

THE
WIMMIAN

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Tri-annual



CLASS OF 1971



CLASS OF 1980

REUNIONS
2021:
A TRIP TO
NOSTALGIA



CLASS OF 1991



CLASS OF 2011 (PGPX)

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Dear Alumni,

Greetings!

Is it spring?

Of course, it is. I am writing this after Vasant Panchami and before Holi so spring should be all around us. Spring is the time for rejuvenation after the cold winter. Spring is the time for new beginnings, positivity and hope. Spring is the time for celebrations. This spring issue of The WIMWIAN celebrates the alumni who have been recognised in a variety of fields – as young alumni achievers, as Padma awardees, as entrepreneurs with successful listings on stock exchanges etc. Oh, I so hope that it *is* spring.

I hope it is spring after the third wave of the pandemic rolled all over India. Just a few months back, the programme offices in IIMA were planning to restart physical classes. The second wave seemed a distant memory and case numbers had fallen drastically. We called back all the students to campus and were preparing to leave the zoom classroom and return to the traditional physical setting when the third wave put paid to all our plans. A sense of *déjà vu* permeated the campus as realization dawned that the batch of 2020-22 would graduate without experiencing a full classroom buzzing with activities.

If someone had forecasted earlier that the third wave would be so virulent that it would touch an unprecedented number of campus residents, I would have been alarmed. But, as the third wave rolled by, it became clear that recovery was quicker, and the country certainly did not see the panic that it experienced during the second wave. Perhaps the extensive vaccination worked, perhaps the earlier infections had a role to play, perhaps we were fortunate that this variant was a mild one. But there is no doubt that the third wave has impacted our confidence in a positive way. The virus is now no more of an unknown, we are aware of what to do, what not to do, we have vaccines that work and most importantly we have collectively experienced the symptoms and we have recovered. Whether the pandemic has entered the endemic stage or not, we surely have entered a much more mature and resilient phase in dealing with it. Perhaps, just perhaps, the cold bitter winter is over, and spring is upon us.

I hope it *is* spring after the pandemic. Could it be that the long-awaited celebration is upon us? *Holi kab hai; kab hai Holi, kab?*

Warm regards,

Prof. Saral Mukherjee

Dean, Alumni and External Relations



CLASS OF 1971: THE GOLDEN JUBILEE REUNION

2021 - The golden jubilee year of our entering in IIMA and passing out in 1971 to carve out our future. The journey of 50 years was full of wonderful memories, with key highlights being the two years on the campus and then yearly batch gatherings at different destinations, both domestic and abroad. Many of our friends left for heavenly abode, leaving their sweet memories in our hearts.

THE PLANNING Our batch decided to celebrate the golden jubilee reunion in grand style as it may be one of the last gatherings, as many in the group have surpassed the age of 74 years. The fifty years of the batch were completed in March 2021, but that phase was dominated by the corona pandemic and lockdown was enforced as a preventive measure. We were also hesitant to travel being senior citizens. Even IIMA also indicated that they may only plan on-campus reunions during December subjected to the pandemic situation. When contacted during April, there was hardly any response from them.

During August, however, the vaccination programme was in full swing and most of us had already taken double doses of the Covid-19 vaccination. I and Kishen (my batchmate) set the ball rolling and slowly people started showing interest. It was impossible to avoid Kishen's chasing and persuasion. Most of the batch mates were afraid as Kishen's call would come at lunch, dinner or even at their sleeping time. So, most of them agreed to be the part of golden jubilee reunion. Kishen, our excel expert, also took the responsibility of collecting the contributions/expenses for the reunion.

I took the responsibility for arranging the event at IIMA and Statue of Unity, which was planned after the meet at IIMA. During coordination and discussion with the Alumni Office team led by Mr Victor Pereira, many finer details were worked out to make the show a memorable one. This included making of banners, photographs for memory, musical evening and much more. This was to be in addition to our own group gathering and interactions. **A view of one interesting banner is a must which mesmerized every**



participant. The banner shows the pictures of batch mates in 1971 along with their present photo.

Then I started to plan for a memorable souvenir that can be preserved by classmates and can serve as a lasting memory of this event. After a lot of thoughts and discussions, we zeroed in for a customized wall clock, mentioning the golden jubilee reunion with IIMA logo.

THE HORROR OF OMICRON Finally, 45 alumni

consented to join, 23 of them along with their wives. There were two participants from the USA and one from Dubai. The D-Day, 9 Dec, was approaching fast and all flights, rooms and travel arrangements were final. Suddenly, all the hell broke open. In November, a new coronavirus variant Omicron appeared on the horizon and started affecting the population. Overnight, the travel regulations were changed and new restrictions were imposed. The international flights were banned. The participants from abroad were afraid as to whether they will be able to go back if



flights are banned. Even the domestic travelers were confused with the ever changing covid protocols for the domestic travel.

Myself, Kishen and others advised friends to wait patiently for a few days for the situation to be clear and the impact of omicron to be known. Luckily, all the participants had taken both the doses of covid vaccination. I even wrote the following message on WhatsApp group, **“Friends we have already lost two precious years due to corona lockdown. A person of**

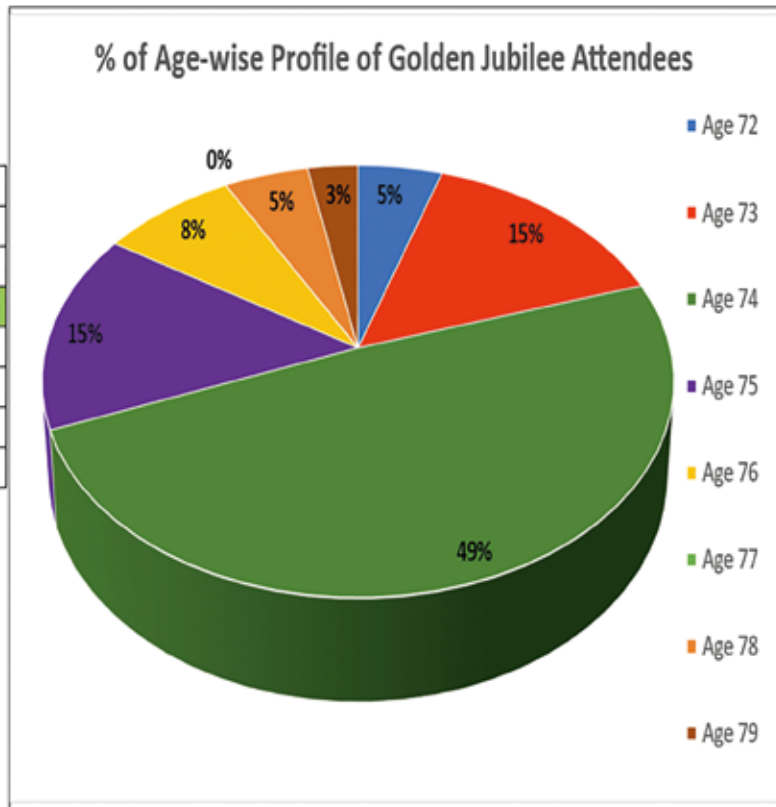
40-45 years can afford to lose two more as he has another 45 years to live. However, we, the group aged 74 + years, have only 5 more active years. Let us not waste these years due to corona fear. गुजरा ज़माना फिर हाथ न आयेगा, दोष न देना मुझे फिर पछताएगा।

This somehow motivated the group, none cancelled their flights and all decided to wait. The Gods smiled on us and showered their blessings. Situation improved and the reunion was on.



OUR AGE PROFILE

AGE	NUMBER
AGE 72	2
AGE 73	6
AGE 74	19
AGE 75	6
AGE 76	3
AGE 78	2
AGE 79	1



THE D-DAY ARRIVES, 9 DECEMBER The participants started arriving on-campus. It was a wonderful sight, seeing friends welcoming and hugging each other. It was looking like a gathering of youngsters as the reunion took them 50 years back in time. After registration, everyone went to the banner and started looking for their own photographs. The wives were

happy to see the young photos of their husbands.

After check-in, lunch and rest, a group photo session was done where everyone held the golden balloon and flew it in the air at LKP. This was followed by a walk around the campuses, both new and old. Those who came first time after 1971 were shocked and

COVER STORY

pleasantly surprised to see the new campus and LKP. It was also bringing sweet memories of good old days during the walk around the old dorms where they lived.

THE EVENING SESSION Now the evening was ours to live old memories, exchange notes and to practice our old CP habits, lest we forget this most important teaching of IIMA.

It started by playing a video clip prepared by me, to pay homage to our dear friends who had left for heavenly abode during this journey. It was a tearful emotional moment where the slides were being shown of departed friends with Raj Kapoor's famous song "जीना यहाँ मरना यहाँ, इसके सिवा जाना कहाँ" playing in background.

Following this, Kishen, the reincarnation of lord Chitrugupta (the Lord who keeps record of all humans) came on the stage and took us down the memory lane. He surprised us by showing slides of 50 years old documents, letters, admission card and so much more. The best was the receipt of Rs 135 per quarter fees paid for the PGP course. His collection will be a treasure for archival collection of IIMA.

It was the fun time now. A short stand-up comedy was done by yours truly. Later, Shekar and Vishu put up a brilliant quiz show, showing the childhood photos of batchmates and to identify them. It was hilarious and full of laughter.

Hari Suramaniam gave the background of our email group history and how it has kept us connected through all these years. Hari, by the way, is an excellent recognized photographer, with many exhibitions to his credit. Later, Ranjeet Dugad recited a beautiful poem describing the interesting activities of our batch mates and few incidents with our professors. This was then followed by Gautam Shah to give details of his charity foundation and work done for the underprivileged children. The evening then concluded to have sumptuous dinner at the IMDC Mess.

10 DECEMBER 2021 Next day morning, the group went for the heritage walk. We were doubtful if our 70+ age group will be able to walk and enjoy the 2.5 km stretch. On the contrary, they all enjoyed the walk through heritage buildings and culturally rich streets. They also loved the traditional Gujarati dishes served at Chandra Villas for breakfast.



WhatsApp group display picture for the batch reunion

Following this, an interactive session was arranged with the Director and Dean-AER. The Director gave details of additional courses added in the curriculum and initiatives being taken to make IIMA's presence more visible in the international community. The discussion also took place on restoration projects being undertaken in the Old Campus and the bigger need of safe buildings for the community.

Later in the afternoon, a city tour was done including Gandhi Ashram, River Front and Adalaj Ni Vav. The evening started with a beautiful musical program, with a few members giving their singing performance.

TRIP TO STATUE OF UNITY We bid farewell to IIMA and started the journey from the campus itself. All were excited to visit the World's Tallest Monument. which has recently become an international tourist attraction. It was mesmerizing to see the gigantic structure and we were proud that Shri Sardar Vallabhbhai Patel got due recognition for his contribution towards the Indian independence movement.

The Golden Reunion ended with saying 'bye bye' to each other and with a promise of 'Dasvidaniya' in Russian, means 'फिर मिलेंगे'.

CLASS OF 1991: THE PEARL REUNION

By Sushil Jhangiani (Jhangs)



It all started back in May, when Sampat proactively got in touch with the alumni office, booked us dates in the middle of December for our 30th reunion, and in his inimitable style said “Aayyy. Let’s organise the reunion!”. And of course, in true MBA style, we started organising. We set up a reunion board, a reunion committee, dorm representatives committee, music committee, joos committee, a committee to form committees- all with their own WhatsApp groups, and all busily planning. Woe betide the poor fellow who was on multiple committees - he probably had his phone pinging at all odd hours or day and night with various messages!

The first decision in front of us was should we do this online or offline? The batch of 1990 had done a very good show online at the end of 2020, so online seemed feasible, and also doable. But Sampat stuck his chin out and said “either we do this in person on campus, or not at all”. After much debate, we agreed that we will do both online and in person. Of course, this had never been done before, so the question was how? But where there is a will, there is a way, and thanks to our event organisers Dipesh and Dhara of

Markcom, it seemed we could do it. We decided that we’re going to try and involve the online guys as much as we can. So the first thing we did was to send everyone from Kannan in Australia to Kanth in Nigeria to all the folks in California a fantastic waistcoat or stole (made by a group of women entrepreneurs that Monika mentors).

For the logo, who else could we turn to but Moulee and Flo? They came up with a superb tag line - “Cool S**t Happens With The Batch of 91”, and of course you know what the logo was! Moulee and Flo also came up with some fantastic lyrics for the batch song.

We seemed to be moving along quite nicely till the end of November when Omicron struck. Suddenly all the guys coming from places like the UK, US and Singapore would have to go through lengthy quarantines, and overnight our online list lengthened as the in-person list shortened! We had the usual discussions of should we/ should we not meet in person, or should we move the whole thing online, and then we decided that we were going ahead with the offline/online hybrid anyway - in hindsight a terrific decision!



We turned up on campus on December 16, and even though we were largely in the new campus (the old campus was partly closed due to renovation, and partly due to PGP I exams), just being on campus was magical. The years just fell away, as they always do when we meet there, and we were the same mad bunch from 1991 - somewhat balder/greyer (at least the men!), but still the same bunch. Some of the spouses and families came along, and they watched in amusement as their parents and spouses showed them a side that they may not have known existed at all!

Our agenda was a mix of formal sessions and enough free time for people to catch up. We had three evenings, and we were very clear what we were going to do in those evenings - play music and have fun! The first evening was for our own batch singers; on the second evening we had a wonderful show from Manzil Mystics - a band that has emerged from Ravi Gulati's stellar work with less-advantaged children in Delhi over the last 25 years, and on the third evening we had a professional band from Mumbai. Of course our very own Akhouri, who is as good as any of the professionals, sang along with them and took us back to those wonderful music sessions from back when we were at IIMA!

While we had great fun, probably the best part of it was how we were able to integrate the online and in-person fun. At the outset, we divided the batch into six geographical regions (US, UK/Middle East, Singapore/Asia, Mumbai, Delhi, and South India), and got each location to make a video introducing batchmates' families and their special talents. This set the tempo going early. Some solid work here by Rik, Nagar, Sonia, Sandy, Kalpana. God, Priti, Akhouri. RoyC, Lala and Namrata! It was fantastic to see all the videos in our musical evenings, and this really brought everyone together! Another fantastic integration tool was our digital yearbook. Dixie created this online yearbook, where each batch member sent us photos of themselves, their family, and a short writeup of where they are and what they do. We now have a really well laid out, colourful, and very very precious online document with everyone as they look now, with spouses, kids, pets - the lot!

Technology also ensured that all the folks who joined online were able to take part in every session, and felt involved and a part of things. IIMA is now set up for online interactions and we made full use of these facilities. It was fantastic to see everyone on Zoom, and have conversations with them as if they were with us



on campus! Yours truly took up the mantle to organize many of the formal sessions and also integrate the online/offline interactions. Once the tone was set in the early sessions, it was all smooth going from then on. For other batches reading this and wondering about organising hybrid reunions - highly recommended, and if you want to do this, get in touch with us and we'll tell you how!

We had two panel discussions for the current PGPs - one with male batchmates, and one with female batchmates, around alternative career paths, and career advice in general. It was fantastic to see over 50 PGPs participate in each panel, despite the fact that this was exam time! We also had a wonderful session where each one of us took the group through how our life journey had been over the last 30 years, and where this has got us. This was magical, and it was planned for 90 minutes, but went on for four hours - ending close to midnight on the first evening. We also had a fantastic session with Mike Brearley (yes, that Mike Brearley!) where he regaled us with cricket anecdotes, and gave us general fundae of life.

We're at the stage of life where retirement (or at least working less) looms large, and we wanted to hear each other's thoughts on that. Of course, some of us have always worked less, so for us it was now about working even less!! This was a great session where we came to the conclusion that retirement is purely a state of mind, and not one for us!

Vags came online from Mumbai; with his salt and pepper beard. He's beginning to look like AK

Jain, even though he talks like Warren Buffet! He gave us a great session on stock market investing, complete with how to choose stocks, and the multi-baggers of tomorrow. When we meet five years from now, we'll need to tote up the profit the batch has made!

We're a very socially oriented batch (the institute tells us the most socially oriented, but I suspect they're just being nice!) with a number of social entrepreneurs and some serious impact on the ground. When we met for our 25th year reunion, we had pledged time and money to make an impact through a few chosen avenues. This time we celebrated what we'd achieved in the last five years, and renewed our commitment to doing even more.

What reunion is complete without remembering those who made you who you are? And so one of the core events of our reunion was the felicitation of faculty. A surprising number of faculty have retired in Ahmedabad, so we could meet them in person, but since we were also online, we could invite anyone from across the country! And so it was that we had Profs Anil Gupta, A.K. Jain, JR Varma, G Raghuram, KV Ramani, BH Jajoo, VV Rao and GS Gupta with us in person, and Profs V Raghunathan, SS Rao, JS Chokkhar, K Ramachandran, and N Venkiteshwaran online. We had a magical 90 minutes with them, reminiscing about times in class (from the terror of making CP in AK Jain's class, to GS Gupta using Pizza and Pao Bhaji to explain the impact of expansion and contraction of an economy) and about how through word and deed they taught us much more than just management - a lot about life itself!



And then of course there were the spiritual discussions. A special shout out here for Saby from the batch of 92, whose spiritual orientation is so high that he could make an alternate career of being a Babal! He insisted that all discussions of any import must be spiritual, and what an impact this had! The level of CP went up, and so did the quality of the discussions. Devlina and a whole lot of others can attest to this! Saby is now an honorary member of our batch - complete with a PGDM certificate signed by Sidey, so high may his spirits soar!

Looking back, this was a very special reunion. Of course, it was wonderful to meet old friends, and to see how we'd all grown as people, but what really made it special was the fact that despite the restrictions of Covid, we could still get together. We successfully pulled off a hybrid online-offline meet, and thanks to that, batchmates from all over the world could join. It took some serious hard work from a number of people to get this going: Dixie, Sampat, Saby, Sethu, Akhouri, RoyC, God, Monika, Lala, Namrata (Lala's wife), Anish, Preeti (Anish's wife), Kailash, and of course



the indefatigable and ever enthu Anju, Dixie's wife, who is also now one of us - yes, complete with a PGP certificate signed by Sidey!

What a wonderful three days, and here's to the next one - PGP 91 ka tempo high hai! IIMA ka tempo high hai!



CLASS OF 1980: THE RUBY REUNION 2.0

In 2019 at our reunion in Kaziranga, chatting over beers at the Camp Nikori eco-campsite, we decided to meet again in the Andamans the very next year for our Ruby (40) Reunion. Thanks to the efforts of Sundeeep Kumar, this memorable Ruby Reunion did happen in February 2020, a few months short of 40 years from our passing out and just before Covid turned our lives upside down, forcing us to abandon the 'Official' PGP80 Ruby Reunion planned for Dec 2020 on campus. But, rather than not having the reunion at all, we decided to hold it in December 2021 instead.

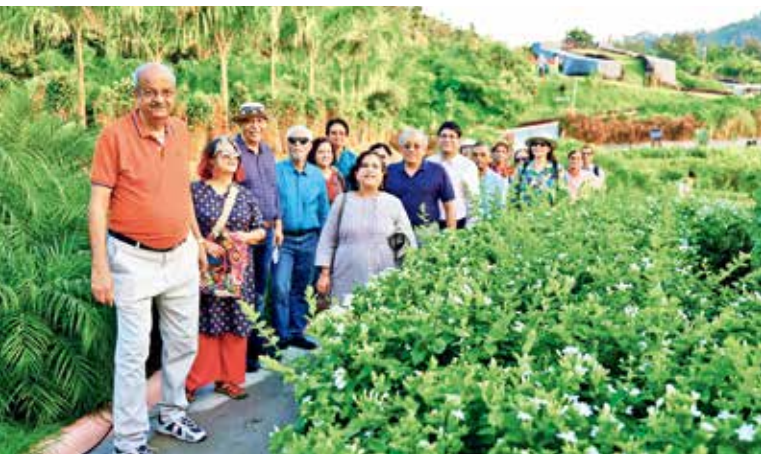
This Reunion had three segments and we could choose according to availability of time, interest, and budget. The first was two nights at Kevadiya (Statue of Unity) followed by two nights at the IIMA campus and ending with two nights at the Rann of Kutch.

STATUE OF UNITY (SOU) AT KEVADIYA (DEC 22-24) Twenty-two persons assembled at Ahmedabad Airport on December 22, 2021 before starting our exciting journey towards the SOU with the usual gup-

shup and catching-up, halting at the Jagdish Food Zone (near Vadodara) for a traditional lunch. Thence, we proceeded to Narmada Tent City 2, an environment-friendly resort near SOU, where we spent the next two nights. On the way, thanks to the VIP pass arranged by the ever-resourceful Sundeeep, we had our first close glimpse of the awesome and majestic monument.

The evening saw us on the Narmada River for a Dinner Cruise. Music and dance added to the enjoyment, with Arun and others displaying gay abandon on the dance floor. The surrounding views and lighting against a beautiful moonrise made the evening magical.

After a restful night, some went for a morning walk along the main Narmada Canal and following breakfast we all proceeded to the main attraction - the 182m statue of Sardar Patel, tallest in the world. Built on 'Sadhu Bet' a river island, it faces his dream project - the Sardar Sarovar Dam. Like excited children, we crossed the bridge to reach this impressive monument, taking photos on the way, totally overawed by its size



and features.

A high-speed lift took us 153m to the viewing gallery in barely 30 seconds. We were all astonished by the statue's brilliant engineering and design. After seeing the world-class exhibition below, we climbed to the base of the statue. It was a humbling experience to be at the feet of the world's tallest statue.

The SOU area boasts many attractions but a few we visited were the pan-India Handicrafts Shopping Centre, the 'Nutrition Park' on a train ride and the 17-acre Arogya Van which showcases Indian medicinal

plants and health-related landscapes. The highlight there was a sumptuous high tea served by a tribal women's self-help group. Later in the evening, we watched the must-see Laser Show, which uses the mammoth Statue as a canvas to portray the journey of Sardar Patel, using a dazzling mixture of laser lights, sound, graphics and storytelling. It was a masterly presentation that inspired pride in us as Indians.

The next morning concluded our well-arranged and satisfying trip of SOU and we began our journey towards IIMA Campus for the second leg of our Ruby Reunion.

REUNION AT THE CAMPUS (DEC 26-28) The second segment kicked off on Dec 24th and saw 24 batchmates (13 with spouses) gather for lunch at the



IMDC dining hall. The programme commenced in the afternoon with a visit to the refurbished library and a look at the newly opened IIMA Archives Gallery housed in D15. **Prof. Chinmay Tumble and his team walked us down the memory lane in a way that many of us had never experienced.** We had a light tea in our old mess, reconnecting with past memories, sights, and aromas. The evening was when everyone really came together at the Great Ahmedabad Street Food Festival, beautifully and sumptuously organized by batchmate Himlal Parikh on the CR2 lawns of IMDC. It was nostalgia for the taste buds as people indulged in old time classics – bread-omelette, pao-bhaji, bun maska, aloo-tikki et al., while mingling in a joyous Christmas Eve atmosphere. We were blessed to have Prof Abhinandan Jain, and Prof G Raghuram join us, along with Nayan Parikh (PGP 1981) and his daughter Tanya.

The second day started with an activity titled 'Down Memory Lane' designed and conducted by Sundeep Kumar. It saw groups of us racing to locate memorable places from our days such as the badminton court, DJ Club, the erstwhile Pantry, based on some interesting cryptic clues. A sample – "when all was done and said, the coolest valley was red" (Ans: Vadilal Ice Cream

Parlour).

After this hectic and fun morning, we took our customary batch picture on the steps of LKP and headed for mid-morning tea with Prof. Errol D'Souza (Director IIMA), Prof. Saral Mukherjee (Dean, Alumni & External Relationships), and Ms. Chhavi Moodgal (CEO of the newly formed IIMA Endowment Fund), before a sit-down with them. We were especially grateful to the Director for taking time away from his family on Christmas.

Errol gave us an overview of the new infrastructural developments, taking pains to explain the challenges and dilemmas, particularly with respect to refurbishing the old campus. How to preserve IIMA's architectural heritage without compromising on safety? Errol, Saral and Chhavi gave an inspiring overview of the many developments and opportunities for Alumni to give back: Centres of Excellence, Knowledge Creation and Dissemination, Social Entrepreneurship, Dual Degrees, Exchange programmes and the Endowment Fund.

After a delicious Christmas lunch, we got together to brainstorm on what the batch could do for or with their alma mater (while the spouses went shopping to Sanskruti and Bhandej). Before the discussions, Arun shared a video from Prof. Meenakshi Mallya, who

resides at the Hari Krishna Temple in Pune. In her message to us, her “children”, she emphasized the values of service, compassion, and setting an example.

Our discussions used the powerful Open Space Technology (OST) method under the stewardship of Arun. Initial ideas were thrown up and self-organizing break-away groups were created to further deliberate upon them, further creating action plans, which in turn have been shared with Errol, Saral, and Chhavi. It is amazing what just one batch can potentially do if we facilitate connection, conversation, and co-creation!

Christmas evening was again reserved for another culinary trip down the memory lane as we descended on one of our old haunts – Vishala. As always, the food and service were delightful. During our days when we traveled there, it felt like an outing to a faraway village. Today, it was disconcerting to see it surrounded by multi-storied buildings, in the heart of a sprawling Ahmedabad.

On the morning of Dec 26, many said their goodbyes after a lovely time together. Some of us walked across to the Blind People’s Association complex for a visit organized by Himal in coordination with Dr. Bhushan Punani (PGP 1979) who has dedicated his life to serving the visually impaired. After a particularly good poha breakfast, we were taken around. The highlight was the ‘Vision in the Dark’ experience which occurs in pitch-black darkness and sensitizes one to how the world feels to the blind, while showing us just how much we can do with our other senses. It was a real eye-opener!

RANN OF KUTCH (DEC 26-28) Despite the shrinking numbers on this leg (only 6 couples), it was indeed an exhilarating experience.

After a 6 am departure from the campus, the 11-hour journey to the Rann was full of unexpected excitement, with a tyre burst halfway through, Ravi trying to use all his Fenner contacts to arrange a spare tyre (being a Sunday the shops were closed) and skipping a Fine Dine restaurant (originally planned for lunch) for a hastily organised Dhaba lunch. Inventiveness was on display in true WIMWI style. Of course, conspiracy theories abounded, as the tyre conveniently burst right next to a tyre repair shop and a Dhabha.

Finally, we reached the White Rann Resort, with literally minutes to spare to catch the sunset over the salty plain. Given the hassles of the day, the sunset experience was perhaps a little underwhelming, but was more than made up for by the sunrise the next



morning. It appeared as if we were standing on a vast expanse of snow at the North Pole.

Daytime passed with the favorite activity of the ladies - shopping. When the vendor promised to ship the stuff to our destinations, the excitement went up many notches. Of course, Raghavan is still hoping that I will hand over the keys to my Merc in return for his agreeing to make the shopping payment from his google pay account.

The evening trip to Kala Dungar was again eventful with the hotel van’s windows coming off on the return trip and all of us hanging on for dear life till we reached the resort.

At night, we were subjected to a musical blast (in the name of entertainment) whether we wanted it or not! KMS threatened to call the police (which had no impact on the management), ending another eventful day.

On the last day, we departed in two groups with the Bangalore gang going to Rajkot airport and the remaining three couples going to Ahmedabad, sprawled in a 45-seater bus.

Looking back on the Ruby Reunion, we all had a very fulfilling time. We wished more batchmates and their spouses had joined in. The team of Sundeep, Vinod, Himal, Gopalan and Tushar did an awesome job of organising and conducting it. Sundeep deserves special gratitude and many of us feel he can easily set up shop as a Master Reunion Designer!

Friends, who could not attend, do join us the next time. We promise it will be as fulfilling and fun as this one and the ones before this.

CLASS OF 2011 (PGPX): THE TIN REUNION



Amidst the second outbreak of Covid and the threat of impending third wave looming, we never expected in our wildest dreams that we will see the light at the end of tunnel for

our 10th year reunion planned at the Institute. However, the never ending spirit and eagerness to meet and relive the college days had ensured that some of us land in-person, while the rest of



the batch cheering and relishing the memories remotely from Bangalore and the US - now call that a classic 'Hybrid Reunion'. Welcome to post pandemic era!

The batch had an incredibly great time together after 10 long years, accompanied by a bit of nostalgia

and many fond memories of the time spent at the institute and some very interesting conversations with the current batch.

As the old adage goes by, a picture is worth a thousand words. Here are some lively pictures from the reunion.

7TH EDITION OF ITS YOUNG ALUMNI ACHIEVER'S AWARDS 2021



For the event on December 11, 2021, Mr Saurabh Sancheti, Mr Anant Daga and Mr Dhaval Jain joined us on-campus. Mr Kaushendra and Mr Sandeep Gupta joined us online.

Initiated in 2015, this award is given to the alumni under the age of 45 in recognition of their outstanding achievements and contributions.

Announcing the winners, Professor Errol D'Souza, Director, IIM Ahmedabad, said: "Our alumni continue to make us proud with their accomplishments across diverse fields. The IIMA Young Alumni Achievers Awards have been instituted to acknowledge and reward their distinction and contributions in making an impact in their chosen careers. I congratulate the winners for 2021 with the confidence that more alumni will emulate their success in the years ahead and bring laurels to their alma mater."

Professor Saral Mukherjee, Dean, Alumni and External Relations, IIMA in a statement said: "Every year we have a difficult task of choosing the winners



from this large pool of talented IIMA alumni. They continue to amaze us with their work, their ideas and the value add they make to their work and their respective organizations. We are proud of their accomplishments and hope that the current and future students will be inspired by their success."

CORPORATE LEADERSHIP



SAURABH SANCHETI (PGP 2009)
YOUNG ALUMNI ACHIEVER'S AWARD - 2021
CORPORATE LEADERSHIP

Saurabh Sancheti is a proud member of the Jio revolution, which has transformed life for all sections of society. He is currently Chief Financial Officer at Jio Platforms Limited, the digital services arm of Reliance Industries (RIL). Apart from this, he is also the RIL nominee director on boards of two of the largest cable companies in India - Den Networks Limited and Hathway Cable & Datacom Limited. Saurabh was part of the core deal team which closed an investment of \$20 billion into Jio Platforms in less than nine months by 13 global investors including Google, Facebook and all marquee global PE funds. Saurabh is also credited with turning around the cable business post-acquisition. Saurabh believes in karma-yoga and tries to put his best efforts without worrying about the outcome. Saurabh's mantra is that life is all about striving to be the best version of oneself – revising hypotheses, charting uncomfortable terrain, learning from and embracing failure and NOT quitting. Encouragement from his mentors, unwavering support of his family and blessings from elders have been key enablers in his journey. Saurabh came to WIMWI as a fresher straight from IIT Roorkee and graduated in 2009. He is blessed with a lovely wife (who he met on campus) and two super-energetic young kids.

What does the YAAA and recognition mean to you? I think this award is definitely a big milestone in my entire journey. I wish to thank three stakeholders in my life. First of all, obviously, IIMA, for not only the wonderful memories but the learnings here that shaped me. Second, the Reliance senior leadership team that personally mentored me during this entire journey. Thirdly, for my family for being so supportive and

encouraging. This award really means a lot, but this is just a milestone in my life. It is about the journey further where I wish to accomplish much more and make them all proud of what we have collectively achieved.

How does it feel to be back to the alma mater?

What are your fondest memories from the campus? Since 2009, there was a lot happening and I missed out on a chance to be on the campus, but the campus has many special memories if you look in terms of the time spent here -beyond friendships and learnings. In fact, I found my soulmate here, my wife who is also my batchmate. So, I am really happy to be back.

If I talk about the fondest memories, it is difficult to pick one. It is about the whole journey being so challenging when you are here, but when you look back, this entire period is full of fond memories. The time spent here was full of surprise quizzes, you are short of time, you struggle as a Fachha, but looking back, that turned out to be the 'golden time' where I pushed myself to the limit that really put me in a different orbit.

In a professional journey that is a little more than a decade old, you have spearheaded the top league of India's corporate world. What has been your true success mantra? What do you attribute that success to? I began as the group CFO for Jio Platforms in 2020, which is 11 years after passing out and I believe that it is indeed a fabulous period to achieve a milestone. Honestly, I would like to quote something from the movie '3 Idiots' that 'Don't run behind success. Run behind excellence. Success will follow.'



In my journey of 12 years so far, I was never chasing a particular title or position. I focused on trying to see what is the best that I can do. For example, I really believe in 'daily incremental improvement'. So, if you improve 1% daily, then at the end of the year, you are 37 times better. This is the true power; you just have to be at it. The second attribute that is important to me is 'persistence'. I will quote a beautiful saying here, "A river cuts through rock not because of its power but because of its persistence." So, if you are able to persist longer than others, you will win. And the third thing is about the attitude and approach to life. A lot of times we are trapped into wishful thinking, but we don't get what we want. We get who we are. So, if we are really always working on improving ourselves, we can truly achieve what we desire. These are the three key mantras that I believe in and they have served me well in the long run.

Recently, during the pandemic, you were part of the core team which closed an investment of \$20 billion into Jio Platforms in less than nine months by 13 global investors including Google, Facebook and all marquee global PE funds. You are also credited with turning around the cable business post the acquisition. How was the experience and

“ **A lot of times, we are trapped into wishful thinking, but we don't get what we want. We get who we are. So, if we are really always working on improving ourselves, we can truly achieve what we desire.** ”

what are your key learnings? These deals are the high point of my career for sure. Also, there is a lot to learn from these deals because these deals happen only on the basis of the fundamental strength of the business. In this case, we were supported by senior leadership that is extremely passionate, dedicated and capable. I think, that really set us apart in creating what we have created.

With respect to the challenges associated with the pandemic, I will quote "When the tide goes away you discover who has been swimming naked". The point here is that, especially in times of distress, these stronger and more fundamentally resilient businesses are the ones that will be in greater demand.

“ It sounded very outlandish at that time, but today, we are getting more than seven exabytes a month. I think the biggest learning here was that the size of ambition determines your success. ”

If I talk about the cable business, it was a very interesting situation we were in. So, the transaction was about to be completed. The businesses were perpetually losing cash, and there was enough cash infused, 5,000 crores, in the company and I had enough cash to continue at the current burn for more than eight years. Therefore, I had the more conventional choice which is to do some incremental changes, probably reduce the cash burn to last beyond 8 years to 12 years, or think of something truly transformational. This was again possible because of the mentorship where the senior leaders always reiterate ‘Don’t look at anything less than changing the world’. So, this is where I started thinking about turning the industry situation around to a cash-positive business. So, when we analyzed the impact, the annual cash flow swung to a positive 800 crores annually for both the companies.

This journey gave me a few key learnings based on situations. First, I had to take the entire team in the confidence that we have a chance to create history. In a business that is always losing cash, we had enough to last 8 years and that could have been ‘problem solved’ for most leaders. Instead, we all made a resolve to not use any of this cash and keep it locked away. Eventually, we realized that scarcity of resources brings the best in people. Second, we saw a problem in ‘collection’, in a business or industry that is already built on a few standard fundamentals. I proposed that we can turn the collection to prepaid, making the business cash positive. This idea saw a lot of resistance from the industry, but I focused on building confidence in team to go ahead with disruptive changes in the business that has been suffering loss for 25 critical years. I focused on giving a safety net to the team with, “If we fail, it was my decision. If we win, we have won this together as a team.” The entire idea worked and it changed the



industry forever. My biggest learning here is that, if we wish to create history, we inevitably have to focus on changing the mindset of people and culture. And to change the culture you don’t need to change the people, as changing the culture is more about putting the right messages in people’s minds. In my view, culture is shaped by the way you ask a question. So, if I ask them a question “Have you tried something new?”, then they’ll try something new. If I ask them a question, “Why did this mistake happen?”, they will never ever try something new. It is as simple as that.

You have also been involved in many other key projects at Reliance. Please tell us about them. The key here lies in the way I have been mentored by the Reliance leadership here, and the fact that we were organized like a start-up. Probably, as the world’s largest start-up. There were no boundaries, everything was dynamic and nothing was out of reach. If there is a problem, you just have to get up and solve it.

With the journey here, I would particularly like to share three examples that helped me truly learn a lot and grow.

Way back in the early days, we were designing the network architecture. I remember, the Chairman Shri Mukesh Ambani asked, “Okay, how much is the global data traffic?” I gave him a number and he said, “Make a network so that in five years, we alone carry the whole traffic that the world is carrying.” It sounded very outlandish at that time, but today, we are getting more than seven exabytes a month. I think the biggest learning here was that the size of ambition determines your success.

Another good learning was setting up a bids team.

Again, the brief was a one-liner, "I want the best bids team that anybody has ever seen in India, across any sector." Here, what we realized is, in a competitive bids and options scenario, you need the fullest and the best perspectives in the room, which can happen on two things. A, you have diversity, and B, you need to have a culture where everybody can freely voice their opinion and there is psychological safety. That is what we did with this team. I personally worked with that team for eight months, setting it up, recruiting people and creating the right culture. Today, the team is winning 75% of the bids, all at positive NPV. This experience built in me a sense of building a good culture in a team.

Lastly, around the same time, we were setting up our digital marketing team. I had two choices. Typically, I could take the veterans of this industry or the young people who are not experienced but have the right attitude. I chose the latter, where we had a team that was questioning everything conventional. In this quest, if we look at outcome, we have the highest following amongst all the telecom operators in the world. This success has been delivered by a team whose average age, even after four good years, is 30.

I can go on and on, but in short, it's always about challenging the conventional wisdom and thinking outside the box and then working hard on your belief. That's the sense and I believe the best is yet to come.

Talking about closest to heart, it has to be the turnaround of the cable business. It is closest to my heart because it was unimaginable. I was advised by a lot of people that there was no reason to attempt doing the impossible turnaround. But, I always felt that if I fail, it is ok, but if I succeed, I have done something that nobody else has ever done. And even if I fail I would have learnt something big out of it. As an analogy, if we go by the Information Theory of Shannon, the event which has the lowest probability of happening, when it happens, that is the event that carries the maximum information and impact. Do the impossible and you will learn the maximum.

Your current professional engagement is with two full-time jobs, one as CFO at Jio Platforms and the second as a Nominee Director on the boards of Reliance's cable businesses. What are your views on work-life balance?

I truly believe in the concept of continuous learning.

“ **If I make a new case study out of my work each week, then in the past 10 years, I have gone through 2500 case studies - imagine that power of learning.** ”

You have to balance the two when they are segregated. If you believe that work is a part of your life and identity, then where is the need to talk separately for balance. Stress only comes when you do something you don't love. I took all this opportunity to chase my goal of continuous learning and I had fun along the way. I took a resolve, that in real-life, I will learn something and revise my hypothesis on it - akin to a case study we do in IIMA. So, if I make a new case study out of my work each week, then in the past 10 years, I have gone through 2500 case studies - imagine that power of learning. This has been possible all because of observing, being a curious learner and revisiting the hypotheses that I develop by communicating with people..

What pointers would you like to give the new batches at IIMA, based on your experience at the institute as a student?

I'll put it into four large buckets.

Attitude - It is all about how you approach things. If you approach it from the day of just being curious and trying to be better at things you will definitely make it.

Persistence - The common joke in probability is, if you put a monkey on a typewriter, there's a finite probability that he will type out a Shakespeare. But looking deeply this reflects the power of persistence.

Focusing on the inputs to get the output - It is all about having patience, still being on the path and investing without worrying for instant gratification.

Living a fuller life and having multiple dimensions - I have picked this from Prof Sunil Maheshwari's last lecture in HR. So, your life is like a stool and it has four legs. Your professional life is one, your personal life is another, your social life is third, and spiritual life is fourth. Like in the case of any stool, if the four are imbalanced, sooner or later, it will fall down. So, don't ignore any of the legs - lead a fuller life.



ANANT DAGA (PGP 2001)

YOUNG ALUMNI ACHIEVER'S AWARD - 2021

CORPORATE LEADERSHIP

As head of one of India's most innovative and pioneering fashion brands company, Anant Daga has overseen TCNS Clothing's remarkable growth trajectory in the last decade. Instrumental in the building of clothing brands 'W', 'Wishful' and 'Aurelia', he played a crucial role in establishing the fusion wear segment. Prior to the appointment at TCNS Clothing, he was associated with Reebok India for seven years, where he was Director - Sales for the sportswear major at the time of his departure. He has led the largest PE deal in the fashion industry, securing an investment of \$140M from TA Associates. He strongly believes in the power of following of heart, investing in relationships and never being pulled down by the bad days. His mantras for business success are - *Relentless pursuit of your best version, Investing in People, Team and Culture and Discovering simplest solutions for complex problems.*

What does the YAAA and recognition mean to you? It is a very significant achievement to get recognized by the alma mater that I've always looked up to and have been in awe of. 22 years back when I got a chance to get into IIMA, I thought there must be a bug in the system. So, today when I am given this award, it seems really surreal. I can only thank my stars, fully acknowledging that every batchmate of mine, deserves this as much as I do or more. More than the recognition for past achievements, it's an inspiration to go even further, and I hope to prove worthy of this.

How does it feel being back to the alma mater? What are your fondest memories from the campus? I have been on the campus multiple times before. My work keeps getting me back to Ahmedabad, and whenever I am in the city, I ensure a visit to the campus to soak in the sheer energy and nostalgia. I have also stayed on the campus on couple of occasions, one being the graduation of my brother and sister-in-law

in 2007, and the other was during the 15-year reunion.

I wasn't very adventurous and spent most of the time studying. If someone else would have studied as much as I had, he or she would have been an I-Schol. I believe, for me, the fondest memory would be the WAC Run where one spends so much time writing something that made no sense, improves it till the last moment and runs across the corridor for submission. I also remember the quizzes. Yesterday, I went to the cafeteria in the evening, checked the notice board to realize that there was a quiz at 2:45 pm and there is nothing much that has changed. I also have many memories from the night retreat, especially the '2 am anda maggi'. Till date, whenever I am working late, I have maggi. Then, there were weekly lunches at Topaz with couple of close friends.

You started with Finance at ICICI, also later pivoted to Sales & Marketing with Reebok. Further in time, you joined TCNS Clothing as the Chief Executive Officer in 2010 and have been on the Board since 2016. How has the journey been? I can't claim that I planned this journey. I think it was a journey of chances and the only credit that can go to me is 'I took those chances'.

My first job in the career at ICICI was through campus placements. It is funny because, I wanted to be anything but a banker. In less than 18 months, I realised that I cannot do this for life, even when I was doing fine there. I always saw a calling in the field of sales and marketing. So, I quickly decided to cut short my losses, shifted careers, and moved to Reebok which was a small company at that time. It became a megabrand later and retail itself became a big sector much later. So, in 2003, joining a sports brand in retail wasn't an ideal path that a IIMA graduate from 2001



would think of, but it worked well for me. By stroke of luck, I got more and more opportunities and in a short span of time, was handling the entire sales and retail operations.

Further, there was still an inclination in me to involve in something more entrepreneurial. Being born and raised in a Marwari business family from Calcutta, I was not content with a regular corporate job. I was 32 at that time and wanted to independently run a business. This was the time when TCNS was a fledgling company and the founders were looking for a CEO. This is how I ended up at this organisation and a phenomenal journey followed thereafter.

What we got right at TCNS was a great team who diligently worked on things that mattered. We were very focused, worked as quietly as possible, fixing each business issue. When I joined TCNS, we already had a strong brand, but a strong business model was missing. We started by putting the right people in right areas. We took a few bold calls that might not have looked great that time, but we turned out lucky to get the right impetus.

What were the major challenges you faced during this journey? Being into the fashion industry

means that you have to reinvent and innovate every single day. This makes the entire association exciting, as there is never a single dull day in our business. There are bad days, but never a dull day. Considerately, this is the biggest challenge as you need to drive a culture and a system which continuously encourages innovation.

If you look at any one point in time in this journey, the most challenging was obviously Day 1. We were a fledgling organization. Employee morale was very low. We had none of the wins. Everything had to be fixed. So yes, most challenging days yet the most exciting.

Currently, incubating and scaling up home grown brands, TCNS Clothing has a portfolio of 3 segment defining brands, each with distinct fashion sensibility and value chain. What are the future plans? We have defined our purpose very clearly as empowering the contemporary Indian woman through her fashion choices. Fashion is not frivolous. It's a serious thing. Here, what we are trying to build is the most dominating women's wear company, a truly multi-brand multi-category, and multi-channel fashion platform in the country. If you look at India, we don't have scaled-up platforms in fashion, and it's very sad. It's such a big population. Why don't we have big fashion platforms? So, we believe, there's a real opportunity in the market

“ **This is when I realized one thing very clearly that no amount of failures or setbacks could be worse than living the life you don't want to.** ”

for someone to do this. It would be us, it would be someone else, but someone who executes really well and has that vision will create that platform someday. I might be biased, but given the nuances and the nitty gritty of the TG of our diverse country, a homegrown platform will have a better chance and that is an attempt that we are trying to make. So, this is where all the smaller steps are taking us at.

What might be the upcoming trends in the contemporary Indian women's wear market according to you? If we take consumer lens, I can see two or three very clear trends. The first is 'fusion' that is taking larger share of the pie. Second, consumers are experimenting much more than ever before, and the demand for newness is ever increasing. The third is the whole concept of consumers moving away from buying 'just one piece of garment' to 'a complete look'. These are clear indications and we ourselves are evolving from an apparel brand to a lifestyle brand.

How important is it for businesses to have a social impact? It's imperative for businesses to be socially responsible. We all need to do our bit for the society and environment. At TCNS, this has been a key focus area. We have very strong rural women empowerment programmes in place. These have a huge impact of social and economic independence of women workforce in these clusters. Many of product ranges are about sustainability. There are multiple front end initiatives that again are aimed to drive the social cause.

What pointers would you like to give the new batches at IIMA, based on your experience at the institute as a student? We all have our own journeys, and the life principles that worked for me, might not work for anyone else. So, there is a caveat, but I would be glad to share a few things that have really worked for me.

First, somewhere in our student life, especially in a highly competitive environment, we start giving too



much importance to relative grading. We also start to believe that there is a right way to live, these are the popular choices to make. This is where, suddenly, we don't even realise when someone else's dreams become our dreams. First and foremost, we should all follow the path that our heart calls out for. I learnt this the hard way. I passed out in 2001, a bad year to pass-out as the placements were not great following the Dotcom bubble bust. I was rejected in 16 interviews in a day, not to count the ones where I wasn't even short-listed for. I got very desperate. That time, becoming an investment banker and getting \$100,000 salaries was very fancy. So, I ended up becoming a banker, with no interest in banking. The company was great and I was doing well, but I was not happy. This is when I realized one thing very clearly that no amount of failures or setbacks could be worse than living the life you don't want to.

Second learning. If you have got into a bad movie, you don't have an obligation to watch it through. Stand up and move out. This is exactly what I did. I moved out from a Treasury at a bank to a smaller company Reebok. Everybody questioned the decision, but that is the best decision I have ever made in my career. So, very, very clear learning in my life. Cut short the losses. The sooner you do, the better. The stakes are lower. It's easier that way.

Third, it is the soft courses on campus, HR or Interpersonal Communication and more, that teach you the most important things in life. You can do as much as an individual, but if you have to do something more, you have to get inspired by people and you have to inspire people. I believe, it is the culture, team and the people that make the secret sauce to anybody's success. So, invest in people and relationships. Start today.

ENTREPRENEURSHIP



SANDEEP KUMAR GUPTA (PGP 2011)
YOUNG ALUMNI ACHIEVER'S AWARD - 2021
ENTREPRENEURSHIP

Mr Sandeep Gupta is the Co-Founder and Chief Operating Officer at healthtech unicorn, Innovaccer.

What does the Young Alumni Achiever Award mean to you? I am honored to receive this award. It is always special to get complimented by one's Alma Mater and IIM Ahmedabad has always been the country's flagbearer of education, innovation, and entrepreneurship. I'm thankful to my professors and mentors at IIM-A, who taught me so much and always pushed me to strive hard and work smarter.

When were you last on campus? What are your fondest memories from the campus? I have always been associated closely with the institute and fondly cherish the years spent here. Often, I find myself reminiscing about those days, walking through those corridors, the late-night discussions, working on projects overnight, the canteen conversations, the early morning classes. I remain close to my friends from IIM-A, and we would often uncover the picture of the "good ol' days" whenever we would meet. I cherish the memories of every moment I spent at the campus, the learnings imparted by my professors and mentors, and the fun sessions I had with my friends.

Was entrepreneurship on your mind even when you were at IIMA, or did it take shape afterward? How did your time at IIMA help you? I have always been inclined towards entrepreneurship, even before joining IIMA, and the institute played an essential role in shaping my journey. The education, mentorship, and networking opportunity it provided have gone a long way. When I entered IIMA, I did not have a business sense and found it tough to decipher its nuances and intricacies. My time at the institute helped me immensely in this regard.

You co-founded Innovaccer a couple of years after graduating. How did it come about? Post my days at IIM-A; I joined Ingersoll Rand, where I met my fellow co-founders - Abhinav and Kanav. They were working on a data analytics project at Wharton and Harvard University. It focused on bringing distributed data sets together and leveraging them for downstream analytics. The project was basic research on how big data can be studied, crunched, and analyzed to derive valuable insights.

We were friends and remained in touch while working on this project. I would offer them insights and suggestions. I decided to join them in 2013 officially, and I added my business acumen to their technical whiz. Together, we launched the company and created a pitch for the product that could impact the growing Big Data sector. We worked with 80% of Ivy League colleges on various research projects in the first couple of years. Eventually, we moved onto an enterprise model focusing on diverse industries like retail and finance. That is what led to the inception of Innovaccer in 2014.

Innovaccer has had an incredible journey. How would you describe the journey so far? We started from a tiny basement with barely five to seven people taking care of every aspect of an organization. We created the sales pitches, brought in the leads, pitched our product, and then sat on client calls, doing the technical work on the backend, and then sat for demo calls. We grew from that basement to an organization of over a thousand employees. We now have the pleasure of working alongside some of the greatest minds in the industry. Established leaders in the space are now evangelizing the vision we had seven years ago.

There was a time when the handful of us would work

overnight, sleep an hour on our desk, and get back to doing what we were for the next 24 hours, pitching to numerous sectors and industries. Then came the day when we made the difficult decision to leave over 70 percent of our revenue on the table to focus on a niche because of the impact we could create. In hindsight, this was the single most crucial decision for us.

It has been a roller coaster ride, and if I got to go back to the beginning, I would still change nothing.

What are some of the most formidable challenges you faced in scaling Innovaccer? The first significant challenge was pivoting to the US from India. We had a 100% India-based team and had zero exposure to the customer in the states and as newbies closing multi-million dollar contracts in one the toughest industries in the world was unheard of. Arriving in the US with \$200 in the pocket and building the org to what it is today has been nothing short of a rag to riches story.

When we achieved the initial wins, we realized that if we did this horizontally for all sectors, we would not build a platform that could define an industry genuinely. And so, in early 2016, we did a second pivot and decided to focus just on healthcare. Saying that we need to operate in an area small enough to drive focus yet large enough to create an impact to bring about a major data-driven revolution is easier said than done. We knew what we wanted to do but leaving most of our revenue on the table was a scary decision. Getting major healthcare organizations to trust a new and upcoming brand with their data was hard, and we moved heaven and hell for that first contract. But that is a day to remember when we did sign the contract with Mercy. They are still Innovaccer's customers today and one of our most prized ones.

There is no doubt that every behemoth starts small, and while every founder has a vision of how grand their brand can and will be, it is not an easy task. There are hundreds of hurdles and numerous milestones to overcome before we can reach that point where we can think about celebrating. It was not a streak of wins that brought us to today. We learned a lot throughout the journey and what we know today is ten times what we did seven years ago, and there's much to learn in the coming days. There were times when we failed when we were unable to match the expectations we set for ourselves, and it was undoubtedly dispiriting. However, our investors and customers stood behind us, unwavering, which gave us the boost to do better the next time around, and we excelled when we did that.

Given the rapid customer adoption of the Innovaccer Health Cloud and the demand from the healthcare

“ The upsides of the health cloud are too significant to ignore, and they are the future of healthcare. ”

ecosystem for technology-driven innovative solutions, how do you see this space evolving in the mid to long term? Health Clouds and data platforms are the future. Companies like Snowflake and Atlassian are on the path but not in the context of healthcare. If we look closely, the foundation of companies like Spotify or Netflix is a robust data storage and analytics machinery to provide a customized experience to its users. We believe that such a comprehensive data platform is still missing in healthcare, and we want to orchestrate the shift in that direction. With the launch of Innovaccer Health Cloud, we are building a platform that will power the future of Health at a global level. We plan to enable users to develop thousands of innovations on it.

Today, we have troves of information on our Health locked in electronic silos. We need to bring this information together using a cloud platform that unlocks the power of the data and provides a platform on which new digital services and solutions can be built with native interoperability. Now more than ever, customers need a platform that allows them to obtain a 360-degree view of their patients, drive down unnecessary IT costs, and improve care quality and cost-effectiveness.

Cloud computing has changed how care teams envision and deliver quality and cost-effective care to the patients as it can help them better visualize and improve their processes. There are significant benefits to moving towards the cloud, including, but not limited to, better patient care, integration and scalability, cost-efficient and improved ROI, advanced data analytics, and more. The upsides of the health cloud are too significant to ignore, and they are the future of healthcare.

Innovaccer has enabled very significant improvements in patient care that have led to a quantum improvement in inpatient and customer outcomes. What would you highlight as some of the most prominent examples? Innovaccer has unified records for more than 24 million people and prevented \$600 million in unnecessary healthcare expenditures using the connected care framework. Our Gartner and KLAS-recognized products have been deployed all over the US across more than 1,000 locations, enabling more than 37,000 providers to transform care delivery and work collaboratively.

Banner Health uses the Innovaccer Health Cloud to unify patient data across multiple systems, simplify workflows across teams, and support its population health management strategy for more than one million lives. With the Innovaccer platform, Banner Health is transforming patient care and driving significant savings in its IT operating expenses. Indeed, Banner has achieved \$4M in savings from rationalizing various population health solutions with Innovaccer's comprehensive suite and a 70% reduction in IT infrastructure cost by moving to a SaaS-based model.

PSW has leveraged the Innovaccer Health Cloud to integrate all aspects of care delivery, including the care management and emergency department (ED) optimization process, using a combination of Innovaccer's application suite and third-party applications developed using the Innovaccer Health Cloud innovation toolkit. PSW has leveraged Innovaccer's intelligent APIs to successfully obtain insights into network performance, driving a reduction of approximately 8% in ED utilization year-over-year.

Elevate Health has leveraged the Innovaccer Health Cloud to create interoperable applications that leverage unified patient records to track the patient journey and analyze patient needs. Elevate is also using the Innovaccer Health Cloud to connect patients with community resources in real-time and help its partners successfully address critical medical and social service needs for their patients.

Innovaccer is the only company to score a perfect 100% in the KLAS "Keeps ALL Promises" index. KLAS rated Innovaccer as #1 in Population Health Management in 2021, and Blackbook rated us #1 in Healthcare Industry Solutions. We are the number one ranked healthcare technology vendor by some of the most reputed survey and analyst organizations in the space. Recognitions deservingly complement our organization's growth like Great Place to Work® Certification and LinkedIn Top 2021 Startups mention, among other appreciation from organizations like Inc. 5000, Gartner, Forbes, and Economic Times, among many more.

Key tents of Innovaccer's offering for digital transformation in healthcare is based on the democratization of patient data and requires an open, cooperative digital ecosystem where every healthcare organization and their members and patients can use healthcare data from virtually any source. Do you see any challenges with respect to patient data confidentiality and privacy at an individual level and at the macro-level where citizen patient data is stored outside the country? Data privacy is arguably

“ **At Innovaccer, we have a profound culture of data security, and it not only strengthens customers' faith in us but also acts as a stimulus for growth.** ”

one of the most critical aspects of our offering, and we have an indeed "security first" approach across all our processes. Protected Health Information (PHI) is a non-compromisable asset, and we meet government and industry standards like HIPAA compliance even when the citizen patient data is stored off-shore. We are dedicated to the responsible collection, use, and maintenance of PHI and are committed to complying with applicable privacy rules and regulations. I believe that data security and compliance are as much a cultural issue as technical ones. At Innovaccer, we have a profound culture of data security, and it not only strengthens customers' faith in us but also acts as a stimulus for growth.

We have a dedicated team of infrastructure security experts who work round the clock to ensure that the best global data exchange and handling standards are met. Our experts are responsible for deploying, automating, maintaining, troubleshooting, analyzing, and improving the systems that keep the backend infrastructure running smoothly. We are also NCQA-certified for HEDIS and AMP measures and put data security at the heart of our operations, not just for administrating security compliances but also for investigating security events generated through various security solutions deployed SIEM, IDS/IPS, and FIM, among others.

Global Rating Agencies have recognized us for our work on the cyber security front. We have also rated top of the class in KLAS (one of the most highly-rated healthcare technology research organizations across the US) ratings for Cyber Security. In addition to this, we are also the highest-rated healthcare company in Security ScoreCard, which is a Gartner-recognized (a world-renowned technology research and consulting company) rating mechanism for organizations globally. We have reached a score of 97 on the said security scorecard and are officially ahead of our nearest competitors by a margin of at least 6 points (the average industry score is 84).

How do you think the recently launched Ayushman Bharat Digital Mission can be leveraged to improve the healthcare ecosystem and patient care in India? As the Indian Government says, "The Ayushman Bharat Digital

Mission (ABDM) aims to develop the backbone necessary to support the integrated digital health infrastructure of the country. It will bridge the existing gap amongst different Healthcare ecosystem stakeholders through digital highways.”

The focus of this mission is to move towards a digitalized health system where patient data is stored electronically - and the next step would be to generate valuable insights from those data points to deliver better care. That's when organizations like ours would be of immense benefit. The opportunities are boundless, and days aren't far before we see rapid strides in the direction of embracing healthcare technology.

We are keenly observing this development because, at its heart, Ayushman Bharat Digital Mission is about creating a unified view of patients. It'd act as a catalyst to digitize healthcare in India. It would entail the vision to connect each healthcare system stakeholder digitally. Right from patients to doctors to other care team members, it would focus on bringing everyone under the same hood at all times through robust and real-time use of vast healthcare data.

In the next few years, I hope to see a tremendous disruption in the healthcare technology landscape, and India is poised to benefit from those developments immensely.

What's next for Innovaccer? The company is currently growing 100% year on year, and we are confident of continuing the trend in the coming years.

To begin with, we want to scale the 25 mn patients currently on the Innovaccer Health Cloud platform to 1 bn globally. For this, we are investing significantly in R&D and our go-to-market teams. Our solutions will cater to the needs of tomorrow and are already gaining sufficient traction. We aim to help healthcare organizations improve care quality and reduce operational costs and make lives easier for every individual in a care-delivery model.

The next step is to see how doctors and other care stakeholders can collaborate on the platform. How do we bring in life sciences and pharma companies to do clinical trials on top of the same forum?

The healthcare industry is still growing. We have crossed into a digital transformation landscape, and the space now needs to develop scalable technologies and solutions that truly address the unique needs of all stakeholders and take a collaborative approach.

The company intends to release a new portfolio of Innovation Accelerators in 2022 that will help healthcare organizations tackle the most common

“ **Starting a business does not mean you're your own boss. One needs to know how difficult it is to understand entrepreneurship and how hard it is to sustain it.** ”

and high-impact use cases in a fraction of the time associated with traditional methods and technologies.

What's next for you? Are there any personal or professional milestones you are working towards?

Believe the next goal is to expand globally and become the largest SaaS healthcare company in the world.

Our goal has always been to help millions of people and make an enduring difference in the way care is delivered, in the way people envision healthcare, and bring back the joy of providing care for providers, nurses, and the care teams. That is still what we are constantly striving for. We are continuously investing in R&D to explore new markets and solutions and achieve our aim of making millions imagine a better care delivery system across the globe.

What would you advise budding entrepreneurs at IIMA?

Starting a business does not mean you're your own boss. One needs to know how difficult it is to understand entrepreneurship and how hard it is to sustain it. Additionally, you have investors and your employees you are accountable to. If you have co-founders, you all must remain on the same page. So, the freedom of being your boss is often misconstrued.

Maybe, several years ago, budding entrepreneurs were considered nerds, geeks, or lost souls that drifted off the corporate path, causing friends and family to worry. But, now entrepreneurs are perceived as modern-era rock stars, and people value their relevance in society. This new exposure has caused people to develop several misconceptions, especially obsessing over the rose-tinted life. Private jets are few and far between. In reality, most entrepreneurs are watching fare alerts and leveraging credit card miles to book flights in coach class. It's a different world than what many people perceive.

Also, having an idea is not sufficient/enough. The most important aspect is to have a team, especially co-founders that you can trust your life with. Build networks and friendships that will be critical for you when you start or scale.

SOCIAL/PUBLIC SERVICE



KAUSHLENDRA (PGDABM 2007)
YOUNG ALUMNI ACHIEVER'S AWARD - 2021
SOCIAL SERVICE

The founder of Kaushalya Foundation and Samriddhii, Kaushlendra dropped out from placements to revolutionize the vegetable market in India. Born in a village in Nalanda, Bihar, Kaushlendra grew up seeing the marginal farmers struggling to be part of the mainstream economy. Developing a vigour for their upheaval, he pursued agricultural engineering from the Indian Council of Agriculture Research, Junagadh, Gujarat. Subsequently, he worked with a firm that enabled him to communicate directly with farmers in Andhra Pradesh about various drip irrigation techniques and products. During his stint at this firm, he cracked CAT and secured a seat at IIMA. He was also awarded a gold medal for academic excellence. Following IIMA, he shifted base to Bihar to work at the grassroots level by establishing cooperative ventures with the local farmers. These ventures have made it possible to have an alternate and cost-effective supply chain to help small farmers sell their horticulture produce directly to customers. His integrated and inclusive model for the vegetable value chain is to be adopted in many states of India. Next, he aims at making education accessible to all, ensuring that everybody has an opportunity to participate in the knowledge-based economy at large.

What does the YAAA and recognition mean to you? I am humbled to be recognized as a young alumni achiever. It means a lot to be recognised by my alma mater that has provided a solid foundation to me which in turn has enabled me to accomplish a lot in my life and for the community at large.

What are your fondest memories from the

campus? The last time I visited the campus was in 2019 for a social entrepreneurship workshop organized by Prof Anil Gupta. I was invited to speak to the participants.

About the fondest memories from the campus, each moment spent at IIMA counts. It is difficult to choose a few, as it was every day that I learnt something new, each day was an experiment and a positive experience in its own. It is through my association with IIMA that I have grown in all aspects of my life, as a social entrepreneur, son, brother, husband, father and a normal human being. If I have to highlight the best memory from IIMA, it has to be the group meetings where I actually learnt to cooperate and collaborate, while competing with my group mates. These meetings were fun as we all were probably the only ones in the class who used to take the least possible stress of the assignments. The memory that comes to my mind is when people were in awe when I, someone from the FABM programme, scored the highest in the Cost Accounting course. There was this particular time again when I cried inconsolably for scoring an F grade in a Economics course. The peer support was immense during that time, again marking the relationships we built at IIMA important. The memories are so many and countless.

The integrated and inclusive model for the vegetable value chain by Samriddhii is recommended to be adopted across other states of India. What influenced your efforts in redesigning the vegetable supply chain, especially in Bihar? In this journey, I owe a lot to Prof. Piyush Kumar Sinha.



He was instrumental in getting together the like-minded students and faculty to form a social interest group to focus on social issues with a focus on backward states in the country. While the group was quite informal in nature, we all used to meet each other religiously every week as an action-focussed group. It was during one of these meetings that the idea of vegetable value chain cropped up and we all worked together in getting this idea in shape. Subsequently, in the last two months at IIMA, I had started interacting with potential funders who could help this idea forward.

Your work as a social entrepreneur is widely acclaimed and impact stories are immense. What drives you and is your success mantra? How would you describe your journey so far? It has been amazing and very satisfying. When I started, I never thought that one day this model could become a policy of the government, it could inspire others to take this route of social entrepreneurship, motivate many to return to their home lands and do something for the communities there at large.

In terms of your outreach, there must have been immense challenges. Would you like to share about them? If I talk about the farmers associating with Samridhii, it was more of a social shock for them than the income shock. It was indeed difficult for the farmers to believe in somebody who came to their village, knows nothing major about growing vegetables and

is talking about big stocks. It took them at least 8-9 months to understand why I wanted to work with them. I still remember my first meeting with the farmers in Bada Hasanpur village, which is 40kms from Patna. I was here with Mr Vinod Yadav, who was the first farmer to associate with us. As we started, we realized, within 5 minutes, the entire assembly had left, with disbelief in my efforts towards collective action and work at the grassroots level. So, it did take time and tested my patience, but eventually, when they started trusting us, there was no looking back.

What challenges and limitations did you majorly face in the current Indian horticulture ecosystem? With the advent of malls in the retail sector, you know with large format stores that also sell vegetables, we did lose our primary customers, the urban educated class, to modern retailers. Here, we had to diversify into other crops such as pulses. Later, we faced other problems like, leaving the retail space all together and becoming an aggregator. These are typical challenges associated with the large ecosystem where we have many stakeholders with ever changing dynamics.

With all the difficulties in the initial two years, we did find our solutions to the issues. As a team, we decided that instead of competing with the modern retailers and burning our cash, why not collaborate with them! We started working on associating with the retailers as our customers by making certain changes to our supply and

value chain. We perceived that these modern retailers are ultimately catering to our customers, making this a win-win situation for everybody. Currently, through the changes we incorporated and adopted, we are the largest player in organized value chain management of vegetables and fruits in eastern India, I believe.

There are very important elements to your organizations and their activities that set them apart from other similar initiatives in the space. Would you like to highlight a few of these elements? The major difference is in our structure, as we are a social enterprise that is driven by collective action. We are not a commercial entity, as we follow a low-cost model. What sets us apart from retailers is our ideology that focuses on co-existence and inclusivity, where we focus on creating value for everybody, ranging from our farmers to the customers we serve. Under every circumstance, we ensure that we find channels to ensure that the fruits and vegetables from our farmers are reaching the consumers. We also undertake many innovative initiatives to ensure maximum impact, with a focus on 'quality brand' and not 'mere commodity'.

Also, our organization has always had the ability to adapt to changing market requirements. So, when lockdown hit us during the pandemic, we switched to offering free transportation of the produce across many districts in Bihar. It was difficult to get the required permissions from the government, but consumers needed the supply and farmers needed to sell their produce. So, we took the initiative to take the lead, in order to help the marginalized farmers during the struggle where they were predisposed to many relative risks.

According to you, as you have been working with the farmers at the grassroots level for so long, what can be the systemic measures taken to ensure sustainable farmer incomes? We as a country need to find ways to increase investment in agriculture, especially towards the marginal farmers. So, we need a paradigm shift in public policies where we need to start thinking about the small scale farmers specifically and focus on facilitating private investing in rural areas. Also, we need to promote crop diversification in a true sense. We also need low-cost storage infrastructure at the panchayat level, that is conducive to marginal farmers with small lands. Further, we need to innovate and promote technology which is at scale and gender neutral.

“ Here, we are talking about the systemic changes that you will bring and the impact that you will create that would live beyond you. ”

What are the milestones that you wish to achieve next? We have so far focussed our efforts on agriculture, but with the pandemic, we wish to increase our scope and focus on education to benefit the communities at large. In this view, we started Buniyadi Shiksha school six months back, with five others opening in a short time. Focussing on low-cost quality education, we have volunteers to support the initiative who are dedicating 2 hours per day to the cause. This is a step towards contributing to the knowledge-based economy where education is of utmost importance.

At a personal level, what are your future plans? Moving forward, I wish to work on making education the pivot to socio-economic empowerment for all. I want to move in the direction of creating positive reinforcement for the kids in rural India who spend their childhood by engaging in meagre jobs with no focus on education. I aspire to empower these kids to achieve the inevitable and be contributors to a growing economy in their future.

What would be your advice to others who wish to be social entrepreneurs? The first thing I would tell them is to take a pen and paper to write down their objective behind this thought. This field is not at all about name, fame and money. So, during a period when one ventures into this and reflects on looking at their own batchmates with many materialistic possessions unlike you, it would then these objectives that you wrote on the paper would get you back on the real purpose. Here, we are talking about the systemic changes that you will bring and the impact that you will create that would live beyond you.

And, do always remember the quote of the greatest social entrepreneur of all time - Late Shri M. K. Gandhi, "First they ignore you, then they laugh at you, then they fight you, then you win." This will keep you motivated even if the going gets tough and you find yourselves in a highly adverse environment.



DHAVAL JAIN (PGP 2012)

YOUNG ALUMNI ACHIEVER'S AWARD - 2021

PUBLIC SERVICE

Mr Dhaval Jain is the Indian Administrative Service Officer with the Government of India since 2014. He has been awarded the President's Gold Medal for his outstanding performance at the academy, amongst many other national accolades. His stellar contributions in public administration have led to him being invited to present his work to the President and Prime Minister of India. The US Government also selected him to represent India amongst 24 countries in their most prestigious exchange program - the International Visitors Leadership Program or the IVLP. He has also served as the Municipal Commissioner of Howrah, West Bengal, and was responsible for managing more than 60,000 Covid-19 cases in the city during the pandemic. He currently serves as the Managing director for West Bengal Agri Marketing Corporation Ltd.

What does the YAAA and recognition mean to you? It means a lot to me, especially because in my IAS interview they asked me, "Why are you going for IAS after IIMA management degree?" I expressed that this is the best use of management education that I can take forward. For me, this thought stands validated today because I'm getting this award. Further, it is a responsibility that I take in terms of the hard work and the zeal that I should continue putting in the right direction. This award is a big motivation.

Additionally, I think this award, in a way, helps build that trust in the current or coming students that public services is a career path after IIMA, especially when the government or public services organisations don't come for placements. Considering this, this recognition by the alma mater means a lot for me, personally.

How does it feel to be back to the alma mater? What are your fondest memories from the campus? I

have not told this to anybody but I'll share an experience here. I was working in Delhi on an assignment, and I was supposed to come to Ahmedabad for some work. So, every time I came to the city, I made it a point to visit the campus. I had that old PGP id card that I used to show at the main gate saying 'I am an alum'. Upon entry, I used to walk on the grass barefoot across my dorm D12, come to the Placement Office, click a few pictures and even eat at the student mess sometimes. This always brought me back to the many memories.

If I were to share about the fondest memories from a lot many, it has to be the times I have spent in the dorms. I believe the dorms are where the culture of IIMA actually resides. This is why we are very connected to our dorm mates and still have a lot of interaction on WhatsApp or Telegram groups. I remember the dorm naming, which is unique at the IIMA campus. There is a culture in the way the senior batches interact and connect with the junior batches. We used to share intimate stories and the seniors were very creative to come up with nice dorm names for each of us. In our case, they named us on Mahabharata characters through a dorm naming that happened across one night.

I also cherish my time at the Placement Office. I remember vividly the time that I used to spend with the team, 8-10 hours at a stretch in those formal shoes till the placement process gets over. After the dreadfully hectic day, you go back to the room, having cold coffee, spring rolls from IMDC, just laughing, giving high fives and just having fun. These moments will always stay with me. I will never forget that one offer from the recruiter that I got in the parking lot of IIMA. I was one of the negotiators for the offers. So, once the placement was over, we were supposed to walk the company out as a good gesture. I warmed up a bit more and walked to



the recruiter's car with 'You need to give us one more offer'. He was putting his luggage in the dicky of the car and was completely taken by surprise. One more offer can be a life-changing experience for someone and it was important to me. And, he somehow signed the placement at that moment straight away. That had to be the highlight for me in my entire PlacCom tenure.

From big corporate dreams at IIMA to bureaucracy, what influenced the transition? I always feel that IIMA is a place that transforms and pushes us to expand our boundaries. The rigorous pedagogy and the surprise quizzes at IIMA prepare us for the unstructured world where we start pushing our limits and competing with ourselves. I believe, at some point, today or tomorrow or in a short duration of time, the canvas of the corporate world will fall short for us. I have seen it with many folks for IIMA, where they wish to contribute more and make a bigger impact, but their corporate jobs are holding them back. I feel this is where the transition happens because somehow the canvas and the impact zone is far bigger in public service, especially when one is prepared for this 'pushing the limits' kind of environment.

For me, it was a personal decision. My family, especially my grandfather, always wanted me to get into Civil Services. I never took it seriously until an incident made me rethink my priorities. I was working

“ **IIMA prepares us for the unstructured world where we start pushing our limits and competing with ourselves. I believe, at some point, today or tomorrow or in a short duration of time, the canvas of the corporate world will fall short for us.** ”

for a consulting firm and got an offer to take up a project in New York. I was really young to take that up, so I asked my boss, "Why me?" hoping that he will say something special about me. Instead, he candidly responded, "Because you are a low-cost resource." He was not wrong economically from a business perspective as I was definitely cheaper than a US guy put on that project. But, this hurt me. This is when I decided to never do a job in my life where a person, in seconds, will find my value in terms of my hourly wage. I am still on good terms with the boss, but that trigger helped me come to the other side for my own self, of course with the expectations of my family in the subconscious mind.

Your efforts across multiple domains in West



Bengal and its districts, ranging from 'health, education, skill development and transport' have been highly recognised for their impact. What has been the most challenging assignment until now?

What is your success mantra? The most challenging and interesting time has been the short assignment with the Ministry of Mines in Delhi. So, my Secretary called me and shared that he really wishes to work against the illegal mining which is going across the country. Illegal mining is something where nobody wishes to explore. We took the project and luckily, I had done some bit of image processing as a part of my engineering. So, the team realised that we can actually bring up a space application and satellite-based monitoring system of these mining areas and the leases that have been granted by the government. I spent a lot of time at ISRO and BISAG-N in Ahmedabad. We came up with this monitoring system that compared two different time shots of a leased mining site through satellite imaging, processing software and geo-referencing. So, any mining activity outside the marked area was generated as an SMS trigger. This was extremely sophisticated in comparison to the traditional system of reporting illegal mining that involves many different authorities and processes. We also implemented this system in 3-4 other states in a span of just 3 months. A few of them have adopted it as part of routine functioning. This was a path-breaking initiative that I took and I was also

appreciated and selected to present this idea to the Prime Minister of India and the Cabinet Secretary at Vigyan Bhawan.

The initiatives undertaken by you during the recent Covid-19 pandemic have been crucial in mitigation across Howrah. What were the key challenges you faced with intricacies involved in managing a crisis and its aspects? It was a very tough time, especially the time when it began and we had no idea what we were facing with the lockdown. I was recently given the charge as Municipal Commissioner at Howrah which is an extremely congested city with 21,441 per sq. km. for the recorded population. With the nuance of the pandemic that had a highly transmissible spread, it was difficult to keep everybody safe. This was a time when nobody was ready to go near the first deceased who passed away due to Covid-19. This was the first covid-related death and the fear was immense. At this time, I realised that the government machinery is considered to be the first responding machinery in the country, but how are we supposed to motivate people employed for basic civil services to come out of their homes and serve their duties. I mean, they also have families. But, we had to cremate this body. It became a natural sense to me that I have to reach out to the crematorium operators, van operators and ambulance operators to make this happen. I started visiting their

homes, sitting with their families, discussing the risks and safety measures. This motivation was the only way out to inspire these critical 'human' contributors to join the fight against the pandemic. During the first cremation, I also had to be at the crematorium to set an example and build confidence. This was also the time when we reached out to the deceased family, giving them an option to come down and pay their last respects. In this scenario, the family denied joining us. It affected me deep that here we are talking about people who are paid Rs 8000 and 9000 a month, and they are the people who are risking their lives to pull bodies out of the ambulance, bring the bodies to the crematorium with the utmost dignity and also pay the last respects in the absence of family members. It is unbelievable that this frontline group is the one that generally goes invisible as our hierarchy is such. With this experience, I realised that these workers are the most important cogs of the municipal services and they deserve undivided respect for their unconditional services.

In 2019, you were the only representative selected from India to represent the country at the International Visitors Leadership Program at USA selected by the US Department of State. How was the experience? It was fantastic. It is the most prestigious exchange program of the US government and to be a part of it, you have to be selected by the U.S. Embassies across the world or the Consulates in the cities. You can't apply for the program. This has been an interesting experience as I was the only person from our country with participants from other countries. We all went to the US to experience the government functioning there, with perspectives from so many other participating countries at one platform. So, it is a great learning experience.

I remember that I was posted near the Bangladesh border in North Bengal, spending a lot of nights stopping human trafficking across the border. One day, the members from the US Consulate came over to my office and I was surprised with them knowing about my anti-human trafficking work as this wasn't something that was publicised. I was still on probation then, and my only further interaction with them was for panel discussions or seminars that I was interested in just for knowledge intake. One fine day, they got in touch again to discuss this program with me as a potential participant from our country.

I will also share a funny episode here. During the

“ **The most challenging and interesting time has been the short assignment with the Ministry of Mines in Delhi. This was a path-breaking initiative that I took against illegal mining.** ”

program, one of my co-participant was the opposition leader from Slovenia. After the course was over, their government got into power and he gained the position in the ruling party as the Foreign Affairs Minister. Now, he visited India and there were senior ambassadors receiving him at the airport. He asked them out of nowhere, “Where is Dhaval?”. I was pretty junior in the hierarchy and this was a surprise for everyone as nobody knew me. Still, I received a call from one of the ambassadors sharing this with me. So, this is the connection and network built during this particular program. For me, it has been a life-changing experience.

In terms of the learning, I was very impressed by federalism in the US where individual freedom is the most protected. I feel this is something that we can adopt and there are many things that other countries can adopt from us too.

Being in public life with no focus on self-glorification, what do you feel is your most satisfying accomplishment? I think it has to be the President Gold Medal that I received from Shri Pranab Mukherjee. This is the most prestigious award at LBSNAA Mussoorie which is awarded to the best officer trainee of the batch. This is the most emotional moment for me as when this award was due at the Mussoorie Academy, we weren't aware that I would be receiving this accolade and it was more of a surprise. My father is someone who has been strict, disciplined and refrains from showing emotions easily. He has never attended any of my convocations or PTA meets in school. But, to my shock, he was attending this ceremony with my mother. So, when the award was announced on the stage and the President took my name, I saw my father crying like a baby. At that moment, I realised what more I can do to make my family and people close to me proud. It was the culmination of most of my journeys.

BRICK BY BRICK: A JOURNEY THROUGH IIMA ARCHIVES



Online exhibition can be explored at: archives.iima.ac.in/brickbybrick.html



Established in 1961, IIM Ahmedabad is steeped in history with a journey displaying an evolution through six decades - 'Brick by Brick'. From its inception to the current times (1961-1921), the Institute embraces umpteen facts, anecdotes and

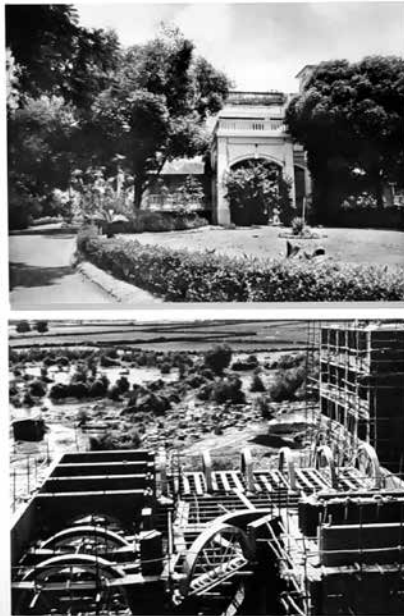
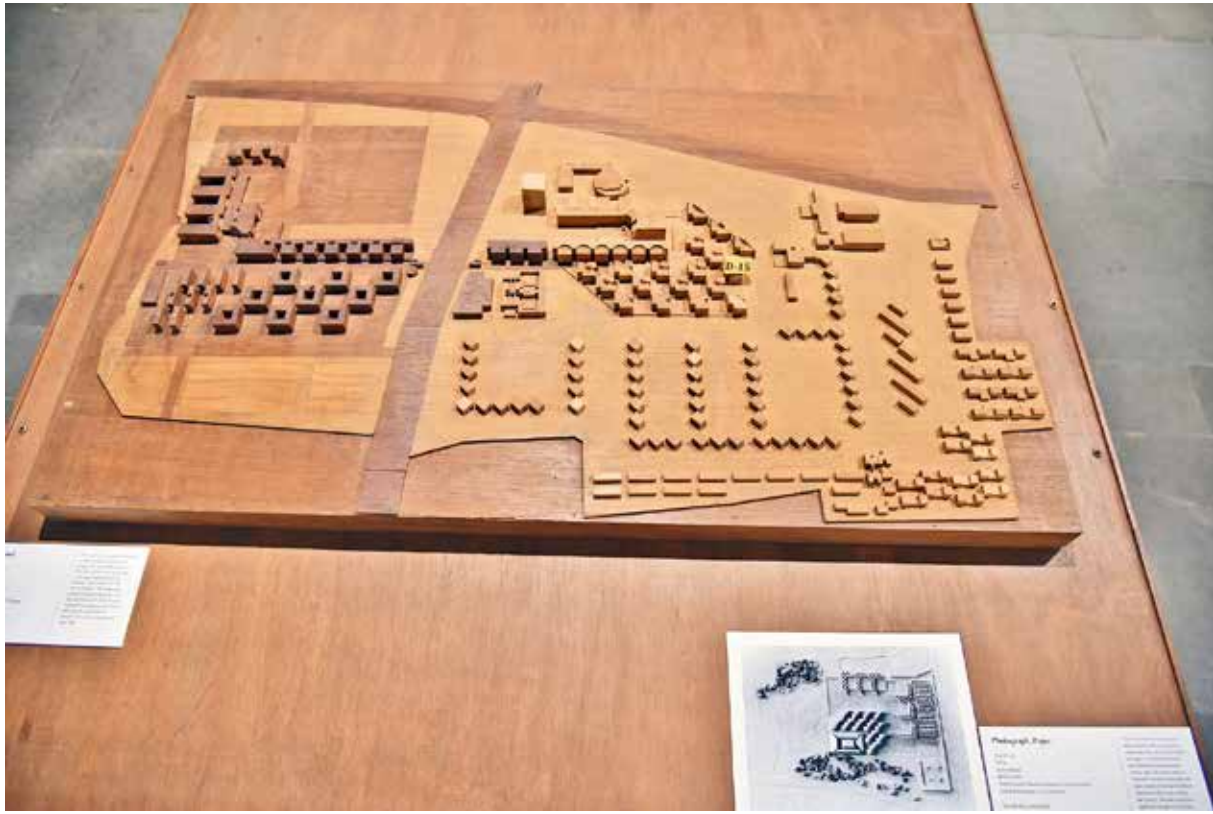
Brick by Brick

A JOURNEY THROUGH IIMA ARCHIVES

The Indian Institute of Management Ahmedabad (IIMA) was founded as a unique collaboration among the Government of India, Government of Gujarat, local industrialists of Ahmedabad, Ford Foundation and the Harvard Business School, and has emerged as a world-class management institute. It was managed by the Indian Institute of Management Ahmedabad Society (established December 11, 1961), until IIMA was incorporated under The Indian Institutes of Management Act in 2017, when the Society's role in running the Institute ended. This exhibition, Brick by Brick, captures some elements of this journey.

The exhibition was launched in 2021 and is maintained by the IIMA Archives, which was formally established in 2019 to preserve institutional memory and periodically disseminate historical information about the institute to the IIMA community and the general public. The IIMA Archives holds a large collection of physical and digitized documents related to the foundation and evolution of the institute. The IIMA Oral History project is a key initiative of IIMA Archives that captures the experiences of several people associated with the institute from its formative years. IIMA Archives also holds a collection of documents and directories related to the business and economic history of India.

IIMA Archives is open to the general public for research. More information is available on the following link: <https://archives.iima.ac.in/>



LEFT:
Louis Kahn and B.V. Doshi at the IIT campus

TOP CENTRE:
IIMA 'first campus', Nirmala, Bahadur Bungalow

TOP RIGHT:
The demonstration arches constructed by Louis Kahn

BOTTOM CENTRE:
Demonstration under construction, mid 1960s

astounding information - making a lasting impression through generations of students, faculty, staff and many other stakeholders. The vision of the founders, iconic architecture of Louis Kahn, exemplary alumni

community, the benchmark set by the faculty, leadership of various Chairpersons and Directors, along with many changes IIMA has accepted with time - the journey of the premier Institute exists much beyond the eclectic



thoughts of the beautiful by lanes and classrooms.

On November 10, 2021, IIMA inaugurated its permanent exhibition 'Brick by Brick: A Journey through IIMA Archives' at D-15, Ground Floor. Prof Errol D'Souza (Director IIMA) and Shri Prafull Anubhai, (Author, The IIMA Story) inaugurated the exhibit, marking the emergence of a novel landmark destination in the Heritage Campus. Planned and executed over two years, the first-of-its-kind project was ideated by Prof Chinmay Tumble with the current IIMA Archives team led by Prof Vijaya Sherry Chand. The exhibition consists of two galleries designed by Prof Tanishka Kachru

(Senior Faculty, Exhibition Design) and her team from the National Institute of Design (NID). The entire space is curated to provide an enriching and educational experience, preserving institutional memories through a large collection of detailed documents and artefacts related to the evolution of the Institute.

Rewriting history spanning six decades, the galleries celebrate the preservation of the IIMA legacy. The exhibition has on display the first communication from the Harvard Business School or the permission letter from the Central Government to establish 'All India Institute of Management' in Ahmedabad, the



first advertisement to invite applications for PGP in 1963, the resignation letter from Vikram Sarabhai, handwritten letters of Vikram Sarabhai on MIT letterheads, official communications made between various stakeholders, the origin of the IIMA's logo depicting the 'Tree of Life' motif, first-ever book at the



iconic the Vikram Sarabhai Library, IIMA's first original computer drive with storage, details of the first Common Admission Test (CAT) in January 1977, and much more to connect deeper with the IIMA roots. The displays on the walls guide the visitors through the founding members including Dr Kamla Chowdhry, the first female students of the PGP batch, the first computer at IIMA during 1970-71, and many other important aspects of the rich institutional history. The exhibition also features a document featuring details of around 10,000 IIMA alumni and faculty members, with a paperweight from 1982 also adorning the older table used by the IIMA faculty. With so much to experience, this seems like just a beginning!



Prof Chinmay Tumbe with the team from NID



THE INSTITUTE'S TOP 25 WORKING PAPERS

Rank	Working Paper	File Downloads				Abstract Views			
		2020 01	3 months	12 months	Total	2020 01	3 months	12 months	Total
1	COVID-19 and Period Products Usage among Menstruating Women in Urban and Rural India <i>Karan Babbar and Priitha Dev</i>	10	15	15	15	23	46	46	46
1	A THEORY OF TAX EVASION IN DEVELOPING COUNTRIES <i>Errol D'Souza</i>	10	27	125	362	44	125	555	1,317
3	Using Transaction Utility Approach for Retail Format Decision <i>Piyush Kumar Sinha</i>	8	17	31	163	58	205	475	1,870
4	Intellectual Property licenses in cross-border insolvency: Lessons from In Re Qimonda <i>M.P. Ram Mohan and Aditya Gupta</i>	6	10	10	10	5	9	9	9
4	Targeted interventions: Consumption dynamics and distributional effects <i>Anindya S. Chakrabarti, Abinash Mishra and Mohsen Mohaghegh</i>	6	18	24	24	13	37	39	39
6	Indian Antecedents to Modern Economic Thought <i>Satish Y. Deodhar</i>	5	7	29	200	8	22	95	715
6	Shukranitisara: A Political Economy Text at the Cusp of Indian Kingdoms and Colonial Rule (Revised as on 15/03/3021) <i>Satish Y. Deodhar</i>	5	8	14	48	39	77	137	279
6	Food Subsidy in India: Trends, Causes and Policy Reform Options <i>Vijay Paul Sharma</i>	5	9	53	1,085	24	86	770	12,562
9	Marketing of Fruits and Vegetables in India: A Study Covering the Ahmedabad, Chennai and Kolkata Markets <i>Vasant P. Gandhi and Namboodiri N V</i>	4	7	20	346	14	36	208	4,096
9	Strategies for solving wicked problems of true uncertainty: Tackling pandemics like Covid-19 (Version: April 13, 2020) <i>Ajeet N. Mathur</i>	4	6	16	87	5	10	52	257
9	'Too central to fail' firms in bi-layered financial networks: Evidence of linkages from the US corporate bond and stock markets <i>Abinash Mishra, Pranjal Srivastava and Anindya S. Chakrabarti</i>	4	12	22	40	8	29	67	131

TOP 25 WORKING PAPERS

9	Dynamics of Land Use Competition in India: Perceptions and Realities Vijay Paul Sharma	4	6	10	68	11	20	72	539
9	Government responses, business continuity, and management sentiment: Impact on debt financing during COVID-19 Balagopal Gopalakrishnan, Joshy Jacob and Sanket Mohapatra	4	6	21	21	6	13	48	48
14	Capital Structure and the Firm Characteristics: Evidence from an Emerging Market Indra Pandey	3	6	37	352	6	26	141	1,384
14	Learning to Play the Box-Sizing Game: A Machine Learning Approach for Solving the E-commerce Packaging Problem Shanthan Kandula, Srikumar Krishnamoorthy and Debjit Roy	3	3	3	3	3	8	8	8
14	Recommendations of the Task Force on Revival of the Co-operative Credit Structure: Implementation Issues Mankal Sriram	3	11	24	185	43	141	523	2,586
14	Farmer Producer Organizations as Farmer Collectives: A Case Study from India Nalini Bikkina, Rama Mohana Turaga and Vaibhav Bhamoriya	3	8	83	409	15	46	331	1,362
14	Education and Employment among Muslims in India: An Analysis of Patterns and Trends Rakesh Basant	3	3	7	173	7	20	61	756
14	Demand for Fertiliser in India: Determinants and Outlook for 2020 Vijay Paul Sharma and Hrima Thaker	3	8	28	278	20	77	337	1,518
14	Derivatives Pricing using QuantLib: An Introduction Jayanth Varma and Vineet Virmani	3	3	20	155	6	10	59	320
21	Role of culture in celebrity endorsement: Brand endorsement by celebrities in Indian context Abhishek and Arvind Sahay	2	3	12	49	10	17	89	325
21	Performance of Single Pass Earth-Tube Heat Exchanger: An Experimental Study Girja Sharan and Jadhav Ratan	2	9	25	90	4	20	48	377
21	Covid-19 Crisis, Pandemic Resilience and Linkages to Land: An Exposition Pranab R. Choudhury, Ranjan K. Ghosh and Sumita Sindhi	2	2	6	32	3	4	17	47
21	Unified Concept of Bottleneck Chatterjee A K and Saral Mukherjee	2	4	7	40	4	9	22	255
21	A Framework of Project Risk Management for the Underground Corridor Construction of Metro Rail Sarkar Debasis and Goutam Dutta	2	11	46	377	9	36	167	1,285

Statistics updated 2022-01-04



SHRI SANJEEV BHIKCHANDANI

(PGP 1989)

PADMA SHRI (2020)

TRADE AND INDUSTRY

Shri Sanjeev Bikhchandani is the founder of Info Edge India Limited and is known for investing in promising internet start-ups, being also involved in philanthropy.

“Honoured to have been awarded The Padma Shri by the President of India. I accept this on behalf of all my current and past colleagues at Info Edge whose work is being recognised through this award. I accept this also on behalf of all startups in India. Jai Hind.” - Sourced through official Twitter Account

SHRI S P KOTHARI

(PGP 1982)

PADMA SHRI (2020)

LITERATURE & EDUCATION

Dr Sriprakash Kothari currently serves as Chief Economist and Director, Division of Economic and Risk Analysis at the US Securities and Exchange Commission, Washington, DC.

“It was a humbling moment in the midst of all the pomp and pageantry of the investiture ceremony. The President was presiding with the PM, the finance minister, the home minister and many other dignitaries in attendance. The awardees themselves were great examples from all walks of life in India but glowing with their accomplishments, mostly selfless efforts dedicated to better the society around them. Inspiring and, as I said earlier, very humbling. A memorable experience indeed.” - As shared with Prof. Abhiman Das





SHRI SRIKANT M DATAR

(PGP 1978)

PADMA SHRI (2021)

LITERATURE & EDUCATION

Dr Srikant Datar is an Indian-American economist and the Dean of Harvard Business School. At Harvard, he concurrently serves as the Arthur Lowes Dickinson Professor of Business Administration.

FALGUNI NAYAR

(PGP 1985)

NYKAA SHINES ON STOCK MARKET DEBUT; MARKET CAP CROSSES RS 1 TRILLION

Falguni Nayar, the founder of the beauty start-up Nykaa, has put herself in the league of world's richest, in November 2021, riding on the successful debut of the company on stock market following stellar initial public offer (IPO). Former investment banker, she launched her beauty and fashion ecommerce platform from her father's office when she was 49. Nearly a decade later, after her IPO was oversubscribed nearly 82.5 times, she has listed her start-up at a valuation higher than the major legacy businesses in India. In this journey, she has become the wealthiest self-made business woman in the country, according to Bloomberg Billionaires Index. She is also one of the few Indian women to start and lead a tech company worth more than \$1 billion.



ARUN DUGGAL ESG CENTRE FOR RESEARCH AND INNOVATION INAUGURATED

The Arun Duggal ESG Centre for Research and Innovation was launched on December 3, 2021. The endowment for this Centre has been contributed by Mr Arun Duggal, Chairman ICRA.

The Arun Duggal ESG Centre has been set up to contribute to the development of the Environmental, Social and Corporate Governance (ESG) ecosystem in India and help Indian enterprises and organizations integrate ESG into their core business and investments decisions. ESG goals are now being incorporated as a basic tenet of businesses across the world. ESG driven innovations and strategic business transformations will herald a future of capital based on stakeholder

orientation, long-term enterprise value, and the flourishing of people and the planet. The Centre aspires to be a leading platform to facilitate dialogue and cutting-edge research to improve the ESG performance of organizations and enterprises, while nurturing an ecosystem for stakeholder capitalism in India.

Prof Anish Sugathan and Prof Naman Desai will be leading the Centre as Co-Chairpersons. The Centre's primary focus shall be on research & insights, advisory and consulting, training and outreach, advocacy, and impact on policy practice.

Further details at www.iima.ac.in/esgcri/

SPECIAL CONVOCATION FOR ePGP 2022

e-Mode Post Graduate Programme in Management 2019-21 Batch



The Institute held a virtual Special Convocation for the e-Mode Post Graduate Programme (ePGP) 2022 on January 22, 2022. 62 students from the Programme (2019-21 batch) were awarded the 'Master of Management Studies' degree. Mr. Ketan Tulsidas Savjani, the academic topper, was announced the gold medallist. Mr Swapnil Nagesh Padate and Mr Chinmay Manoj Chandakkar were awarded merit certificates for achieving the highest GPA scores in the

batch.

Delivering the convocation address, the Chief Guest, Dr Hasit Joshipura, Senior Vice President, Head - Corporate Centre, Larsen & Toubro Limited, congratulated the graduating students and appreciated them for their passion for studying even as they continued to work and run their businesses. He said, "Three developments of the 90s are forming the building blocks for far reaching change. First,



Vidolkar Sagar Sunil



Sunil Saurabh Chandra



Somya Agrawal



Pranab Kumar Das



Anup Sreekumar



Ketan Tulsidas Savjani



Swapnil Nagesh Padate



Chinmay Manoj Chandakkar

Award	2017-19 Batch	2018-20 Batch	2019-21 Batch
Gold Medal and Merit Award	Vidolkar Sagar Sunil	Somya Agrawal	Ketan Tulsidas Savjani
Merit Award	Sunil Saurabh Chandra	Pranab Kumar Das Anup Sreekumar	Swapnil Nagesh Padate Chinmay Manoj Chandakkar

the remarkable and the rapid drop in the price of computing power. The second big shift brought about by the internet which has made knowledge ubiquitous, is what I call the democratisation of innovation. The third shift relates to the future of work. Received wisdom used to be that there was a reciprocal contract. Corporations used to offer lifetime employment and in return, loyalty was what the employee offered. That contract went out at least two decades ago if not more. Then issues like diversity, etc. gained centre stage. Then alternative formats of second careers for women, all in search of perceived equity and, of course, talent. The pandemic has resulted in one more format, which is work from home, and already companies are contemplating differential compensation depending on your geography of work. And then you have the gig economy where young people do not wish to be confined in a strait jacket of formal employment, but prefer working for a period and then take a break to pursue other interests. Employers will have to develop flexible formats apart from flexible cultures, which

accommodate maverick innovators. Work in progress but you need to watch this space. The future for the generations of today is far more potentially fulfilling than it was for my generation given the strait jackets that we had to fit into. And you are part of that benefitted generation. I wish you all great success in your future endeavours”.

Professor Errol D’Souza, Director, IIMA, lauded the students, faculty and their families for their perseverance and commitment in the face of the pandemic. He expressed, “Management and I dare say good living is about self-awareness, mindfulness, and self-control. You have been exposed at the Institute to some of these principles and about taking ownership for the decisions you make. We wish you all success as you step out as ambassadors of the institute and look forward to the myriad achievements that we are sure you will actualize. It is for you to control your destiny and do keep in mind, that if you do not, then someone else will. Our very best to you and your families.”

For more details on the ePGP Special e-Convocation, please visit www.iima.ac.in/epgpconvocation/

JSW SCHOOL OF PUBLIC POLICY INAUGURATES PUBLIC TALKS SERIES TITLED 'INDIA 2031: THE DECADE OF TRANSFORMATION'

The series aims to bring together expert perspectives and facilitate deliberations on cutting-edge policy interventions on what India needs to do to transform the bold and ambitious goal of becoming the world's 3rd largest economy into a reality.



The JSW School of Public Policy (JSW-SPP) inaugurated its Public Talk Series titled 'India 2031: The Decade of Transformation' on November 11, 2021, at the IIMA campus.

The day-long inaugural event started with a keynote lecture by Shri Rajiv Mehrishi, Former Comptroller and Auditor General of India, wherein he talked about 'India 2031 - The Decade of Transformation - What India Needs'. This was followed by a panel discussion between Dr. K P Krishnan (IEPF Chair Professor in Regulatory Economics at the National Council for Applied Economic Research), Shri Amitabh Kant (CEO, NITI Aayog), and Shri Parameswaran Iyer (Professor of Management Practice, IIMA).

Later, Shri Amitabh Kant delivered the inaugural lecture on 'Public Policy Priorities for the Social Sector - Leaving No One Behind in New India', sharing his perspective on what India needs to do to achieve SDG 2030 goals and the Public Policy Priorities for Social Sector that ensures 'Sab Ka Sath - Sab ka Vikaas'. Shri Kant was also joined for a brief discussion on the subject by the Chief Secretary, Government of Gujarat, Shri Pankaj Kumar, IAS who shared insights on the public policy interventions undertaken in the state.

Speaking on the need for a renewed outlook towards policymaking, Professor Errol D'Souza,

Director, IIMA said, "India's next decade of growth will require a renewed approach to policymaking which encourages discussion between diverse stakeholders in the country. The JSW SPP at IIMA will bring together a diverse set of influencers from different walks of life to brainstorm on pressing public policy challenges of our country."

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Elaborating on the plans of the JSW School of Public Policy, Professor Namrata Chindarkar, Chairperson, JSW-SPP shared, "The JSW-SPP at IIMA seeks to become an influential, research-oriented think-tank and policy training institute in the region by producing cutting-edge research, engaging with leading public policy institutions, global public policy network and training the next generation of policy practitioners. This Public Talk Series is another step in this direction."



Meet the Exchange Students!

We caught up with them to know their likes, dislikes and experiences in India!



JULIEN HUOT

ESSEC Business School, France | Pursuing a Masters with specialisation in Urban Economics and Sustainable Development



Birthday: 25th June

Languages I speak: French, English, Spanish, and 5 words of Hindi :)

Song Recommendation: "Allumer le feu" by Johnny Hallyday, one of the most famous French rock stars

What's next on your Netflix list?: Narcos Mexico

Reach out to me if you want to talk about: Sport, art, drawing, music, the news, food, traveling, the bamboo sticks of the campus guards, the masala omlet of KKs kitchen, if it's true that in France we eat snails and frogs... and pretty much anything, I'm open-minded!

Favourite Indian Food so far: Paneer tikka masala

Anything you miss about home? Cheese and wine

Favorite spot on campus: Badminton court

One thing you definitely want to do in India before you go back home?

Go trekking in the Himalayas and see a tiger



LUISA MOSSO

ESCP, Europe | Pursuing a Master in Management (Sustainability) | Hometown: Turin, Italy



Birthday: 16th March

Languages I speak: Italian, English, Spanish, French

Song Recommendation: Ma il cielo è sempre più blu - Rino Gaetano

What's next on your Netflix list?: Oops, I don't have Netflix!

Reach out to me if you want to talk about: Mountain activities, travelling, sports

Favourite Indian Food so far: The Thaalis

Anything you miss about home? Salads and extra virgin olive oil hahah

Favorite spot on campus: Volleyball court

One thing you definitely want to do in India before you go back home?

See the Himalayas



LUKAS TRIEBER

Munster School of Business and Economics, Germany | Pursuing a Masters in Management and Finance



Birthday: 7th January

Languages I speak: German, English, French

Song Recommendation: California Love by 2Pac (HipHop)

What's next on your Netflix list?: Narcos, How to Sell Drugs Online [Fast]

Reach out to me if you want to talk about: Fitness & nutrition

Favourite Indian Food so far: Paneer Tikka Masala

Anything you miss about home? The parties!

Favorite spot on campus: Café Tomorrow

One thing you definitely want to do in India before you go back home? Visit Goa



MAHIR KAROVIC

Vienna University of Economics & Business Admn., Vienna | Hometown: Bosnia



Birthday: 27th June

Languages I speak: Bosnian, German, English

Song Recommendation: Qismat 2 title track

What's next on your Netflix list?: Lupin

Reach out to me if you want to talk about: Pretty much anything!

Favourite Indian Food so far: Paneer

Anything you miss about home? Non-spicy food

Favorite spot on campus: Radhikas for their banana milkshake

One thing you definitely want to do in India before you go back home?

Take a haircut on the street!



RHASENNE EL HAMADI

ESCP, Europe



Birthday: 8th December

Languages I speak: French, English and German

Song Recommendation: La Grenade, by Clara Luciani, to discover a French artist!

What's next on your Netflix list?: I don't have Netflix anymore haha

Reach out to me if you want to talk about: Sports & Music

Favourite Indian Food so far: Chicken lollipops

Favourite spot on campus: The Gym

One thing you definitely want to do in India before you go back home? A trek!



TERESA PASQUINI

ESCP, Europe | Pursuing a Masters in Management (Marketing) | Hometown: Italy



Birthday: 1st October

Languages I speak: French, English, Spanish Italian, Portuguese

Song Recommendation: Love Nwantiti by CKay (Afrobeats)

What's next on your Netflix list?: Too cool for Netflix ;)

Reach out to me if you want to talk about: Can lend an ear to any of your issues!

Favourite Indian Food so far: Daal

Anything you miss about home? The weather

Favorite spot on campus: Café Tomorrow

One thing you definitely want to do in India before you go back home?

Visit the Taj Mahal



THEOPHILE PLEE

ESCP, Europe | Pursuing a Masters in Management with a specialisation in Consulting | Hometown: France



Birthday: 4th December

Languages I speak: French and English daily, German and Chinese just for interviews :P

Song Recommendation: I immediately knew I wanted to study in India when I listened to Aja Aja by TroyBoi!

What's next on your Netflix list?: I've watched the beginning of Gangs of Wasseypur with an Indian friend. Plan to finish it soon when I have some time!!

Reach out to me if you want to talk about: Anything except asking me questions about Emily in Paris 🙄

Favourite Indian Food so far: Just Fried Paan, Sweet and Fresh. Clearly a must have in India

Anything you miss about home? No spicy food for at least one meal per week

Favorite spot on campus: 3109 - My isolation room for covid (no, I'm joking, I'll never go there again)

One thing you definitely want to do in India before you go back home?

Becoming an expert in garba. Your help is welcome!!



THOMAS VLOT

ESSEC Business School, France | Pursuing a Masters with specialisation in Data



Birthday: 9th August

Languages I speak: French, English, German, Deutsch

Song Recommendation: Olsmat 2 title track obviously, banger of the month for me

What's next on your Netflix list?: Rocketman

Reach out to me if you want to talk about: Sports, music, piano, art, photography, traveling, Europe, studies, France, and highly enthusiastic about meeting people so (almost) everything!

Favourite Indian Food so far: Raj Kachori!

Anything you miss about home? The desserts

Favorite spot on campus: Badminton court

One thing you definitely want to do in India before you go back home?

Attend a music party (concert, festival, night club, etc)



WILLIAM WARD

Louvain School of Management, Belgium | Pursuing Masters in Business Engineering (Sustainable Development)



Birthday: 3rd March

Languages I speak: French, Dutch, English, Spanish, German

Song Recommendation: Every time by Boogie Belgique (Swing Hop)

What's next on your Netflix list?: The next season of The Office and Peaky Blinders!

Reach out to me if you want to talk about: Football, and Manchester United specifically ;)

Favourite Indian Food so far: Pani Puri was a weirdly fun experience

Anything you miss about home? The parties and going out with my friends during the week end! Also driving places and not having to take a taxi/bus.

Favorite spot on campus: Café TAANSTAFL

One thing you definitely want to do in India before you go back home?

Visit the Himalayas and see an elephant!



CAPUCINE VAN HYFTE

ESCP Business School, France | Masters in Management with a major in Finance & Strategy



Birthday: 28th March
Languages I speak: French, and struggling with English and German
Song Recommendation: Woodkid - l'aerogramme de Los Angeles
What's next on your Netflix list?: Some episodes of Black Mirror!
Reach out to me if you want to talk about: Anything ! But i like talking about feminism, rugby, France, culture, religions...Up for playing the piano, sports (cricket, tennis, table tennis), and learning some Hindi!
Favourite Indian Food so far: Sweet Pongal
Anything you miss about home? No spicy food and cheese/wine
Favorite spot on campus: Cricket ground
One thing you definitely want to do in India before you go back home? Going out of the campus ! But maybe Varanasi



LAURORA SHOSHI

University of St. Gallen, Switzerland | Masters in Management Organization Studies and Cultural Theory



Birthday: 1st July
Languages I speak: German, Swiss German, English, French, Croatian, Albanian, a little bit of Chinese and Spanish
Song Recommendation: Drinkee by Sophie Tukker; Sun Models by ODESZA; On my mind - Purple Disco Machine Remix; Is it true by Tame Impala (I have many more so hit me up if you want to discover some new songs)
What's next on your Netflix list?: The office; It's okay to not be okay; Queer Eye; the White Tiger
Reach out to me if you want to talk about: Pretty much anything! Food, Art, Photography, Psychology, Books, Culture, History, Traveling, Music etc. Up for good conversations, learning badminton, Hindi and anything about your culture :)
Favourite Indian Food so far: Trying to figure that out! So I'm open for recommendations
Anything you miss about home? Cheese & Salads
Favorite spot on campus: LXP!
One thing you definitely want to do in India before you go back home? Attend a party/festival/wedding (but let's see how that goes)



IIMA AND NIIF COLLABORATE TO SET UP INDIA'S FIRST RESEARCH CHAIR IN ESG

IIMA will establish country's first research chair in ESG in collaboration with the National Investment and Infrastructure Fund Limited (NIIF), India's sovereign linked alternative assets manager. The initiative aims to stimulate conversations for a progressive national ESG framework focussed towards Indian companies and investors

The newly formed 'NIIF Chair in ESG at IIMA' will work closely with the Arun Duggal ESG Centre for Research and Innovation at IIMA. It will function as the principal hub of knowledge and insights that allows businesses and policy makers to incorporate ESG principles in their long-term business and governance decisions.



In Oct 2021, the Honourable Consul General of France, Jean-Marc Séré-Charlet, and the Director of Alliance Francaise Ahmedabad, Gaël de Kerguenec visited the campus along with other members of Alliance Francaise Ahmedabad. As a part of their visit, they met Prof. Saral Mukherjee, Dean (AER), and a few exchange students from France who were on-campus for a term.

ePGD IN ADVANCED BUSINESS ANALYTICS: 2020-21 BATCH GRADUATED



Hearty congratulations to the ePGD-ABA class of 2020-21 on the graduation. The valedictory ceremony was organised on Oct 31, 2021.

GARBA NIGHT 2021



The students at the Institute celebrated the much-awaited Garba Night last year, bringing the festivities back on the campus after a long time.

Images courtesy: Perspectives, The Photography Club of IIMA

PROF. ELLAPULLI VASUDEVAN JOINS FINANCE AND ACCOUNTING AREA

We are happy to inform that Prof. Ellapulli Vasudevan has joined the Institute on Oct 28, 2021 as Assistant Professor in the Finance and Accounting area of the Institute.

Before joining IIMA, Prof. Vasudevan was working as Assistant Professor of Finance at ESCP Business School, France.

Prof. Vasudevan has received his doctoral degree in Finance from Aalto University School of Business, Finland, in 2020. He earned his Post



Graduate Diploma in Management (MBA) from Indian Institute of Management Indore in 2010 and a Bachelor of Technology in Mechanical Engineering from Indian Institute of Technology Roorkee in 2006.

Prof. Vasudevan's primary research interests are in the areas of Behavioral Finance, Labor and Finance, Financial Institutions and Financial Markets.

His office is in KLMDC Room no. 05. He can be reached on extension 4918 or at ellapulliv@iima.ac.in.

5TH EDITION OF TRBS, VIRTUAL AGAIN

The IIMA TRBS 2021 was an attempt to bridge the gap between academia and industry. We had curated a series of national and international events, workshops, and speaker sessions from all domains of business and management to help provide a holistic platform of learning and engagement for all participants.

The 5th edition of TRBS was conducted on 9th and 10th October 2021. The two-day summit included top-of-the-line workshops, speaker sessions, and several business competitions. Since its inception, TRBS has played host to numerous path-breaking ideas, engaging dialogues, and disruptive innovations and this year's virtual avatar was no different.

Workshops at TRBS 2021: A key pillar of the Summit were the workshops that facilitated knowledge sharing and created in-depth domain-specific as well as cross-functional learning. This year's workshops saw over 1600 registrations for a stellar 16 unique session line-up including sessions by Amazon (Product Management), Google (Digital Product Management & Platforms), Reckitt (Brand Management), Zerodha (Kickstarting Investment Journey), Koinearth (NFTs & Passion Economy) among others. Investment Valuation and Digital Product Management appeared to be the most popular topics crossing over 150 attendees each.

Speakers at TRBS 2021: In line with its tradition of inviting prominent business personalities for its speaker sessions, this year's star-studded line up consisted of 20 powerful speakers like Arundhati Bhattacharya (Chairman & CEO, Salesforce India), Hardeep Puri (Union Minister for Petroleum & Natural Gases), Philip Kotler (Marketing Guru), Shaheen Mistry (CEO, Teach for India) amongst others, including 3 panel discussions across leadership, investing, and entrepreneurship, that saw a grand total of nearly 1500 registrations and over 3500 viewers.

Events at TRBS 2021: The biggest attention grabbers in the virtual summit were the events that racked up nearly 15 lakh views on the D2C platform. Business competitions in fields of strategy, marketing, finance, operations, and many others were hosted through the two days of the event and saw the participation of over 20,000 of the brightest minds from over 1200 colleges across India. The event winners took home prizes amounting to INR 12 lakh.

WE MISS YOU



PROF G R KULKARNI

With profound sorrow we share the news of the demise of Prof G R Kulkarni (1927-2021) at the age of 94.

Prof Gajanan Raghunath Kulkarni was a faculty member in the Business Policy Area of IIM Ahmedabad from 1965, up to his retirement in 1987 with a brief break away from the institute in 1973-75. As a member of the founding faculty members of IIMA, he played an instrumental role in shaping several activities of the institute in its formative years.



He was born on July 29, 1927 and his early education included a B. Com and M. Com degree from Bombay University in 1946 and 1947 respectively and later the LL. B degree from Bombay University in 1956 while in service. He secured several prizes - the Sir James Begbie Scholarship in Advanced Banking, Soman Prize in Economics and Rao Prize in Trade & Statistics. After a brief stint as a Research Officer with the Indian Chamber of Commerce (1948-50), he was involved with several government commercial departments and was Assistant Commissioner (Appeals), Income Tax

Department in 1965.

On Aug 16, 1965, he joined IIMA's faculty in the Business Policy Area and was part of the Harvard Business School's International Teaching Programme during the academic year 1965-66. Over the next 22 years, barring a brief break from the Institute in 1973-75, he contributed widely to the institute's activities. He played a pioneering effort to establish the student placement process at IIMA and contributed extensively to the 3-Tier Programme in executive education. He headed the Alumni Activities Committee in the 1970s, wrote over 20 cases and taught several courses to the PGP and FPM students. He was appointed as the Chairperson of the Business Policy Area in 1979, was a member of IIMA's Board of Governors, a member of a Taskforce to advise on the Faculty Development Centre and Dean (Planning). He was also the Bank of Baroda Chair Professor of International Banking and Finance from 1981 to 1984.

<Information sourced from IIMA Archives>

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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,
February 2022

Victor Pereira
Publisher, The WIMWIAN

PGP 1968- CHANGING BATCH PROFILE - 53 YEARS AFTER IIMA

Octogenarian Alumni, which PGP Batch has more than our batch? We have 5 - Biji Kurien, Raj Singh Nirwan, Vivian Mendes, Suresh Mehendale, and P V Ganesan. These batchmates have faithfully completed 50 years of marriage - 'managed' by their spouses!

Elderly Wisdom, which batch has more than 5 authors with published books at their credit? We have 5 - Biji Kurien, Kiran Karnik, John Camillus, G K Jayaram and Yezdi Godiwalla.

We honour our other accomplished persona - a Padma Shri (Kiran Karnik), a social activist working with the needy (G K Jayaram), and a truly successful businessman (Seetapathy Rao), with a road named after him?

And 2 Professors Emeritus - Camillus and Godiwalla.

Our octogenarians and all the rest of us included, are active still, professionally or personally, in their families, but all of us now take instructions from Covid-19 - to stay at home or remain well protected, being the vulnerable category of the elderly. The house arrest has given an opportunity to many of us to learn something new, attempt something creative and keep oneself occupied, physically and mentally, or even do nothing, 'cocking a snook' at the popular saying that 'nothing is impossible'. This is an extract from the preface to our batchmate Biji Kurien's book titled 'Half a Century and Still at The Crease'. The more enterprising among us have been tenaciously pursuing their interests. like the authors that has resulted in an

addition of two gems to management literature by Yezdi Godiwalla, the prescription for India in 2030 from Kiran Karnik and the profile of a still active octogenarian Biji Kurien. M S Rao has to his credit a new start-up, not behind the young entrepreneurs.

Karnik's book 'Decisive Decade: India 2030: Gazelle or Hippo' - released at Bombay Management Association and Madras Management Association. At the BMA event, Karnik was even challenged by one of us - Indrapal Singh Syan! On November 25, 2021, MMA and the Chennai Chapter of the IIM Alumni Association organised a hybrid event to launch Biji Kurien's book. Dr John and Sandilya encapsulated the pearls of wisdom contained in the mammoth 551-page effort. This event boasted of the highest attendance (through all media) at any MMA function.

From around 87 batchmates who graduated from IIMA, the Golden Jubilee year yielded contact details of around 54 - over 25 have been in regular touch through reunions - physical and more recently virtual. We look forward to the next 'real' reunion since the last meet at Bengaluru in 2019. The November 2021 virtual reunion was unique in many ways. The Dean - Alumni and External Relations participated and outlined the recent initiatives by the Institute. Two authors from the batch - Karnik and Godiwalla made presentations on their publications. Lighter moments were provided by jokes from Syan and music from Vijay Palkar.

IIMA PGP 1968 batch is alive and active, Covid or no Covid!

RETIREMENT ANNOUNCEMENT - PROF. RAKESH BASANT

Prof. Rakesh Basant retired on 31st January 2022 after over 26 years of distinguished service in the Institute.

Prof. Basant joined the Institute on 19th September 1994 as a faculty member in the Economics area. During his long career in the Institute, Prof. Basant has made a significant contribution to the overall development of the Institute and held positions such as Dean (Alumni & External Relations), JSW Chair Professor at IIMA, Chief Vigilance Officer



(CVO), Chairperson-Economics area, Centre for Innovation, Incubation and Entrepreneurship (CIE), Board of Emotional Wellness Services, and Member-FPM Review Committee, Research & Publications Committee, School of Public Policy Planning Group, IIMA Archive Committee, JSW-SPP, Faculty Equity Policy, Faculty Development and Evaluation Committee (FDEC).

We wish him all the best for a very happy retired life.

HALF A CENTURY AND STILL AT THE CREASE: A JOURNEY THROUGH 50-PLUS YEARS OF A MANAGEMENT PROFESSIONAL

Authored by Mr Biji K. Kurien (PGP 1968, Gold medalist) The book highlights the journey of a management graduate from the early years of IIM Ahmedabad (1966-68) across a period of 50+ years. Still going stronger, the author inspires through a career spread over 30 years through 3 companies, majorly in the paint industry. He has also associated as a business consultant for 20 years, besides mentoring a start-up for 2+ years and, currently, being on the advisory board of a start-up company in the tech space in Australia.

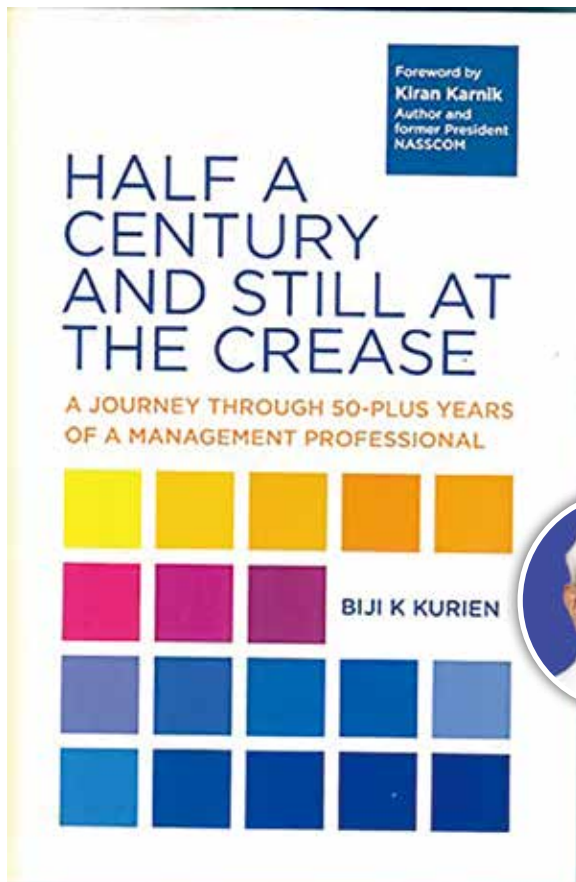
Synopsis: 'Half a Century and Still at the Crease' takes the readers through a series of professional challenges faced by the author and how the management education at the IIMA, together with the considerable learning over half a century, helped him in facing many of them. It also helped in the consultancy over a period of couple of decades in a host of different industries ranging from education, agriculture and floriculture, tobacco, machinery and chemical processing, retail and franchising.

Using a combination of academic and experiential learning, Biji K. Kurien highlights how these are applied in formulating strategy and the detailed planning that is required in executing the same. Readers currently in the paint industry will find the description of the industry and major players from the late sixties an interesting study.

"Which is more important?", asked the Big Panda, "The journey or the destination?". "The company.", said the Tiny Dragon. That sums up the author's reaction on being asked about his journey.

Business Memoir reviewed by Mr KC John (FPM 1988) "When the successful CEOs dip their pens in ink, enthusiastic book buyers have made their jottings bestsellers. Of course, readers believe top achieving executives are as capable of writing useful books about management as they are at running big businesses. Biji K Kurien in his autobiography, 'Half a Century and Still at the Crease: A journey of 50+ years of a Management Professional', proves that writing a business memoir requires distilling insights through deep introspection of long years of overcoming business challenges, competitors, investors and business model innovation. Most probably, the book is the first business memoir emerging from the early batches of IIMA.

In this long, often surprisingly candid narrative, Biji depicts growth trajectory and significant contributions that the first-generation of PGDMs made and build IIMA mindshare among Indian business community. The narrative helps the readers navigate through early IIMA studentship days and experience significant inflection in career trajectory of Biji that has spanned 50+ years. The book in nine sections and forty-six



chapters unravels Biji's career from entry level manager to branch manager to marketing manager to chief executive in a span of 12 years, as well as the larger roles as business chamber (Bengal Chamber) and industry association (Indian Paints Association) captain. It also provides nuggets of wisdom in designing second innings as consultant, coach and mentor.

Biji's business leadership journey is also about shaping the Indian paint industry, both in the pre- and post-liberalization era. Historically, the paint industry has remained oligopolistic. The dominant players are the Asian Paints, Berger Paints, Nerolac and ICI. Biji, subsequently, weaves prodigious recall from the memory and deftly crafted anecdotes into a vigorous, gripping narrative about the fiercely competitive oligopolistic paint industry in India. He shares the inside, mostly unknown story of evolution of the paint industry in India. As an early visionary leader, Biji's imagination and zeal transformed the commodity 'mitty-putty' to highly differentiated, brand innovation and FMCGisation of decorative paints (75 percent of Indian paint industry). The future brand managers may want to steal and adapt brand growth and market penetration strategies

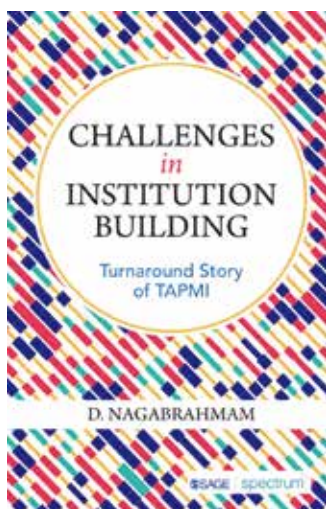
from Biji's copybook of developing a new category leader - premium range of high-end acrylic emulsion paint - and Luxol Silk brand. Long before Ratan Tata, Biji travelled from Calcutta in 1983 to establish the manufacturing facility for Berger Paints in Gujarat. Of course, the labour strike was the catalyst. When initially established, it was not a Berger Paints factory due to MRTP Act.

In 'Half a Century and Still at the Crease', Biji K. Kurien offers unprecedented insights into the whirlwind ride in business world - family business, MNCs, internationalization, trade exits, and merger & acquisition. His innovative business model and refreshingly frank stories offer counterintuitive lessons that one can apply to business and life. The memoir is replete with rich insights into innovations like, contract manufacturing, customer service experience, computerization and MIS, retail marketing, B2B marketing innovation of industrial paints for automotive and marine products, gamification and loyalty program, and much more.

A top-notch business memoir with significant insights in business leadership for everyone.

CHALLENGES IN INSTITUTION BUILDING: TURNAROUND STORY OF TAPMI

Authored by Dr D. Nagabrahmam (FPM 1976-80), Former Director, T. A. Pai Management Institute



This book gives an account of how a small institute with all its limitations and constraints became a leading management institute of national stature. It provides the chronology of new measures introduced, policies implemented, and advances made, particularly in the areas of curriculum, pedagogy, and faculty development. The story gains much significance from serious constraints the institute faced with regard to human and financial resources and the steps it took to overcome its limitations. Many progressive and unconventional methods followed by the institute over a period of time created unexpected spin-offs. A better learning environment, improved educational experience and quality of life of students, increased placement opportunities, and widened scope made a strong impact and enabled the institute for wide industry acceptance and interaction with other management scientists and bodies. The book tells the story about the T. A. Pai Management Institute (TAPMI), which, despite all odds, became a leading B-School in the country from a small, lesser-known institute.

DECISIVE DECADE: INDIA 2030: GAZELLE OR HIPPO

Authored by Mr Kiran Karnik (PGP 1968). Through this book, Mr Karnik sketches an optimistic picture of India, but just a layer below, his gentle brushstrokes paint dystopia.

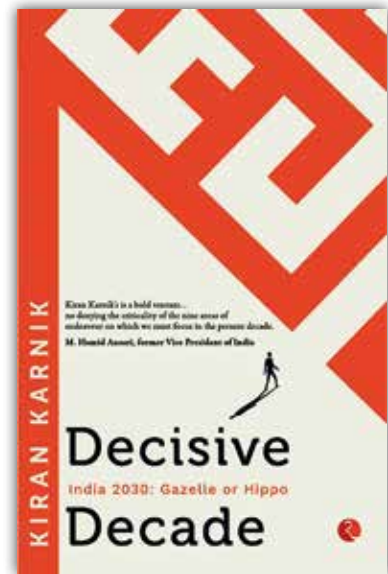
What will India look like in 2030? Will we have harmony and equity or de-generate into a chaotic failed State? Will it be a strong, aggressive, totalitarian 'hippo' or an agile, peaceful and likable 'gazelle'?

Decisive Decade seeks answers through a critical analysis and a projection of nine crucial areas that will shape India 2030. These are: democracy and politics, security, health, education, economy, demography, society, jobs and livelihoods, and technology. India, the book asserts, is at a crossroads. The 2020s will be the decisive decade determining our long-term future. While alternative scenarios are painted, with the idea of stirring debate and dialogue, the book takes an optimistic view. It aims to create a shared national vision towards which it charts out a road-map.

Using his experience and observations, Kiran Karnik joins the dots and integrates the diverse topics into a holistic view. He takes an objective but hard-hitting view of the country, and suggests that our primary goal must be to create a happy country.

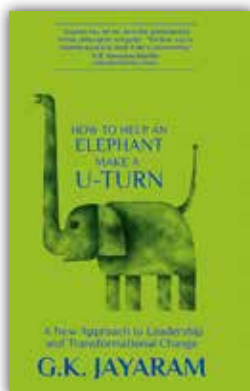
Take a journey into the future through this book.

In this unputdownable book, Kiran Karnik combines his amazing insights and uncanny observational powers to show that 2020s will be a make-or-break decade for India.



HOW TO HELP AN ELEPHANT MAKE A U-TURN A NEW APPROACH TO LEADERSHIP AND TRANSFORMATION CHANGE

Authored by Dr G. K. Jayaram (PGP 1968)



In 'How to Help an Elephant Make a U-turn', G.K. Jayaram, the first Chairman of Infosys, offers the '3+5 Transcendent Leadership' model as the most effective way of creating leaders who will help organizations, corporations and societies swiftly execute transformational change. He shows us why and how this new breed of leaders - the transcendent leaders, as Jayaram describes them - will inspire action from followers at every level of an organization.

Illustrated and enlivened throughout by insights from leading business leaders, this step-by-step guide will help you become a transcendent leader. One who has the ability to build a cohesive and effective team naturally and knows how to adapt to the ever-changing environment in order to achieve remarkable things.

Packed with in-depth research and easily actionable ideas, 'How to Help an Elephant Make a U-turn' will put you on the road to becoming a great leader.

OUTBOUND: MY FIRST STEPS TO AN INWARD JOURNEY

Authored by Ms Nitisha Sethia (PGP 2016) A strategy consultant turned traveller, Nitisha lives for adventure and travel. She has spent her life's free time learning and playing over 7 adventure sports and backpacking across 37 countries. Nitisha loves to problem-solve and help build things. She is the founder of the outdoor sports company AdventurePlay. When not adventuring, Nitisha can be found doing some yoga or playing her ukulele. Instagram - @nitishasethia

Book reviewed by Sanat Mehrotra (PGP 2016)

"While the book itself is one of a kind, what struck me more was the simple honesty with which my friend and ex-batchmate narrates her experiences.

'Outbound' can best be described as Nitisha's journey to find her true self, to acknowledge her deepest emotions and explore them through the prism of adventure sports. Its canvas is spread across India and occasionally outside, taking the reader from the

Himalayas to Kerala, with occasional stops down her own memory lane as a young girl, a college student at IIMA and a business consultant with McKinsey.

Like all of us super-confident Wimwians, she embarks on all her dangerous ventures with an air of nonchalance, only to be brought back to harsh reality by Mother Earth. She falls, and she rises, only to fall again. And then she understands, it's not about conquering, as much as it is about being in the moment and letting her ego die.

We live in times where we have fallen out of sync with nature. We live in times where our mind is rarely at peace, troubled by the excessive information around us. Perhaps this book will motivate a few readers to explore adventure sports, yoga and everything green. But it would have achieved success even if it compelled them to just take their very first steps to their own inward journey."

Book reviewed by Utkarsh Jain (PGP 2016)

"Loved the book, for its simplicity, for its veracity, for its flow! Not an avid reader myself, I read the entire book in a day, and Nitisha's journey kept me going! Read this, and you'll find yourself trying to apply the yoga techniques on yourself, or convincingly explaining to your spouse/parents why you agree with her cent percent.

I've painted each chapter in my mind, imagined how Nitisha would have lived the last 4 years, and somewhere deep down in my heart, have started thinking if this book is actually the "cause" for a larger "effect" in my life too!

All in all, it has the potential for becoming a life changing book for yearning hearts out there!"



HANDBOOKS OF WORKPLACE BULLYING, EMOTIONAL ABUSE AND HARASSMENT

Series Editors - Prof Premilla D'Cruz and Prof Ernesto Noronha



This peer-reviewed major reference work handbook series is the first-of-its-kind, rigorous, comprehensive and complete resource on workplace bullying, emotional abuse and harassment. The series is timely because of the critical mass of the extant literature and the anticipated increase in the incidence of the phenomenon worldwide in the context of neo-liberalism. Over the last 20 years, research attention on workplace bullying, emotional abuse and harassment has burgeoned across the globe, rendering the problematic into a substantive area in its own right. However, this is the first time that dispersed literature across the world has been brought together under one academic enterprise. The thematic handbooks in the series capture diverse strands, from explicating the construct, mapping prevalence and incidence, measurement and scales, causes and consequences, nature and effectiveness of interventions and discussing issues of subjectivity and power, to the more recent focus on category-based harassment, cross-cultural insights, cyberbullying and depersonalized bullying. They showcase the state-of-the-art of the field across the constituent topics, presenting holistic overviews and international perspectives, simultaneously highlighting emergent research questions, innovative interventions,



the potential for new inquiries and solutions and uncharted avenues of scholarship and practice. The series as a whole therefore defines the direction of research in the substantive area. It is a one-stop guide for both novice and established scholars and interventionists.

Researchers and practitioners will gain from the availability of the robust and exhaustive reference books in this series specifically devoted to the phenomenon to anchor their endeavours.

Book Titles in this Series: The book series, classified as a Major Reference Work (MRW), equivalent to an encyclopaedic volume, comprises the titles listed below.

1. **Concepts, Approaches and Methods** - Premilla D'Cruz, Ernesto Noronha, Guy Notelaers, Charlotte Rayner
2. **Pathways of Job-related Negative Behaviour** - Premilla D'Cruz, Ernesto Noronha, Elfi Baillien, Bevan Catley, Karen Harlos, Annie Høgh, Eva Gemzøe Mikkelsen
3. **Dignity and Inclusion at Work** - Premilla D'Cruz, Ernesto Noronha, Carlo Caponecchia, Jordi Escartín, Denise Salin, Michelle Rae Tuckey
4. **Special Topics and Particular Occupations, Professions and Sectors** - Premilla D'Cruz, Ernesto Noronha, Loreleigh Keashly, Stacy Tye-Williams

ASIAN PERSPECTIVES ON WORKPLACE BULLYING AND HARASSMENT

Editors - Prof Premilla D'Cruz, Prof Ernesto Noronha and Prof Avina Mendonca

The book showcases empirical studies on workplace bullying from a range of Asian countries, including China, India, Indonesia, Israel, Japan, Jordan, Malaysia, Pakistan, Singapore, South Korea, Sri Lanka, Thailand, UAE and Vietnam, and is the first-of-its-kind single academic project documenting workplace emotional abuse in the world's largest continent. It encompasses the 'varieties of workplace bullying' conceptualization in addition to category-based harassment and abusive supervision, and presents target, bystander and interventionist perspectives, along with contextualized insights into the phenomenon. The book speaks to the significance of sociocultural factors and draws on several theoretical and substantive bases including dignity, social cynicism, coping, gender, sexual orientation, job insecurity, turnover intention, affective

events theory, attribution theory, regulation and policy initiatives. Covering all major regions in Asia where workplace bullying has been found to occur, namely West Asia, South Asia, Southeast Asia and East Asia, the book portrays studies which engage both positivist and postpositivist paradigms, utilize an array of methods and include a range of industrial sectors and employment contracts and all levels of the organization. While focused on Asia, the book's insights have international relevance and are of interest to the worldwide community of researchers, practitioners and students of organizational studies, human resource management, industrial sociology, work psychology, industrial relations, labour law, corporate law, health sciences, social work and Asian studies.



QUEST FOR MANAGEMENT EXCELLENCE

Compassion, Creativity and Competence
for Social Transformation

Authored by Prof Pradip N. Khandwalla

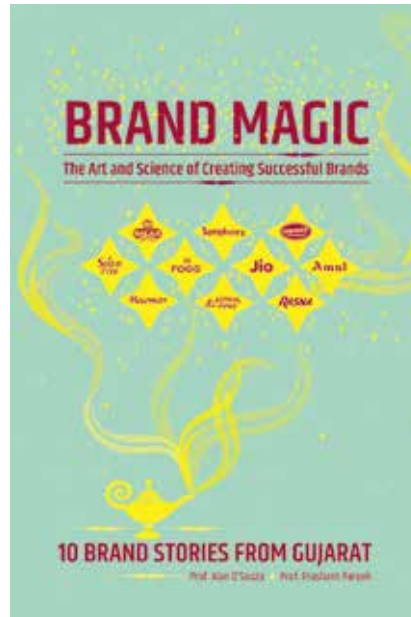


Our civilization is at crossroads. It is brightened by unprecedented technological advances and blighted by murderous strife and unsustainable development. The book argues that the way forward is through management excellence of the key institutions of society: enterprises, not-for-profits, communities, other civil society institutions, organs of the state and so forth. The book explains, with the help of numerous live examples and research findings, what management excellence means for each of these institutional forms, and how it can be harnessed to lift the quality of civilization – towards widespread humaneness, creativity and performance excellence.

BRAND MAGIC - THE ART AND SCIENCE OF CREATING SUCCESSFUL BRANDS

Co-authored by Prof. Alan D'Souza (PGP 1974), former Executive Director at Mudra Communications and one of the founding members of MICA

The book showcases how Marketing Communications has played a significant role in taking brands from state-level to national and international levels. The book covers the history, milestones, and growth of ten renowned brands from Gujarat, namely Amul, Astral Pipes, Balaji Wafers, Fogg, Havmor, Jio, Rasna, Sugar Free, Symphony, and Wagh Bakri. The authors have shared branding strategy, core values, umbrella branding, competitor advertising, struggle, perpetual growth, acquisition, brand positioning, brand name, and critical insights for each brand.



is presented from a protagonist's perspective who is introduced at the beginning of the book, along with a description of the past and present integrated marketing campaigns crafted in the narrative beautifully. The writing style is lucid and straightforward, and the writers have avoided the temptation to make it into a regular textbook. The brand stories talk about the historical evolution of the brand, key decisions, creative ideas behind some of the iconic campaigns, details of a few campaigns, and analysis of those campaigns. The authors carefully presented the key takeaways after each brand story, which sums up the readers' learning.

Book reviewed by Prof. Dwarika Uniyal, Pro VC and Dean, RV University "I recently picked up this interesting and different book, as the narrative has a unique undertone of a case study; it has elements of theory weaved in with the story and has done some deep dive into the history of some of the original iconic brands from India.

Brand choice: I think the authors have done a good job and carefully chosen x brands to feature in the book. It is critical for professionals and students to be aware of the history of such brands and learn about the process and people behind it. From Amul to Astral to Wagh Bakri, the brands chosen by the authors are awe-inspiring, and so is the story behind it. The brands featured in the book have their origins in Gujarat. They are an interesting mix of product categories too.

The narrative style of the book: Each brand story

My personal association with some of the brands: Reading the brand origin stories and analyzing their brand magic over the years through the book had been a delight for me as they took me down memory lane.

Final recommendations: The book throws unknown insights and brings lost stories of the brands that started small-local, went on to become big into regional brands, and are now Pan-Indian multi-billion dollar businesses. It is a rare reflective story of India's past and present and gives us a sneak peek into its future. I also feel that in a world obsessed with technology, authors have taken risks talking about non-tech but hugely popular consumer brands. I am surprised by the absence of the brand Nirma from this book as it is one of the biggest FMCG brands out of Ahmedabad. As a whole, the book adds tremendously to our knowledge of branding, IMC, Indian brands, and the history of Indian advertising.

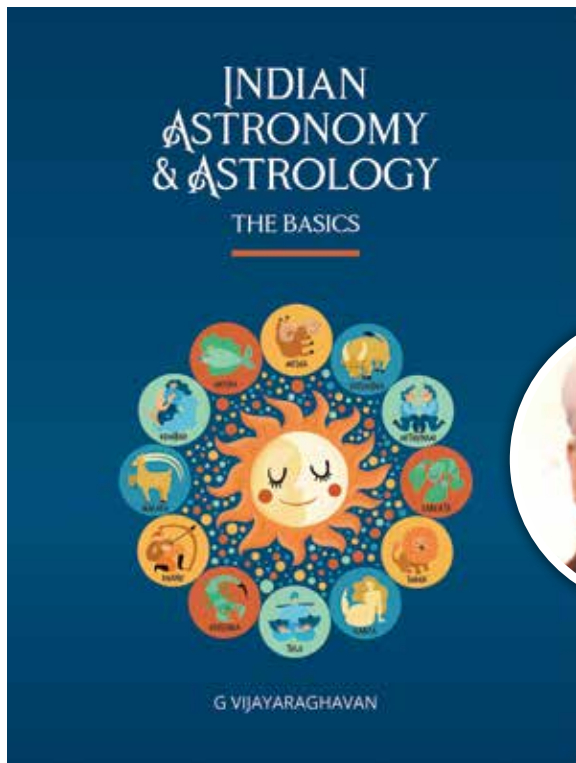


INDIAN ASTRONOMY & ASTROLOGY - THE BASICS

Authored by Mr G Vijayaraghavan (PGP 1980)

The author took up the study of Sanskrit post-retirement and wanted to take a closer look at one of the Vedangs and chose Jyotish. It offered a good opportunity to analyse the scientific temper in our ancient knowledge systems. The book is based majorly on Varāhamihira's seminal work *Brihat Jataka* but takes a deep dive into ancient astronomy and parallels it with current science before getting into astrology.

Astronomy is a definitive knowledge system whereas astrology is a statistical knowledge system. The book covers both astronomy and astrology in fairly good depth for a beginner. The concept of time as established by our ancients and the impossibility of using the decimal system to measure time are exciting. It helps clear the air on whether Indian astronomy and astrology are mostly mumbo jumbo masquerading as science!



The concurrence of the *Rashi Nakshatra* system of ancient Indian astronomy with current science is a highlight but the WYSIWYG of using the geocentric system over the heliocentric and the issues therein are clearly explained.

The contents of a *panchang* in its minute details are discussed. The scopes of a horoscope and the process of drawing it up are covered.

The horoscope is based on astronomy. Astrology is the interpretation of the horoscope. The various positional derivations and their interpretation is described at a beginner level only. The process of deriving the more complex drilldowns of the horoscope have been shown but their interpretation has been left out as this is a book for beginners.

SYNOPSIS On completing this book, one should be able to:

- Understand the concept of time and how it is measured
- Comprehend events like eclipse, equinox, solstice and *ayanam*
- Appreciate key festivals like Makar Sankranti, Chithirai/Baisakhi/Bihu
- Read and understand a *panchang*
- Draw up a horoscope and highlight its key aspects

CONCLUSION Astronomy is the mother of all sciences and ancient India was its beacon. It gave us the concepts of time, angle, direction and probably gravity.

Astrology is the analysis and interpretation of astronomical data. The book provides a good foundation along with proper understanding of the various astronomical data points and its generation, starting from the basics. The comparison with current science is a plus.

The book will be useful for basic knowledge of Indian astronomy and astrology within the perspective of modern science.

MY JOURNEY WITH ART

Contributed by Mr Ajay Joshi (PGP 1980) A number of his paintings have been uploaded on Instagram under the id ajayjoart. If anyone is interested in buying to support charity, or to exchange ideas/tips on painting, please connect at ajayjo@gmail.com.



Sartaj at IIMA

Though I never had the opportunity for any formal training in art, I have been interested in painting and sketching from childhood. I had made some sketches even while at IIMA (1978-80).

A few years ago, I started off with painting again. The first several pieces were quite, well, bad! Then I found a guru. It is YouTube. It is an excellent place to learn the basics. Initially, I did oil-pastel on paper then followed it up with acrylic on paper and finally acrylic on canvas. I have been trying to learn and improve on composition, colour mixing, light and shade and perspective.

Most of the time I make copies of famous paintings. Starting with still-life/flowers, I have moved on to landscapes and the human figure. I look for famous

paintings which are colorful and have a simple beauty. As the painting progresses, I ask Suman (my wife) to point out any flaws in line or colour. So, the final product is actually a collaborative effort!

I have always been impressed by the impressionist painters. I choose paintings by Van Gogh, Monet etc and make a copy. Husain is another favourite painter whose works are simple yet bold and impactful. In a recent issue of The WIMWIAN, I saw a painting and that inspired me to do a painting on IIMA.

It is an interesting and useful way to keep occupied. There is a sense of achievement as each new painting shows an improvement over the previous ones. The appreciation received from my PGP 80 classmates has been very encouraging and has inspired me to take up



M F Husain - Parvati



Lake Pichola, Udaipur

more challenging pieces, and of course it helps with the conversation!!

Contrary to what a lot of people think, painting (or drawing) is very easy to learn. While a structured short-term course is the best way to start, excellent information on basics and techniques is also available on the internet, in abundance and for free. In my estimate, 30 hours of reading and 30 hours of practice painting is enough to reach an acceptable level. I recommend acrylic paints because they are quick drying, affordable and mistakes can be corrected by



Self-Portrait - Pablo Picasso and Van Gogh



Degas Blue Dancers

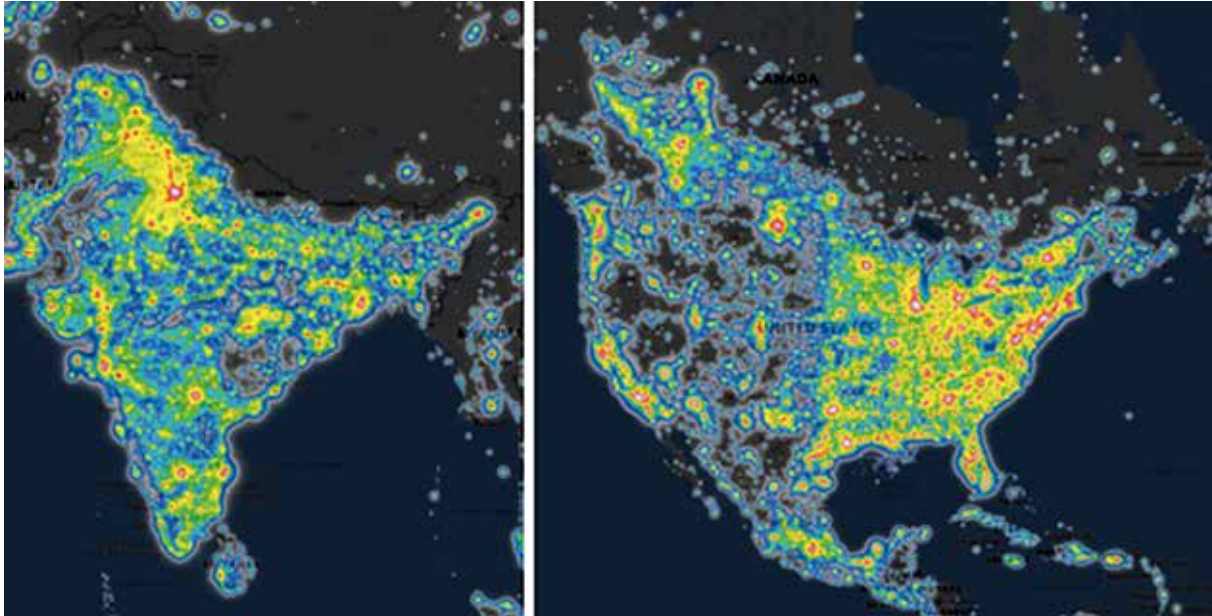
over-painting. The acrylics can be used on paper (thick, textured) as well as canvas. Of course all the other mediums such as water colour, oils, pencil etc. each have their own magic.

Most of my paintings have been gifted to friends and family. A few are on display in my home. I soon hope to reach a skill-level where I can sell the pieces and donate the proceeds to charity.

Online Digital Gallery: <https://tinyurl.com/AJ-Digital-Art-Gallery>

ART OF SEEING THE DARK

By Nihal S Amin (PGP 2021) The YouTube video by him on 'Starlink G4-4 Satellite Train' as seen from Udupi, Karnataka on 20th December 2021 is a must-watch.



Source: Light pollution maps of India & USA (lightpollutionmaps.info). Only the brown areas that have a dry atmosphere are suitable for Astronomy and Astrophotography. India has very few of them.

It was a pleasant September night. I was returning to my apartment from work and as usual, I looked up at the sky while I was about to open the gates. The sky was exceptionally clear. I jolted to the roof and rested my backpack on the parapet. I laid beside it taking in the full view of what's above. The sky was star-studded and the core of the Milkyway was right overhead. This was only the 6th time I had seen the Milkyway. But unlike the first 5 times, this one was seen right within metropolitan Bangalore. For years, I was led to believe that light pollution had muted the stars in the city night sky. But I couldn't be more wrong, a few years later in the lockdowns, people successfully saw and photographed the Milkyway from Bangalore, Mumbai, and Chennai. A multitude of atmospheric factors had worked in tandem to make it happen.

My obsession with seeing in the dark began about

7 years ago when I first found out that I can photograph the night sky with a simple DSLR camera. There was a

fairly new concept back then among amateurs known as long exposure. Here you keep the camera sensor open for an extended period, say 30 seconds which allowed a lot of dim light to enter the sensor. This fascinated me, as I realized, I can essentially **photograph the dark**. This pulled me into the rabbit hole of amateur astrophotography where hobbyists from across the globe created Hubble-like images using their backyard telescopes and DSLRs. In India, there were closed groups of amateur astronomers who would travel to Hanle and other remote places in the Himalayan foothills with heavy

telescopes and mounts. They would set up camp for several nights in a row capturing hours and hours of ancient photons from deep-sky objects. However, their media shyness didn't do any favors for awareness about the possibilities of Astrophotography in India



ALUMNI WRITE



Solar Eclipse at IIM Ahmedabad

for years to come. It was only in the latter half of the 2010s did people realize it was possible to see and photograph deep-sky objects from any part of India. I was one of those people.

When the lockdowns were announced, my Astro-travel plans were scrapped. I had a few weeks to spend before my internship began and I thought it would be a perfect opportunity to apply some of the management skills that I had learned in the 3 Terms. I built a virtual community, a platform for budding hobbyists from all over India who were just discovering the art of shooting the stars after being chained to their homes. I created forums for astrophotography learning and critique, discussions, and fun. The community is growing and now has about 10K people across multiple social media platforms.

After graduating from IIMA, I purchased a camera that had ultra-low light sensitivity. That meant instead of taking long-exposure photographs to see in the dark, I could actually **see in the dark in real-time**. This opened up a realm of possibilities for me, the most

recent one being the eerie Starlink train of satellites traveling in the sky against a background of stars. The capabilities of this camera gave rise to two long-term photography projects that I now have on my plate. The first one is an ambitious fine-art project which follows the adventures of an (other-worldly) astronaut lost on our planet; the series is titled “Abandoned on Earth”. The second project is much more challenging. We know that space doesn’t contain an absolute vacuum. When we see a distant galaxy through a telescope that is millions of light-years away, the light from that galaxy travels through different mediums and matter and ultimately falls on the retina. Among these mediums is something called galactic cirrus, which are high-altitude particulate dust clouds above and below the plane of the Milkyway galaxy. These were first observed in the 1980s and photographed digitally less than 20 years ago. They span the entire night sky with varying densities and are extremely faint. These beautiful wispy mauve-colored filaments are more commonly known as The Integrated Flux



Milkyway



360 degree sky



Comet NEOWISE

Nebula which glows from the combined starlight of all the stars in the Milkyway galaxy. As of today, less than 1% of these nebulae have been documented digitally. I plan to document them from India. Perhaps then can I



Starwars

say for certain that
I have actually **seen the dark.**

Instagram: nihalsamin and astrophotography.india

“IT TAKES A VILLAGE TO RAISE A CHILD”

Disha India Community School - based on the principles of Experiential Learning and Nai Talim

On Oct 2, 2021, **Mr Madan Mohanka (PGP 1967)** laid the foundation of and funded the Disha India Community School in Padha, a village in Karnal, Haryana. This will be the one of the first schools in India which will run with the participation of the village where the education and learning will be based on the principles of Experiential Learning and Nai Talim. The big idea is to construct a theory and practices of Experiential Education that use real-life experiences from the child's local context as a pedagogic medium for developing knowledge, skills and character.

DISHA INDIA COMMUNITY SCHOOL is an Experiential Learning school where we use real-life experiences from the local context of the child, as a pedagogic medium for teaching the required curriculum, skills and values. The idea is to demonstrate how a community can design its own education program based on its context, challenges, aspirations and possibilities, so that education is rooted in the local context and prepares children for a future that the community aspires for. At the school, the pedagogy is experiential, contextual and personalized. We use local experiences as pedagogic medium for developing the required knowledge, skills and values. The idea is to move from 'near to far' and from 'concrete to abstract'.

At present, we have grades Nursery to 4 and will add one grade every year. We have 100 students till grade 4 and eight local educators. All educators are from the same village, know all the students and their families which makes teaching and learning more effective and responsible.

Learning design principles that guide our teaching and learning:

- Contextual and personalized education
- Productive work (from the local context)
- Free and integral child - physical, emotional, cognitive and spiritual development



During the evening sports program - Focus is on each and every child

- Self-directed personalized learning
- Bilingual medium of instruction
- Diversity and inclusivity
- Community participation
- Sustainable living
- Non-violence

DISHA INDIA EDUCATION FOUNDATION is striving towards redefining education and learning



Independence Day celebration at the community school. The senior citizens of the village were invited as chief guests. They shared how life was before independence.



Learning by doing

based on the principles of Experiential Learning and Nai Talim, thereby facilitating the reinvention of schools and our country’s education system at large. The underlying assumption is that learning through real and contextual experiences has the potential of truly making education personalized for each and every child. Secondly, teaching through real life experiences leads to an integrated and systemic understanding of the curricular goals and context, which prepares children for life. We are designing an experiential curriculum based on natural farming and local crafts as a pedagogic medium for developing the required curricular goals and contextual understanding.

THEORY OF CHANGE - COLLECTIVE COMMUNITY INITIATIVES

The driving idea is to create more community schools in partnership with diverse communities across the country, where communities take shared responsibility of providing quality, equal,



Using natural farming as a pedagogic medium to develop the required skills and concepts

contextual and personalized education for children at an affordable price. They will demonstrate how a community can design its own education program based on its context, aspirations, challenges and possibilities, to prepare children for the future that the communities aspire for. These innovative model schools will work in collaboration with local government schools to improve the quality of education in the whole community/region, with a vision to also strengthen the government schools.

The vision of the initiatives is to give a new direction to education in our country by demonstrating how community can take charge of educating its future generation and how education can be used as a process for bringing the desired change in society at



Students during the '4-months food and farming expedition' where they experience growing organic food and vegetables. Here, they have grown peas, carrot and radish with holistic learning.

a larger scale.

MANAGEMENT BEYOND BUSINESS

By Mr Ravi Sreedharan (PGP 1988) and Mr Sharad Agarwal (PGP 1988), Founder Patrons - Indian School of Development Management (ISDM, www.isdm.org.in)

ALMOST 33 YEARS AGO A whole batch of freshly anointed, starry-eyed MBA graduates, heard the revered Chief Guest, Mr Verghese Kurien, deliver the convocation speech at the prestigious IIM Ahmedabad, for the class of 1988, on the manicured lawns of Louis Khan Plaza. We had jobs in hand and looked forward to careers in business and making comfortable salaries. Never had we imagined that Mr Kurien's speech would resonate so closely with our journey ahead or towards the goals we (the authors) set ourselves to achieve. In retrospect, the powerful words of Mr Kurien and his emphasis on looking beyond the prisms of business growth, profit and revenue stayed in our subconscious. It is only in the last six years or so that our collective quest has found a space to be implemented. Mr Kurien's words and the inspiration drawn from Operation Flood have kept the spark of enquiry in us to explore a dimension of management that does impact social welfare, community building and humanitarian causes. This has led to the founding of the Indian School of Development Management (ISDM).

THE EXPLORATORY JOURNEY AND BEGINNING OF ISDM

Having spent more than a few decades in the business world, both Sharad and I began to engage with the domain of education in different capacities and roles. Sharad was a leader and strategist at PSBB Millennium Schools and Shriram Millennium Schools, while I worked at the Azim Premji Foundation as the Head of Education Leadership and Management. During this period, the two of us and a couple of passionate colleagues from Azim Premji University; Gaurav Shah (IIM-C 2003) and Suparna Diwakar, who had been working in the social impact and education sector for more than three decades began an exploratory journey, to look for programmes that help the social impact sector professionalise and aptly apply management tenets to their work with communities and causes. Our search took us to hundreds of management gurus, corporate leaders and influencers, entrepreneurs and leaders from the social impact space. We sadly concluded that there was little or no scope for junior or mid-level development professionals to immerse themselves in



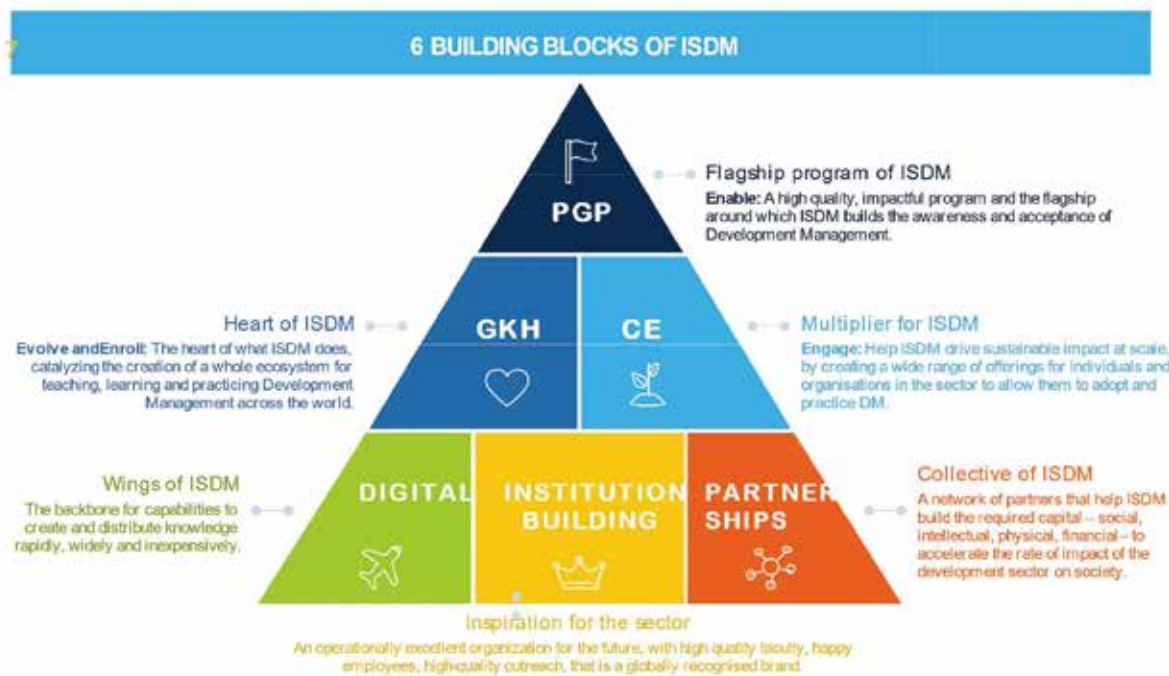
Mr Ravi Sreedharan (PGP 1988) and Mr Sharad Agarwal (PGP 1988)

'Development Management' programmes. Leadership in this sector was the crying need of the hour; was the conclusion from that year of deep conversations.

WE ESTABLISHED ISDM IN 2016 with a group of passionate and experienced founders, who came from Development and Business backgrounds and shared a vision of establishing a domain, from the ground up, where both would converge seamlessly. The thinking behind establishing ISDM has been similar to the vision that great minds like Dr Vikram Sarabhai and others had in establishing the Indian Institutes of Management. A dream to create, enable and empower the professionals and young people who work within the social impact sector, to be able to optimise the use of billions of dollars spent and the countless man-hours of human resources deployed, to find solutions at scale, for India's developmental challenges.

THE VISION OF FOUNDERS AND TEAM AT ISDM

Our country has one of the largest and most dynamic social impact sectors in the world. The Ministry of Statistics and Programme Implementation shares that there are more than 3.3 million organisations within this sector as per data from 2009. These include non-profit hospitals, faith-based institutions, schools, and higher educational institutes, among others. The significance of this growing sector has been emphasised by the role that it has played during the coronavirus pandemic and the humanitarian crisis we have witnessed in the last two years. Never before has the need for professionally



equipped and humanely sensitised people been more recognised in this sector by governments, social purpose organisations, citizens and donors alike.

The founders and team at ISDM have a vision to bring to play, a balance between the *Samaaj*, *Sarkar* and *Bazaar*, where each institution contributes to the growth and expansion of the other. With *Sarkaar* or the Government ensuring structured community living based on certain Law and Order; *Bazaar* or Markets fostering innovation, growth and rise in standards of living; and the *Samaaj* or Civil Society ensuring checks and balances on the *Sarkaar* and *Bazaar* to bring back the focus on our people, country and the planet.

WHY DEVELOPMENT MANAGEMENT? Over the years, we have witnessed Business Management act as a force multiplier for business that has led towards Indians leading multi-billion and largescale, multi-country businesses. We wish for “Development Management” to do this for the social sector. We believe that Development Management can help shape, chisel and immerse in the understanding of social change and development, to create a new management that can be a force multiplier for good.

ISDM'S SIGNATURE PROGRAM The Post Graduate Program in Development Management, is a culmination of carefully crafted and curated pedagogy and

“ **A dream to create, enable and empower the professionals and young people who work within the social impact sector, to be able to optimise the use of billions of dollars spent and the countless man-hours of human resources deployed, to find solutions at scale, for India’s developmental challenges.** ”

curricula innovations to enable young professionals to understand, innovate and apply management principles based on values, democratic framework and an inclusive paradigm. The 47-week program now has more than 230 alumni who are working in various profiles in social purpose organisations, ecosystem enablers and social enterprises. We have also slowly built a Body of Knowledge as part of the ISDM Knowledge and Research Centre that undertakes seminal research and case writing for teaching

“ **The intellectual, social and economic capital that resides in the IIM alumni community is very powerful and embodies the possibility for social good at enormous scales.** ”

and learning of Development Management. ISDM has a thriving record of placements and executive education for mid to senior level professionals from the sector, thereby validating the proof of concept for Development Management.

OUR FIVE YEARS SO FAR This year, 2021, marks the fifth year since we established ISDM and our achievements and crossing of milestones along with the support of a wide number of experts, academics, donors and faculty members has strengthened our resolve to nourish and build the domain of Development Management as a realm and body of knowledge that fuels, fosters and flourishes the social impact sector in India and the world.

In the last five years, ISDM has established strategic partnerships with several leading ecosystem organisations, philanthropies and donor organisations who have been supporting our work and vision. ISDM was recognised as part of the Marico Innovations for 2021 and has secured grants from the Natwest Group,

ONI, Ford Foundation among others as recognition for the importance of Development Management during the present episteme. Along the way, we have had many stalwarts like Prof A K Shiva Kumar (also an IIM alumnus), Mr Arun Maira and others guide and shape the work and research at ISDM.

WAY FORWARD, WE HAVE MUCH WORK TO DO As alumni of IIMs and as people who have been supporters of our friends and peers from the institution, we see how alumni of this prestigious institution have played a huge role in building global businesses. This business success and hundreds of achievements open the potential of the same alumni to make tangible changes and ameliorate the lives of those in the margins and those who are often overlooked. The intellectual, social and economic capital that resides in the IIM alumni community is very powerful and embodies the possibility for social good at enormous scales. We invite you to reach out to us and partner with us in any way relevant, to lead and manage programs and initiatives in the social impact sector.

The initial indications seem to suggest that 230 million citizens of our country have slipped below the poverty line during the Covid-19 pandemic. It took over 50 years since independence, to get 200 million people over that poverty line! This has further strengthened our resolve that we need to address these developmental challenges with great speed, at population scale and in sustained and empowering ways.

DR V ANANTHA NAGESWARAN IS INDIA'S NEW CHIEF ECONOMIC ADVISER



Dr V. Anantha Nageswaran (PGP 1985) has been appointed as the Chief Economic Advisor to Government of India in Jan 2022. Prior to this appointment, Dr. Nageswaran has worked as a writer, author, teacher and consultant. He has taught at several business schools and institutes of management in India and Singapore, and has published extensively. He was the Dean of the IFMR Graduate School of Business and a distinguished Visiting Professor of Economics at Krea University. He has also been a part-time member of the Economic Advisory Council to the Prime Minister of India from 2019 to 2021.

WHAT IS THE ANSWER TO COMPLEXITY?

Co-authored by Mr Kalpen Shukla (PGP 1986) and Mr. Hemant Gupta. They both have been associated for social experimentation to create social value through innovative designs.

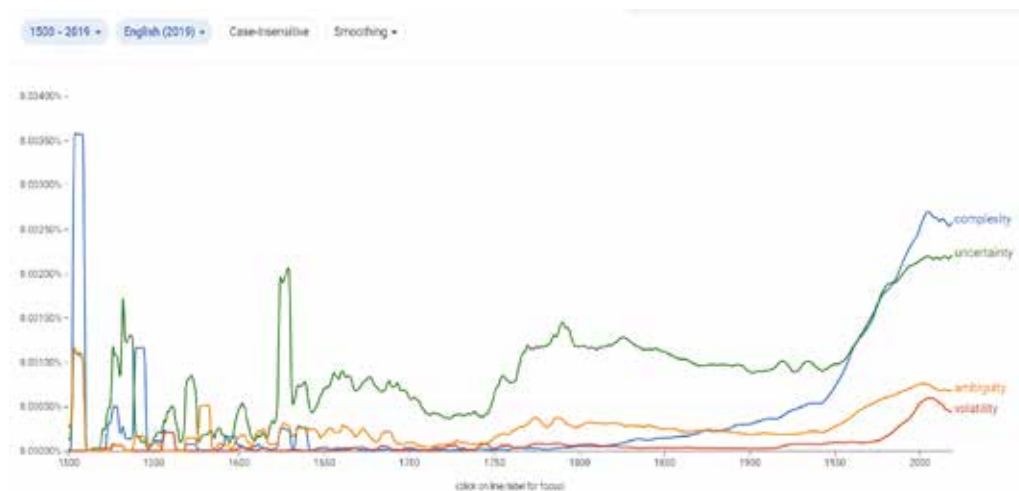


Mr Kalpen Shukla (PGP 1986) and Mr. Hemant Gupta

We have all heard the word *complexity*. Moreover, maybe we could say that if we are not directly related to the research in complexity science, then we may have come across its increase in usage only lately. However, is it so? Has complexity increased? Or, is it the case that the usage of the word is more frequent now while complexity per se has been the same for a long time? And, if complexity has indeed increased, then what is it that different individuals or groups or institutions are doing to make sense of it and help the society navigate it?

Well! Both the question and the answer to this is not so simple, and in some sense, it is complex.

A Google n-gram for the last 500+ years reveals that the word “complexity” had a relatively steady usage for 200+ years from 1750-1950, and then it has been on the rise.



Let us assume that not only the usage of the word but also complexity itself has increased. Let us look at other phenomena that unfolded in the last few decades.

- In 1979, what led **Jon Kabat-Zinn** - a PhD in molecular biology, to start a unique practice for patient recovery at the Medical School of the University of Massachusetts?
- In 1987, what led **Tenzin Gyatso (the 14th Dalai Lama)**, **Francisco Varela** - cybernetician, biologist, neuroscientist, and **Adam Engle** – a lawyer and an entrepreneur, to set up a new Institute?

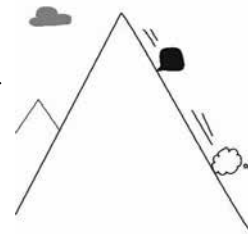
- What is one of the most crucial practices covered at the **Greater Good Science Center**, University of California, Berkeley, since 2001?
- What made **Google** assemble inter-disciplinary scientists to study and look at a practice to aid better work experience, and then later hive it off as an independent non-profit entity for the world at large?

An umbrella answer to all of the above questions lies in the single-most important factor that blends the west and the east, the ancient and the modern, the particular and the general, the beta and the meta.

It brings to life the persistent commitment by some of the leading global academic institutions, business organizations and individual influencers. We are referring to their commitment towards **Contemplative Practices**, informed by scientific inquiries and research. Contemplative Practices is more like a placeholder that refers to several ancient meditation and reflection techniques.

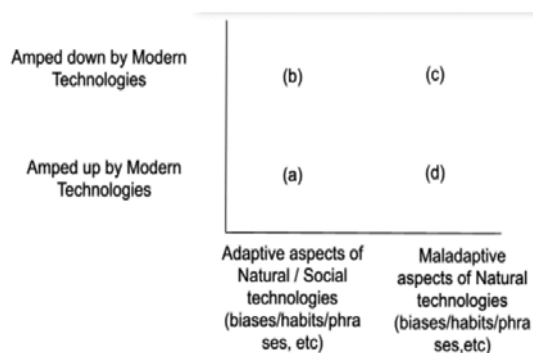
Why should we pay heed to it? For starters, our evolution brought an interesting move, inside the individual and outside. It had to do with what may be called as *few-for-many*. With so much of complexity already since aeons, we needed something *fewer* to manage the *many*. We wanted something to hold on to, that which is either relatively unchanging or we keep it as relatively unchanged, around which we can navigate the myriad changes inside and outside.

Biases, Habits and Phrases played this role for a long time. Biases and habits became somewhat like natural technologies to manage innumerable changes inside and outside. Phrases or idioms or aphorisms came as social technologies to do a similar thing; and these biases, habits and phrases also functioned as earlier versions of codes or automations of sorts to handle the swelling complexity.



According to a leading American Anthropologist and Author of the book *Collapse of Complex Societies*, Joseph Tainter, “complexity is an increase in the differentiated parts having emergent non-linear relations, that require a form of dynamic integration, in order to function”.

Biases, habits and phrases are found to be useful in many complex situations, except for those times when they do not work or backfire. These natural and social technologies can be adaptive or maladaptive, across different individuals, groups, circumstances and times. The crucial aspect in our times is the interplay between the natural and social technologies on the one hand, with the modern-day technologies on the other. Modern technologies powered by equations and codes, that are shaping the world of atoms and bits in disruptive ways. They could be amplifying or neutralizing natural or social technologies.



Modern technologies aren't the same for all i.e. they do not work the same for all individuals. Their effect could be different for different individuals and groups. Sometimes the adaptive aspects of natural or social technologies could be amp up by modern technologies, and sometimes they could be amp down. Some other times the maladaptive aspects could be amp up or amp down too. The reverse may also be true.

For example, if one has not developed critical thinking or critical feeling, and one binges on the social media technologies, then that person could be highly prone to large scale bias driven tribalism and echo chambers of sorts. Or somebody who hasn't cultivated conversational intelligence, then one can get sucked into bad faith, straw-manning of arguments, or what is now being called as context-shredding (pulling things out of context). This may be further amp

up by the constraints of some of the social media technologies that do not allow for nuanced, well-reasoned argumentation or co-discoveries.

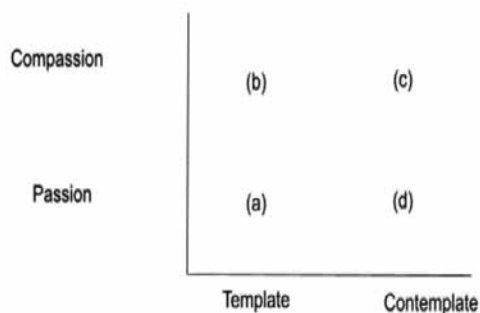
The natural/social technologies of individuals or group(s) end up harnessing or appropriating various modern technologies differently. These could further amp up or down the access to resources, opportunities and outcomes across the population. The key question then is, in what ways the digital connect or the digital divide further amplifies or reduces the divisions or inequalities in the physical milieu. These concerns are attracting decibels and headlines across the world.

So, in a world where massive disruptions happen in a blink, what could be an aid? Much on the lines of the natural technologies (biases/habits) and social technologies (phrases), there have been some additional technologies from our ancient past; that may already emerge as one of the possible answers to complexity. That which enables a process that we call complexification. That which enables the cultivation of poise amidst inner and outer disruption. That which aids nuance or differentiation on the one hand, and on the other, also holds or integrates them, or even stays with the paradoxes or the inexplicable. That which may enable adjudication over the various natural and social technologies.

All of it points in the direction of what could generally be called "*Contemplative Technologies*" that enable the cultivation of different kinds of Meta amidst the ever-whelming disruptive beta. Aspects like meta-awareness, meta-cognition, meta-emotion, meta-language, meta-action, meta-politics, meta-economics, meta-social and so on. Through various practices of meditations, dialogues and conscious actions.

Could we then ring in contemplative practices now to aid us to preside over the complex interplay between the earlier and the modern technologies? Between the inner disruptions and outer disruptions?

Viewing it from the lens of a two-by-two grid.



- a. Invariably we operate out of some basic levels of templates and passions. Often borrowed and conditioned, seldom contemplated.
- b. Sometimes we do cultivate compassion, but may be unable to move from our earlier templates or evaluations or biases.
- c. Sometimes we are able to hit the sweet spot of contemplation and compassion. This sweet-spot has an interesting feature of being dynamic in nature, in that, it stems from epistemic humility and continuous discovery.
- d. Sometimes we are able to have many contemplations but they are unable to move the erstwhile passions, or be hijacked by them.

Through various contemplative practices, one could gain a greater degree of self-awareness. This could enable one to deal differently with the here-and-now and there-and-then.

Over the years, the perception of contemplative practices has also been shifting. A move from:

- **Isolated Practice to Integrated Practice:** From being something to be practiced in isolation, at a certain time of the day, in a certain posture, to now being looked at as an on-going on-demand practice across our entire day. During our meetings, or even writing emails or performing a chore, or sheer walking from one place to another, or having a sip of water or that small morsel of food.



- **Serving Health Goals to additionally Serving Social Goals, Economic Goals, Political Goals:** From being in service of one’s well-being to now being integrated towards better relationships, better creativity, better productivity, better dialectic and perspective taking. Through constant reflection and experimentations in how we interact with each other, how we make sense of the various game-theoretic constructs of the systems, and try to reimagine the various #RulesNormsIncentives.

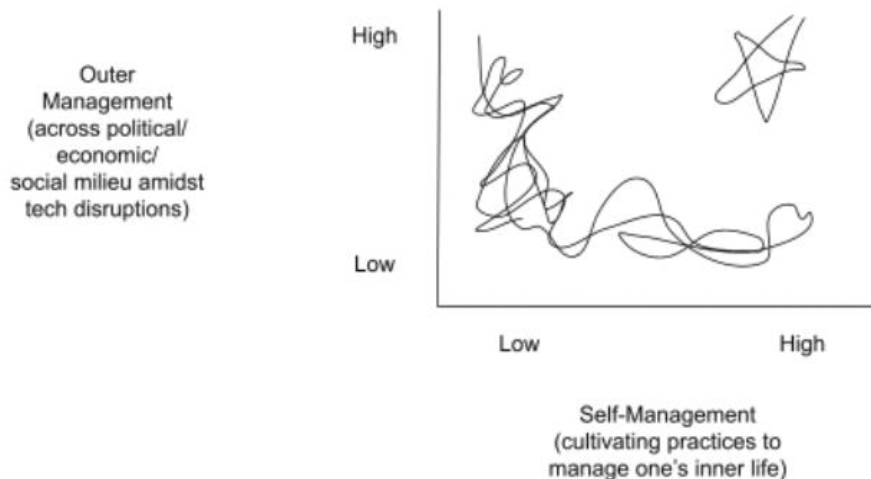
And all of these aren’t new. Something has been happening rapidly over the last couple of decades. Sales of self-help books, meditation workshops, subscriptions to social channels of various gurus, interdisciplinary researches across major global academic institutions on contemplative practices etc., all are growing.

Even then, these practices often fall prey to the *few for many* approaches and get reduced to tools that lack depth and rigor. Or even when some of them turn into cases of opportunism led cult creation or promoting some kind of pseudo-spiritual-scientific-combo mumbo jumbo.

Perhaps there is a definite need for an authentic and scientifically oriented institution to envision a **Center for Contemplative Practices and Research** to emanate from India. **One that shines the interdisciplinary light on the indigenous**, and thus paves its applications across Political, Economic, Social, and Philosophical spectrum.

It could help in the soft-landing between the earlier and the modern technologies. It could help in ensuring that equations and codes meet biases-habits-phrases in the dawn of a new civilization. And avert the increasingly possible twilight of a potential collapse or the maladaptive aspects of the ongoing rivalrous game-theoretic misery.

Self-management ought to precede or be simultaneous to all others forms of management, and such a centre could be the essential lighthouse.



Of course, the above depends a lot on many factors like one’s cosmology, overarching life goals, dispositions, states of consciousness, and more. Hence twin move of creating structures (#RulesNormsIncentives) from outside (by leaders) and the skills by individuals, could create an interesting dance and possibilities.

IIMPACT HEALTH 2021

Global Shifts, Disruptions & The Age of Unicorns - Scaling Healthcare Innovation in India

By Shweta Mani (PGP 1999)

The Theme of IIMPACT HEALTH 2021, conducted virtually on 16-17th September was “Global Shifts, Disruptions, and the Age of Unicorns: Scaling Healthcare Innovation in India.” It was attended by 1780 unique participants over both days.

After the success of IIMPACT Health 2019, which had explored the rise of Digital Health, we wanted to explore what it takes to successfully scale healthcare start-ups in India, and what opportunities and challenges the covid pandemic had thrown open for the healthcare start-up ecosystem.

While a virtual conference brought its challenges in terms of zoom fatigue, and taking away the ability to network and interact, it also provided us the opportunity to make IIMPACT Health truly global. Our speakers and panelists were thought leaders from not just India, but from US, UK, Canada and Hongkong, as well.

Welcome Address and Context Setting Kicking off the welcome address, Amit Mookim, CEO of IQVIA & President of TiE, underscored why healthcare innovation is sorely necessary in India. He spoke about how India lags behind on all 3 ends of the healthcare triage: Quality, Access and Affordability.

Prof Saral Mukherjee, Dean of Alumni and External Relations at IIMA spoke about how platform companies are disrupting traditional ‘pipeline’ based businesses across industries. Platforms are asset lite aggregators who use data to understand customer needs and provide a customised experience to every customer. In addition to platform based business models, the trends disrupting other industries were D2C business models and the rise of supply chain analytics to streamline and optimise the supply chain. While the Healthcare industry has been somewhat of a laggard, Prof Saral mentioned that healthcare was ripe for disruption, and the traditional businesses should be ready for the impending change.

Opening Keynote The opening keynote “Healthcare Trends for the Post Pandemic Decade” was delivered by Axel Baur-Senior Partner and Healthcare Practice Leader at Mckinsey, based out of Hong Kong.

Axel’s talk focussed on the rise of Digital Health Ecosystems across the globe - whose growth and adoption has been accelerated due to the pandemic. These are integrated, tech enabled, omni-channel ecosystems that are engaged in care delivery through a combination of Remote Monitoring, Remote Care Delivery, Care-Coordination and Patient Care Management. Digital Health Ecosystems are growing swiftly at a CAGR of > 20% across APAC, and already touch close to 1.4 billion lives in Asia alone.

Scanning across the world, Axel categorised the Digital Health Ecosystems into 6 different archetypes: primary care management ecosystems (e.g., Teladoc, Pharmeasy), chronic care management systems (e.g., Livongo), prevention and care management (e.g., Cleveland Clinic), specialist care systems (e.g., Alodokter), Genetics and Precision Medicine Systems (e.g., Roche) and Wellbeing platforms (e.g., AIA Vitality).

Speaking specifically about India, Axel Baur mentioned that Digital Health would grow from penetration of 2% to around 15% over the next decade, growing at a CAGR of 35%, with e-pharmacies and

Indian Pharma is at the cusp of a once-in-a-lifetime disruption

- Wild West comes to traditional Pharma
- Will change both - for better or for worse
- Drastic changes in supply chain structure
 - Demise of small dealers with trading mindset, Consolidation
 - Increased differentiation - low price platform vs superior service
 - D2C players
 - Platforms
 - Centrality of Supply Chain Analytics
 - Shift in Power Balance
 - Power of Distributors, Doctors and Patients as Assets in an Ecosystem !!

teleconsultations being the primary growth drivers.

He closed his talk by highlighting key learnings from successful digital health start-ups. (See image)



Building Scalable Innovation: A VC perspective, A Panel Discussion The VC Panel was a truly global one that brought together Healthcare VCs & PEs from across North America, UK and India.

The panel was moderated by Jaivir Pall, co-founder of harbr.io - a healthcare accelerator based in the UK. The panelists included Alka Goel (PGP-2000), Founder of Alkemi Growth Capital - a healthcare and wellness fund based in New Delhi; Lavanya Bhamidipati from Inhealth Ventures: A London based, early stage, trans-Atlantic VC fund; Ashish Venkataramani, a partner with 8 Road Ventures, a global PE investing in healthcare and Technology and Sanjana Basu from Radical Ventures - a North America based AI focussed fund.

On the topic of how the pandemic had impacted the VC process, the consensus was that traditional barriers of physical location, cheque size and even watertight sectoral focus in the VC ecosystem have been breaking down, and so VCs are open to looking at a wider variety of opportunities, expanding the pool of VCs that start-ups have access to.

On the topic of strategies deployed to achieve scale, the examples quoted included acquisitions, building for the global healthtech market, to digital health platforms creating virtuous loops where new patients bring new providers/physicians on board, who in turn bring new patients, thereby creating rapid scale.

How Corporates Are Innovating: Panel Discussion

The Panel on Corporate Innovation was moderated by Prof. Vishwanath Pingali, Faculty Co-ordinator of IIMA Healthcare ASIG. The high powered panel included Umang Vohra - MD & Global CEO, Cipla, Shrvan Subramanyam: President and CEO, GE Healthcare India & South Asia and Sanjay Murdeshwar, Vice Chairman & MD, Novartis.

Active partnerships with start-ups emerged as a common mechanism by which large corporations tap into the innovations that start-ups offer. However, each company employs a slightly different strategy to evaluate and select which start-ups to partner with. While Novartis seeks out start-ups that are working on problems that it seeks to solve for itself across its value chain, Cipla looks at innovation across two axes - business model innovation & product/science based innovation, and finds start-ups that offer one or the other in a disruptive fashion. GE on the other hand runs an accelerator program, where it picks start-ups based on a particular theme, incubates them and helps them achieve scale.

On how covid had changed the sales/physician engagement model, Umang spoke about the rise of on-demand digital content which was a driver of digital engagement with the physician, and digitization of the channel in terms of payments, inventory ordering and more.

Sanjay opined that the future of customer engagement would be where the rep is like Ironman - a superpower individual with access to data, information, and tools to enrich his interactions with the physician in a meaningful way. The face to face interaction would get enriched, it would not vanish.

Shrvan threw light on the changes in the med devices industry where a large part of the touch-point - service had been turned on its head because of Covid. It had gone virtual with human interaction based training had vanished to be replaced by virtual interactions and the use of AR/VR Tools.

On what start-ups need to do to scale successfully, some themes that emerged were

- A truly differentiated idea
- Business Model Clarity
- The right unit economics
- Data Interoperability, that breaks through the

fragmentation of the healthcare systems

- Increased access through use of technology, skills and logistics

Winning in India: Models for Success - A Panel Discussion The Indian Start-up Panel was moderated by Rashmi Bansal (PGP 1993) - Author, Entrepreneur & Visiting Professor, Ashoka University and had founders from arguably India's most successful healthtech start-ups - Pallavi Jain - Managing Director, Krsna Diagnostics Ltd, Hardik Dediya, Co-Founder, Pharmeasy, Manish Gupta - Co-Founder & CEO, Indegene and Rizwan Koita - CEO, Citius Tech.

On what made each of them unique or different in their business model, Krsnaa mentioned purpose - the ability to give back to society, choice of customer - rural/semi-rural customers who had the largest gap in access and the greatest need, and the model - use of public private partnerships to achieve scale, as key differentiating factors. Krsnaa operates in 14 states and serves 27 million customers.

Indegene mentioned using a digital first approach to help life sciences manage all essential commercialization processes that life sciences companies need. They offer process automation that helps companies manage the complexity of rolling out a drug in multiple geographies each with their own nuances.

Citius Tech was set up with the core assumption that deep domain expertise is a strong differentiator when it comes to technology services in healthcare. Citius designs and builds enterprise grade applications which deal with patient information, and deploy the use of AI/ML on top of the data, and they work across 4 verticals - Technology companies (e.g. EMR systems), Hospital Systems, Health Insurance companies and Life Science Companies.

Pharmeasy differentiated itself in the epharmacy space by first working to consolidate the supply chain which helped them build a deeper understanding of the business. The other differentiator was a customer centric, data driven culture which helps them grow faster.

On the impact of covid, all companies spoke of a surge due to a surge in home collection (for diagnostics), a rapid adoption of digital health by retail customers,

and digital transformation by companies. As Rizwan pointed out, being digitally innovative went from being a market leadership criterion to a survival criterion for companies.

All the entrepreneurs had important advice on what it takes to build a successful company in the healthcare space. The advice included being married to the problem, but being flexible about the solution; having grit and patience as one tends to overestimate what is possible in 1-2 years underestimate what one can do in a decade; treating profit and valuations as a byproduct of the service you provide and not as the end goal; and staying true to your ethics and having customer empathy as there are serious consequences to seemingly trivial mistakes in the healthcare space.

The final message was that the next decade presents many opportunities in India for aspiring healthcare entrepreneurs who are willing to get their hands dirty, get into the trenches and solve problems with grit and patience.

Building a Global Unicorn: A Panel Discussion

The Silicon Valley Unicorn Panel was a power packed one. It was moderated by Dipty Desai - PhD (Board Member, IIT Bay Area Alumni Association) and had Anmol Madan Chief Data Scientist, Teladoc Health, Mahesh Karande - President & CEO Board Director, Omega Therapeutics and Kanav Hasija, Co-Founder & Chief Customer Officer, InnovAccer.

On what it takes to build a global unicorn, the successful entrepreneurs all had valuable advice.

- You need to have purpose, emotional resilience and believe in the vision.
- Be flexible and open that the details will change
- Track the right outcome metric and systematically remove all bottlenecks that come in the way of scale and speed
- Do not expand too early till you have sustainably proven outcomes in one geography
- Be honest with yourself - don't fall for the pitch you sell to the outside world.
- Company is a direct result of the people you manage to bring in. Hire the right talent that fits the company
- Build a culture that allows people to do the work they are hired to do. Talent retention is about building a culture where people have ownership

- Investors invest in Idea and the team

On the topic of Emerging Global Healthcare trends, the ideas that emerged were,

1. Behavioural Health
2. Telemedicine and Remote Care
3. Healthcare Data, Sensors, AI
4. Care at Home
5. Solving for local healthcare challenges in large markets
 - a. US: Cost of Care
 - b. India: Healthcare Access, Data Capture
 - c. China: Ageing

Closing Fireside: Kiran Mazumdar Shaw's Journey IIMPACT Health 2021 was fortunate to host Ms Shaw as the speaker for the closing fireside. The closing fireside was a conversation between Ms Kiran Mazumdar Shaw and Amit Mookim.

Ms Shaw has some strong advice for Indian VCs. She highlighted that if India needs to innovate, VCs need to invest in risky high science. This does not exist today, due to the risk and uncertainty involved. She gave the example of Moderna which was able to pioneer a brand new mRNA technology, and pivot its research when Covid hit to develop a vaccine. This not only saved many lives, it created significant value for its investors, when its market cap went from 7 Bn to 150 Bn in barely two years.

She also spoke about how the credibility challenge shifts across the company lifecycle, but the need to build credibility never stops. She had many nuggets of advice for entrepreneurs gleaned from her own journey.

- If you keep knocking on doors, and talk about your idea with passion, one door will eventually open.

- Once you convince intellectual capital to your company, you have won

- The journey of entrepreneurship is one of value creation. Value creation happens through differentiation and innovation. Me too models can succeed too, but their ability to create outsized value is limited.

- When you are trying to be different, you are trying to lead, not follow. Which means higher risk. Therefore, your risk appetite as an entrepreneur needs to be high as well. Not everything you try will work out.

- In biotech, building IP is an integral part of the business

- Don't just build for India, build for the world. It is expensive and high risk, but worth it.

- There is plethora of opportunities in healthcare - from non-invasive diagnostics; AI based solutions that cut down time to read a scan; unmet needs in cancer, infectious disease and vaccine platforms; downstream processors of biologics; green technologies for small molecules; opportunities in services among others. Don't go for tried and tested ideas. Some of them can be unicorns.

Start-up Pitches In addition to the speakers and the panel discussions, IIMPACT health also had start-up pitches from two innovative healthcare companies: Pacify Medical which aims to transform how skin grafts are done in burn patients, and Aktivolabs - a digital health platform that uses real time data from wearables and mobile phones to predict and prevent chronic diseases like diabetes and CVD.

There were also two child entrepreneurs from YEA! who pitched their business ideas as well.

Closing Address, Vote of Thanks and Sponsors

The closing address was delivered by Mr Sudarshan Jain, Secretary General IPA and Alumni Representative for the IIMA Healthcare SIG, and the Vote of Thanks was delivered by Anurag Choudhury, AVP and HOD, Alumni Relations and External Affairs.

IIMPACT Health was made possible by the generous support of the sponsors: Abbott Laboratories, Indegene Pvt. Ltd, Gautam Narayan of Apex Partners, AWS, and 9Unicorns.

<Detailed agenda of the event published at wimwian.iima.ac.in/>



IIMA ENDOWMENT FOUNDERS AND CO-FOUNDERS VISIT THE CAMPUS

REMINISCING OLD STORIES & CREATING NEW ONES

By Chhavi Moodgal, CEO IIMA Endowment Fund (endowment@iima.ac.in)



1 0 like-minded alumni came together in 2020 to kickstart the IIMA Endowment Fund - a first of its kind initiative for an Indian B-School, with an intent of providing long term financial autonomy and supporting IIMA in its future endeavours. The fund was launched with an initial commitment of INR 100 crore and an aspiration to grow the fund significantly. This would place IIMA on a path similar to that of leading global business schools, which have raised billions of dollars in their endowments, powered by their alumni. Since then, the IIMA Endowment Fund family has extended to 12 Founders and Co-Founders, with a few more alumni joining shortly.

The Endowment Fund is managed by an indepen-

dent Board consisting of initial alumni contributors, and the Director Prof. Errol D'Souza, Dean – Alumni and External Relations (AER) Prof. Saral Mukherjee and Prof. Rakesh Basant, under the guidance of the IIMA Board of Governors. The Endowment Board oversees the key activities related to the IIMA Endowment Fund through the 'IIM Ahmedabad Endowment Management Foundation', a Section 8 (not-for-profit) company. I, Chhavi Moodgal, an alumna of the PGP batch of 2004 joined as the CEO of the IIMA Endowment Fund in January 2021. Since then, the team has expanded and is based out of the IIMA campus.

After the integration with the erstwhile Development Office in July 2021, IIMA EF is the Institute's



unified fundraising and philanthropic arm for all donations given to IIMA - individual, batch, corporate, CSR, etc. In the last year, the IIMA EF team has also helped repurpose past donations in accordance with the Board's guidelines and as per discussions with the Institute. These funds are now allocated to various initiatives and/or uses such as general corpus of IIMA EF, infrastructure, scholarships and so on; in discussion with batch representatives. Since integration, the IIMA EF team has also helped build a structure to manage donor reporting and documentation.

Since the fund was announced in 2020, these alumni, the Founders and Co-Founders of the IIMA Endowment Fund, visited the campus on 5th Dec 2021 for the

first time, together as a group. We would of course have liked to do this sooner but given the pandemic, we are glad that we could make this happen despite logistical challenges. During their visit, our Founders and Co-Founders interacted with the faculties, Ahmedabad chapter alumni and current students. The Founders and Co-Founders also participated in a tree planting ceremony at the Cricket Ground, with the Director and Dean-AER, to mark this day. The tree planting is symbolic of how the Institute is being nurtured by its highly experienced faculty as well as its multifaceted alumni.

IIMA EF Founders and Co-Founders announced an INR 1 CR best start-up pitch contest for IIMA students on 5-Dec-21 at LKP, IIMA With INR 1 Crore



going to the winning idea – this is the highest ever such initiative for students announced on campus till date. The Contest is open only for current IIMA students (2021 – 22 from PGP, PGP-FABM, PGPX, ePGP and PhD programmes) with an aim to encourage innovation and entrepreneurial spirit among Institute’s students, by way of supporting their idea with the much-needed early-stage funding support. Students can apply in teams of up to 3 members, of which at least one co-founder must be a current IIMA student, non-IIMA co-founders could be professionals (however, existing/operational companies are not eligible to participate). This contest complements IIMA’s other initiatives in this space (such as IIMavericks). The winner of this contest will still be eligible to receive the fellowships under the IIMavericks program.

IIMA has always been at the forefront of promoting and furthering research and innovation through Institute’s 10 Centres of Excellence across numerous domains. Through this contest, the IIMA students have a meaningful and secure opportunity to explore their innovative and entrepreneurial idea, contribute to existing knowledge base and continue towards the pursuit for excellence. Beyond receiving the prize, the winning team will also be mentored by IIMA EF Founders/Co-Founders with possibilities for additional funding support.

The participating teams shall compete to pitch start-up ideas in a domain of their choosing. The winning business plan is expected to be innovative, demonstrate a large addressable market, have a unique competitive advantage for the product/service being offered, an effective go-to-market strategy, and an

enthusiastic and passionate founding team.

WIMWIONEERS: A first of its kind of walk-in and informal interactive Q&A session with alums WIMWIONEERS, a theme dedicated to our piONEERING WIMWlans - centered around the theme ‘Entrepreneurship’ - was organized with the student body. This open Q&A session was a first-of-its-kind of informal, walk-in platform between several alums – the Founders and Co-Founders of IIMA EF and the students where they discussed everything from their worst grades to the mantra of success. The Q&A session saw an impressive turnout from the students, where they got a unique chance to ask their seniors questions that were never asked before!

Special lunch for IIMA students hosted by IIMA EF These informal, impromptu discussions continued during lunch as students joined for the special lunch hosted by IIMA EF - more like an annual tradition in the making. The Founders, Co-Founders, Director, Dean, some faculty members and staff, alumni team, and over 700 students joined. The lunch served as an extended opportunity to directly connect with the Founders & Co-Founders; students sounded their start-up ideas and generally reached out for advice. With live music, a menu specially curated by students and the grand venue of LKP, this was a memorable afternoon for all of us!

As the IIMA EF team builds on to the legacy of Giving Back to IIMA, we invite our alumni community to join us in building the future of the Institute that built us; and help raise awareness for the Fund across the globe. We look forward to collaborating, ideating and engaging with our vibrant alumni community.

REUNIONS: REWINDING TO THE PAST, RESHAPING THE FUTURE

By Chhavi Moodgal (PGP 2004), CEO - IIMA Endowment Fund (endowment@iima.ac.in)

The red brick walls, the case mats, the tempo shouts & dunking, the WAC runs, the quizzes, the celebrations on the ramp or the LKP, the chai at Rambhai; and the Widgets and WIMWIANS galore.... Each of these phrases invokes nostalgia and a plethora of memories on campus from our time in IIMA; Reunion season in December helps us reconnect, come back to the Institute and engage with our batchmates and professors.

This year, despite Covid and thanks to the marvels of technology that made physical reunions possible - I had a chance to connect with many of you who visited campus. I was amazed to see the level of emotion, pride and gratitude which we as alumni feel towards IIMA - the orchestrator of our shared experiences and the institution which instilled a passion for excellence in each of us.

As students, we enter with trepidation and expectations about where our lives and careers will take us; as alumni and as part of the reunions we return with anticipation on how the Institute has shaped over the years, what kind of experiences nurture students in today's age? We hear from the Director who appraises us of the Institute's overall progress and we get to witness first-hand, the modernization in the infrastructure. We walk around campus and relive old memories.

Our reunions only further remind us how IIMA has been a life-changing experience for most of us. And this thought becomes more profound as we move away from the campus. Harsha Bhogle beautifully

expresses this emotion; he says, 'The IIMA brand in my life is much bigger than everything that followed.' Now, that's the power of brand IIMA we carry and are perpetually grateful for. Our alums not only recognize themselves as brand IIMA but they are encouraged to make the brand IIMA even more prolific by participating in and supporting the Institute's strategic initiatives and projects.



During Reunions, such possibilities are explored and often, new ideas emerge and take shape. During the Reunion of the PGP 2008 batch, the concept of the emotional well-being of students was discussed, leading to an initiative providing confidential counselling service for IIMA students (in memory of their batchmate, Vivek Gupta). PGP 1989 batch generously supported sports infrastructure and facilities at the campus. PGP 1990 became the first batch to contribute to the general corpus of the IIMA Endowment Fund. These are fine examples of inspired collective Giving – to an Institute that built us. With the setting up of the IIMA Endowment Fund, this dialogue of collaboration between the Institute and its alums now extends into a more structured way of Giving Back to IIMA.

'The Tree of Life' - IIMA's logo - reminds us to never forget our roots and implores us to reflect upon what was, what is, and what must be. As alums, let us come together and reaffirm our commitment to strengthen the roots that have nurtured us. We invite individuals and batches to join us in this journey of supporting IIMA's strategic objectives and the continuous pursuit of excellence.

Indian Institute of Management, Ahmedabad

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