post-graduate in Commerce from M S University, Vadodara.

On campus, Vijay stood out due to his bearing, his rugged looks, immaculate sense of dressing and keen interest in sports. He was a champion table-tennis player and a dependable cricketer. His demeanour was like that of an army officer and he had a dignified presence. Friendly and congenial, he built and nurtured many friendships with both, batchmates as well as faculty...bonds that have endured five decades! He was one of the few students who got married while still studying at IIM-A and the newlyweds made a wonderful couple. They seemed to be made for each other. The practical, grounded and tough Vijay was complemented by an articulate, creative and lively Ranu. They were always delightful company, and an evening with them was a treat - stimulating conversations were paired well with the best that he could offer. A *raconteur* of fascinating experiences, he could hold you spell-bound with anecdotes and stories from the deep connections that he had with people,

events and organisations.

He majored in Marketing but subsequently worked in Human Resources with several companies. Starting with Jyoti Limited at Vadodara and the Sarabhai's, he retired as the Executive Director at NOCIL, Mumbai. An astute practitioner, his formidable reputation for plain-speak and integrity won him wide respect. Over his career and even in retirement, he mentored several professionals who are successful in their own right; they still remember him for the time that he spent listening to them and for the quality of guidance that he offered.

After his retirement, Ranu and Vijay settled in Goa and enjoyed their years there to the fullest - relishing sea food, attending film festivals and concerts of Hindustani classical music and spending hours at the iconic library of Goa. He loved to drive in the countryside, especially during alphonso season. In 2015, he was the moving force for a get-together of our batch at Goa and had hosted a memorable evening as well.

As a friend, I have so many memories and stories to share about our times together, as would all of us. But, to do so, we will have to meet in person.

Rest in Peace, Vijay. You have left behind a large circle of friends who will miss you, always.

On behalf of the 1966-68 Batch,
Indrapal Singh



Artwork by MD Rashid (PGP 2019)

ETHICS... AS IF PEOPLE MATTERED

Book written by Prof Shashi Sharma (PGP 1973)

Ethics... As If People Mattered!!!



Shashi K. Sharma

Reviewed by Mr PB Varadharajan (PGP 1973) "Prof Shashikant Sharma has written a book on Ethics published recently in June 2020 and with an ISBN number (that enables several libraries easier to order) and was kind enough to send me a digital copy that made it easy for review.

I am quite used to summarizing various books that I come across and publish the extracts in the email groups where I am part of. So, the task of review itself was not difficult - except for the subject. Ethics is indeed a difficult subject in my opinion, to practice by oneself without a supportive eco system. It is also not an intuitive subject and needs some orientation.



It is in this task of orientation at the right time - beginning of one's career that this book on Ethics by Prof Sharma is very useful because it gives a sense of direction and spells out several relevant examples for MBA students and presumably for the faculty as well.

In particular, pages 55-60 give several quadrants that bring out the dilemma that several executives find themselves when confronted with choices.

This book of less than 100 pages is an easy read in terms of time taken to go through at first instance, but if one were to think through the various issues, it may take much longer. I have read elsewhere that humans

With kind words from :

- Mr. N. R. Narayana Murthy, Founder – Infosys
- Mr. Deepak Parekh, Chairman – HDFC Ltd.
- Dr. Prachee Sathe, MD, FRCP, FCCCM, Director, Dept. of Critical Care Medicine, Ruby Hall Clinic, Pune, India
- Prof. Thomas B. Sheridan, Ford Professor Emeritus, MIT, USA
- Prof. Christopher C. Benninger, World Renowned Architect and Urban Planner, Head, CCB & Associates, Pune, India
- Prof. William H. Shaw, Professor Emeritus, San Jose State University, USA
- Prof. Vijay Govindarajan, Coxie Distinguished Professor, Tuck Business School, USA (and best selling author, Wall Street Journal, etc.)
- Mr. Audath Timblo, Head, Fomento Group, Goa, India
- Prof. V. K. Narayanan, Deloitte Touché Jones Stubbs Professor of Strategy and Entrepreneurship, Drexel University, USA
- Dr. Christian W. Troll, SJ

and Foreword by :

Mr. Naushad Forbes, Co-Chairman, Forbes Marshall Group

are hardwired for 'right & wrong', and this could be the basis for the evolution of Ethics as a subject.

In my opinion, Prof Sharma could be encouraged to publish more versions of his vision of ethics and write about the concepts in several social media as it is a subject that is likely to vibrate with many souls. The knowledge and advice shared is not just academic but reverberates because of his experience sharing. I have also known Prof Sharma for nearly 50 years and I know 'he practices what he preaches' - he himself is an ethical person.

As an MBA from IIMA and also who has taught this subject for one term at a Management Institute, I welcome the publication and circulation of this book on Ethics by Prof Sharma."

Book Review by Mr Ramana Rajgopaul (PGP 1967) "I cannot think of anyone who cannot hold forth or even pontificate on ethics. Most do as often as occasions arise for them to do so but, most of them also treat ethics as being for the others and not for themselves. For themselves, it is a matter of being practical to live in a world full of unethical behaviour and if one has to be unethical to survive successfully in

that world, if one too has to be unethical, so be it.

This attitude is the theme that the author has successfully tackled in this handy book and has squarely put the onus of being ethical on people individually, as the title of the book itself suggests.

Words of praise from stalwarts like Mr. NRN Murthy of Infosys, Mr Deepak Parekh of HDFC, etc (their comments can be found in the book) establish the credibility and practicability of the ideas presented in the book. A very interesting foreword by Mr Naushad Forbes aptly demonstrates why ethics is important in today's world and the book does justice to the expectations that society puts on the matter.

Knowing the author rather well personally, I would add that he has punched well below his weight in choosing to be tactful and gentle in being "prescriptive" as the author puts it. His approach, however, delivers the punches where they matter and leaves the reader dazed at why he had not thought of it that way.

A worthy book for all individuals who have to tackle real life situations in business, government and personal lives where ethics matter and are often overlooked."

SINCERE APOLOGIES

The WIMWIAN sincerely apologizes to Prof GR Kulkarni for the inadvertent error in the information provided in Volume 3 | Issue 2 | June 2020 of the magazine. The issue incorrectly referred to Prof Kulkarni as 'Late' Prof G R Kulkarni on Page 77.

The corrected version should read as - "With deep regret, we hereby inform that Mr P N Bhattacharjee (PGP 1971) has left for heavenly abode on the morning of 11 April 2020 in Pondicherry. Mr Srikrishna Kulkarni, Chairman of Board, IIM Calcutta (Son of Prof G R Kulkarni) shared with us a eulogy. He was a good friend of Late Mr P N Bhattacharjee, with many memories intact."

We also regret the undeniable distress and inconvenience caused. The egregious errors are the opposite of what we want to achieve through the magazine. We will be more careful in the future in terms of cross verification of the facts in the submitted content.

CLEAN AIR SOLUTIONS FOR HEALTHCARE INDUSTRY

Mr. Rahul Uppal (3-TP 2010) was appointed as Chief Operating Officer for AAF-Daikin EEMEA (Eastern Europe, Middle East and Africa), CIS and SAARC countries in Dec 2017. He is a mechanical engineer and has held several leadership positions at Camfil, a Swedish company. He has also been the youngest MD for Camfil, as well as the youngest COO at AAF-Daikin.

As a leader in the air filtration industry, he truly believes that it's important to preserve and protect human life by bringing clean indoor air at facilities across the globe.

HEALTHCARE SCENARIO AND THE ROLE OF AIR FILTRATION: Being under a huge impact of the COVID-19 pandemic, the healthcare facilities and pharmaceuticals are still under great pressure. Considering the same, the probability of Hospital Acquired Infections or Healthcare-Associated Infections (HAI) is high and maintaining Indoor Air Quality (IAQ) is becoming more crucial. All hospitals are prepared for the possible arrival of patients with COVID-19, but air quality evaluation is also necessary to identify solutions with the high-efficiency air filtration system in compliance with the WHO standards.

BACKGROUND: Researchers at Harvard University found that higher levels of the particulate matter 2.5 (PM_{2.5}) were associated with higher death rates from the disease. (Source: Air pollution linked with higher COVID-19 death rates). They also find that an increase of 1µg/m³ in PM_{2.5} is associated with an 8% increase in the COVID-19 death rate. (Source: COVID-19 PM_{2.5} A national study on long-term exposure to air pollution and COVID-19 mortality in the United States)

Pharma companies are continuously working on clinical trials in their cleanrooms, but changes relative to globalization, population and economic shifts are transforming the pharmaceutical landscape at a rapid pace. This new medical need is putting more pressure on innovation, productivity and time to market. At the same time, sustainability has entered the playing field with a focus on energy efficiency, waste management and emission reduction. All these developments shed a new perspective on the role of air filtration.



IMPORTANCE OF AIR FILTRATION IN HEALTHCARE FACILITIES: Healthcare facilities pose a unique design challenge as their systems have a broad range of ventilation requirements to protect from airborne hazards. As clean air is vital to protect patients, staff and visitors from airborne diseases or

infections, especially considering that patients may have suppressed immune systems, it will make them more susceptible to infections.

WHAT CAN BE THE SOLUTION? As the global climate changes rapidly, air filtration solutions are challenged daily.

HEPA (High-Efficiency Particulate Air) Filters: HEPA filters are high-efficiency air filters having broad application in cleanrooms and other areas requiring the very highest levels of contamination control. HEPA filters media are manufactured to meet the standards to remove 99.97% of airborne particles down to the size of 0.3 microns. The virus COVID-19 is determined to be 0.125 microns in diameter. The most debated question is, can HEPA filters remove the particle size of 0.125micron? The answer is yes. The virus does not live on its own, the virus particles tend to affix on the aerosolized droplet, skin flake or dust particles and move as an aerosol. It can also travel through the building if it is not trapped in the HVAC system. These aerosols can get caught in HEPA filters. So, it is necessary to upgrade the air filtration system to HEPA filter as the last stage of filtration in the AHUs (Air Handling Units). The challenge remains if the arrested virus gets a breeding ground on the HEPA media surface, but it can be handled by practicing fumigation of the whole air circuit periodically. For critical areas, fumigation might be required every day.

Recirculation Units: These are designed specifically to enable a healthcare facility to quickly and inexpensively convert a standard patient room to a negative pressure isolation room to treat COVID patients. These units are stand-alone complete air purification systems to recirculate and clean the air in a controlled environment. These combine particulate filters, gas-phase cassettes and high efficiency filters to remove both airborne particles, virus, bacteria, fungus, mold, creating total clean air solutions to remove both airborne particulate and gaseous contaminants.

It can also be rolled into an ER, OR, ICU, or radiology suite when an airborne infection isolation room is required. It can be utilised as a recirculating device in outpatient clinics, waiting areas, and other common use areas where the status of patients and

“ **Internet of Things (IoT) has stepped into every industry and the air filtration industry has adopted the app-driven HVAC sensor technology effectively.** ”

visitors is unknown.

Ceiling Mounted Air purifiers: This is the best-recommended option for different kinds of buildings. It has powerful three-stage filtration with UV light and a fan. This solution can also be used for ambulances and test labs thus, protecting medical staff from possible virus carriers during transferring patients. As a supplement of indoor fresh air, it can be connected to an existing fresh air system or mixed (fresh and recirculating) air system.

Case reference: AAF Helps Convert Standard Laboratory into Corona Testing Lab

Role of Internet of Things in Air Filtration: According to NCBI, the requirement of an integrated air management system, based on real-time monitoring, would lead to optimal air quality, along with improvement in environmental and economical sustainability. Internet of Things (IoT) has stepped into every industry and the air filtration industry has adopted the app-driven HVAC sensor technology effectively. This technology is not just a device that measures the particle counts in a room, but it also provides real-time filtration data.

INITIATIVES FOR COVID-19 PANDEMIC: With the help of air filtration experts, new industrial-grade air filtration systems like PurAir ceiling mounted solution and AstroPure500 recirculation unit with UV light have been launched specifically taking into consideration the pandemic. IAQ as a service is another initiative offered in the Opex model instead of Capex where a customer does not have to buy the equipment but pays monthly/annually for clean air per square feet for a period. Due to the known correlation between bad air quality and COVID spread, IAQ is gaining more importance. These initiatives are bringing more awareness to people and the government on implementing the health policy for contagious diseases in the country.

SAMPARK PLAYS A CRITICAL ROLE IN THE COVID-19 CRISIS

- Smita Premchander, Chiranjiv Singh, Krupa Sriram, Deepika Pingali (PGP 2016)

The impact of nonprofits in the Covid-19 crisis is unparalleled. Sampark is one such organization with 28 years' experience of successful developmental initiatives across India. Sampark's area of work includes, but is not limited to, Building Women-Owned Institutions, Empowering Migrant Construction Workers, and Early Childhood Care. During the period of March-July 2020, the efforts from Sampark reached out to more than 25,000 people, majorly including migrant workers, daily wage earners, rural women, and children. Sampark's active involvement in combating various socio-economic issues during the pandemic 'deserves all appreciation'.

Support to Migrant Workers and Rural Communities - In the context of novel coronavirus, the migrant workers and rural communities faced several new challenges. At this time, Sampark decided to step in and support all its beneficiaries in 40 labour sites in Bangalore as well as rural communities in 13 villages in Varanasi district.

Sampark adapted its existing interventions to respond to the needs of the community during the lockdown, and its work covered beneficiaries in urban and rural areas who were highly vulnerable due to loss of jobs and incomes, followed by uncertainty of the situation.

Some of these interventions are outlined as follows,

Grocery distribution The Sampark team, since April, has delivered 8,811 ration kits and reached out to more than 32,000 vulnerable people across Bangalore and Varanasi. It also partnered with other NGOs and reached out to daily wage workers and the physically challenged in Kolar and Malur.

Ensuring Child Nutrition Before the onset of the pandemic, Sampark operated 17 creches for children of migrant workers, of which 16 were on sites of builders and 1 on a non-builder site. During the pandemic, not only did the creches stop functioning, but the parents' ability to provide nutritious food to their children also diminished. So, Sampark started by providing nutrition kits for children on 26 building sites, with support from other NGOs and individual donors. Sampark also



partnered with UNICEF to distribute 1,450 nutrition kits for lactating mothers and young children.

Hygiene kits Distribution Once the lockdown was lifted for construction work, only 30% of the workers could be on-site at a time. They were called for work 3-4 days a week based on the availability of construction material at the site. To ensure workers were able to follow safety protocol at the sites, Sampark distributed 1,900 hygiene kits. Further, recognizing the sanitation needs of women, the distribution also included 2,750 sanitary napkins contributed by partner NGOs.

A Helpline and Community Leadership The helpline operated by Sampark ensured regular contact with the community, especially in providing awareness and guiding the workers with correct information.

The leaders and members of the Karnataka Construction Workers Union helped Sampark to



identify the most vulnerable workers, and to distribute food, nutrition, and hygiene kits in labour settlements.

The Sampark team in Varanasi worked closely with the village leaders, to analyze the specific needs, prepare the quarantine centers, and welcome the returning migrant workers. Simultaneously, the field team passed on relevant training and information to the village leaders. The team also trained women from self-help groups, enabling the setting up of community health monitoring systems and surveillance.

Bridging the Digital Divide for Early Childhood Development Sampark had realized the need to bridge the digital divide, especially for the underprivileged families. Considering the same, Sampark focussed on increasing the tech capabilities of 33 teachers by providing interest-free loans for smartphones. During the lockdown, the teachers have developed over 100 videos of learning material. A pilot training programme has also been launched (supported by a philanthropist) with 2 creches to support distance education for children in labour settlements, with a focus on simple learning activities such as rhymes, songs, stories, dances, etc. Sampark has also launched a drive for the collection of desktops and smartphones for increasing the tech capabilities of the organization, with 4 desktops and 4 phones



already received through individual donations.

Access to Social Protection An important area of Sampark's work has been to admit workers to the Karnataka Building and Other Construction Workers Welfare Board, which then entitles them to social protection schemes, ranging from accident insurance to educational scholarships, grants for marriage, and house construction. During the pandemic period, nearly 800 new workers were admitted into the Board.

In Varanasi, Sampark kept track of the government entitlements of food relief and PMJDY transfers applicable to the 900 women and their families; and ensured that they accessed them.

Collaborations and Contributions Several IIMA alumni and their families supported Sampark for its COVID19 relief work, along with many foundations, partners and non-profits. Sampark is in regular touch with the Karnataka Fights Corona group, a task force of the state government, which liaises with leading NGOs for COVID-19 relief and livelihoods support.

Research for Planning Support From the period of the lockdown, the ground realities have been changing, requiring an adjustment to the support provided by Sampark. In order to ensure that its relief programme meets the needs of the workers, Sampark team has conducted fortnightly surveys on all the 40 sites where it works. A survey was also conducted with the parents of the children on 17 sites. This not only shows how many families have returned to their homes and worksites, but also highlights the need for awareness, change in behaviour for better preventive practices, and the need for food, nutrition and educational support to the children and the mothers.

With the new normal in place, Sampark plans to reach out to more migrant workers and their children in urban areas, also build the capacities of rural women to improve their incomes during this epidemic.

IS DONATION THE MOST IMPACTFUL WAY TO GIVE BACK TO ALMA MATER?

By Ajit Motwani (Head, Development Office)

Donations have historically followed the credibility of the recipient organizations to match the donor expectation for an impactful usage of funds as envisaged. There are innumerable examples of NGOs and not-for-profit organizations within each sector with vastly varying size of donations.

Donors are increasingly looking for focussed mission mode utilization of funds with no conflicts. Donations can then become the most convenient way of giving back to Alma Mater. Financial contributions also have a ripple effect on other forms of giving back viz. sharing experience with the next generation of students, research collaborations, internships, placements, and Alumni relations. Therefore, donations have a tremendous impact on the overall branding of the Institute and it works both ways.

Financial resources are critical for every institution because after initial establishment, the funding needed for quality maintenance as well as expansion and upgrade is hard to come by. Donations, especially from Alumni at premier institutions, have an important role. Alums are often ready to generously donate when they can relate to the cause/initiative and trust the utilization structure.

In recent times, the Institute has focussed on the restoration and upgrade of the Faculty Wings, a part of the legacy of Louis Kahn infrastructure on the IIMA Heritage Campus. Since 2019, seven Faculty Wings have received funding to support restoration and upgrade. It started with the batch of 1994 donation for Wing 1; followed by Wing 10 by 1993 batch; next Wing 2 and 6 supported by the IIMA AA Singapore Chapter. In 2020, Alums Roopa and Vivek Kudva came forward to support Wing 7; and then it was the IIMA's second batch of 1967 supporting Wing 11 through contribution of Vijay Bhargava and most recently their batchmate Madan Mohanka's founded Tega Industries



supported Wing 9.

When the brand is strong, the ability to thrive even in the roughest of times is evident. As was the case with many Institutions/not-for-profits during the financial crisis of 2007-09, the pandemic will also be a time for the premier institutions to show their resilience.

Donations may not be the only impactful way to contribute. Just as in any democracy, the citizens need to be actively aware and participating. In an institution, the well-meaning and knowledgeable alums can contribute as much through their effective participation in Institute's policy, planning, monitoring, implementation, and oversight. For this to be imbibed by the larger Alumni community, it's important that the participation is across generation of batches and geographies.

Indian Institute of Management, Ahmedabad

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