

IMA TRAINING CALENDAR APRIL 2018 - SEPTEMBER 2018

Date	Program Categories	Торіс
13-04-18	Evolution for Excellence	Effective Presentation Skills
26-04-18	Training@Doorstep	Critical Thinking and Creative Problem Solving
12-05-18	Management Development Program	Mastering Time- Power of Now
25-05-18	Training@Doorstep	Assertiveness Skills: Communicating with Authority & Impact
15-06-18	Two Day Exclusive Workshop	Excel Essential Skills
22-06-18	Training@Doorstep	Overcoming Workplace Negativity with Enthusiasm
14-07-18	Evolution for Excellence	Sales Success Utilizing Social Media
25-07-18	Training@Doorstep	Delegation of Authority for Supervisors
11-08-18	Develop Your USP (Series)	Digital World and Managers
23-08-18	Training@Doorstep	Maximizing Work Life Balance
07-09-18	Two Day Exclusive Workshop	Be an Expert Dining Room Manager for Hoteliers
21-09-18	Training@Doorstep	Business Communication for Professionals

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Editor's Message

Dear Reader,

The International Management Conclave is the biggest annual event of the IMA. As with earlier editions, this year's event also saw the Who's Who of industry spend some time in Indore, and share their insights, and success mantras.

This issue is special because it covers a live event of our own, which is managed by a dedicated set of volunteers of the IMA. My congratulations to all the members involved in managing this mega-event, and those from the editorial team who put in many hours distilling the wisdom of the eminent speakers for you. I hope their efforts are appreciated, and that you benefit in many ways from pondering over what was said.

As always, we look forward to your feedback on this issue, and how we can make future issues even better.

> Sincerely Yours, Professor Rajendra Nargundkar Editor, Indore Manager Professor, IIM Indore



Conclave **Convener's** Message

The theme of this year's International Management Conclave was Bharat Bhagya Vidhata Innovate and Lead. The two days of the Conclave turned out to be wonderfully rich in offering insights across a wide range of domains on how all of us can use innovation to power our success.

Every presentation in the Conclave added to our understanding of the Conclave Theme. Some of the talks I found most interesting were:

- 1. How Mithun Sancheti, Scion of the Jaipur Gems family successfully created an online Jewellery business Caratlane in collaboration with Tanishq.
- 2. How Swedish Bearing manufacturer SKF found a way of developing long lasting Bearings without making truck drivers change their habits.
- 3. How Thyrocare pushed down the cost of testing to the rockbottom and reached out to thousands of potential customers.
- 4. How, in the future, multiple disruptions are likely to come together to completely change the nature of many businesses as we know them today

These are just a few of the outstanding motivational stories we heard during the Conclave.

And if all of this was not enough the Conclave concluded with a highly motivational address by the Union Minister of State for Civil Aviation, Shri Jayant Sinha and the conferring of the Life Time Achievement award on Shri Dilip Shanghvi, the legendary founder of Sun Pharmaceuticals.

The Conclave left everyone asking for more and we now eagerly await next year's conclave.

> Sincerely Yours, Professor Rishikesha T. Krishnan Conclave Convener 2018 Director, IIM Indore



President's Message

I firmly believe that "Success is best savored in the legacy and the lessons it leaves for what is to come next". This has also been the philosophy of Indore Management Association. Every year IMA's flagship event - International Management Conclave has become greater and grander on the back of the success and learnings from each of the previous editions. This year too we continued this tradition when we celebrated the power of Innovation and Leadership at IMA's 27th International Management Conclave themed: Bharat Bhagya Vidhata - Innovate and Lead! In the presence of an esteemed delegation of over 1000 business and 3100 young future leaders, this edition of the mega event witnessed many firsts. It was the first time that the event was streamed live at the Association of Industries, Dewas auditorium, enabling many more to experience the Conclave. For the benefits of all the attendees, the key take-away from each session were projected in real-time. And last but not the least, the new IMA app was launched at the event. But quintessential was the wisdom and values that each of the over 21 speakers shared with the gathering in the form of stories and their experiences. Apart from this flagship event, IMA holds 18 other programs catering to the varied requirements of different types of members. IMA is on the verge of launching many more programs as per the stated/felt needs of the industry. At IMA, we have also come out with a state of the art Training Hall with ultra modern facilities and this series of continued achievement was only possible because of your support. Me and my team are a firm believer of the tenet from Gita - कर्मण्येवाधिकारस्ते मा फलेषु कदाचन , but I want to take this time to congratulate everyone who has directly or indirectly contributed to making the conclave and the year gone by a grand success. It was truly an honor presiding over the event and see it culminate the way it did.

Once again, a toast to success of the events that were and will be. Until then.

Sincerely yours CA. Santosh Muchhal President IMA Partner - Muchhal & Gupta

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INNOVATION







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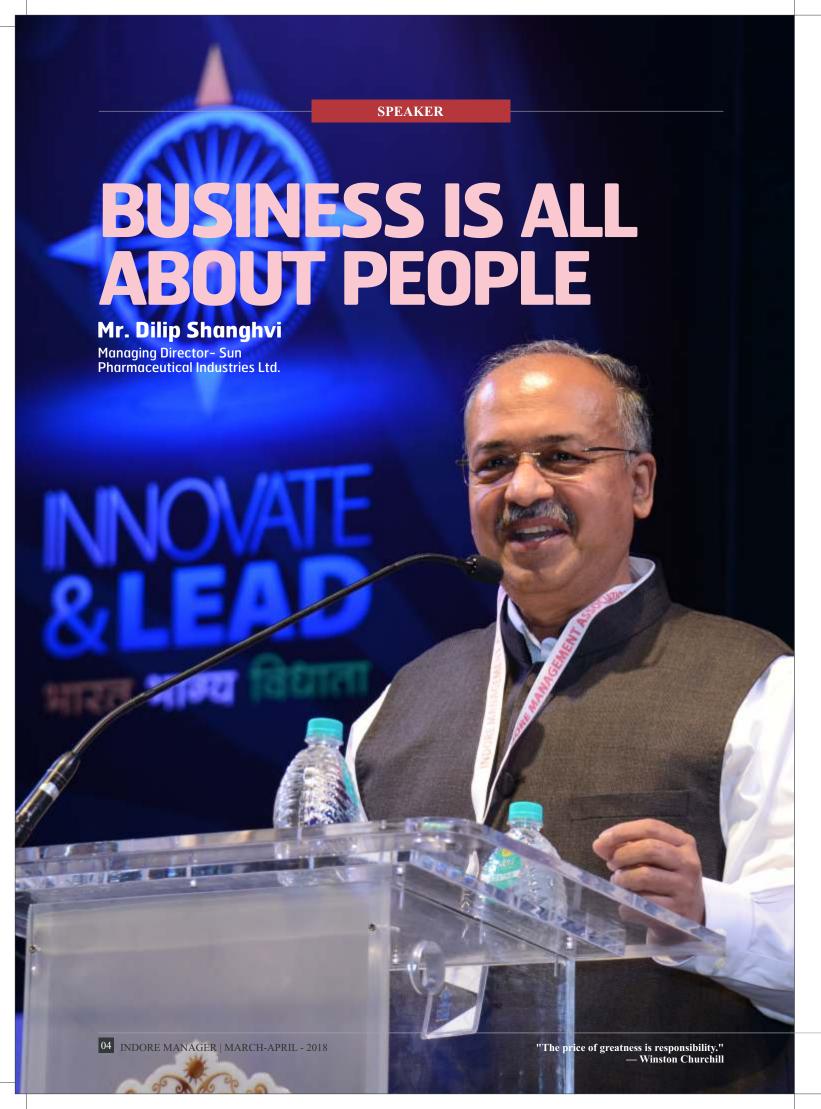
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look at the journey of Sun Pharma as a journey in which we have consistently evolved. The journey started with 2 representatives - one of them being me - and today we have more than 30,000 people working across different countries, on different types of products and businesses. However, there are a few things which have not changed.

When I started business I always believed that pharmaceutical business is a people's business. If you want to do well in this business, your people have to do well. And I always believed that to get the best out of people you have to achieve a connect with them and appeal to their ability to contribute, not by control, not by supervision, but by making them part of an objective which is bigger than business - making them part of a dream that we have to do something together and we have to achieve something beyond making money.

Today as I accept this 'Lifetime Achievement Award', it is my team that deserves all the recognition and credit for it. To me, what is more important is what has gone behind achieving all this success. If I look back, when we started our business in India, we started with psychiatrist products. For last 15 years, we have been No.1 in terms of share of prescription in psychiatry, and every year we consistently focus on growing our share in business including our share of prescription from psychiatry. That's how we evaluate ourselves. We evaluate our performance not only in financial terms, but also in terms of our ability to maintain connect with the customers.

Over the time, we have also kept on focusing on gaining greater share of prescriptions in different specialties. So today, we are No.1 in terms of neurology, we are No.1 in terms of share of prescriptions in diabetology, in cardiology, in ophthalmology, and in more than 13 different therapeutic areas. Moreover, to ensure that we maintain this leadership and continue to grow this share of prescriptions, we have split our businesses into smaller but autonomous business units, where operating managers are empowered to take decisions which help their businesses.

Now the job of the corporate office is to support the businesses, and the businesses need to constantly find a way to do better than themselves as well as better than competition in the market. In the same way our focus has been on R&D to ensure that we are able to develop products faster, to remain competitive, and to be able to respond to changes in the market faster. It is this focus on trying to do better than what we did last year rather than competing with outside companies that has helped us achieve what we have become today.

People say that we have been very good at acquisition. I

think acquisitions need to be done carefully because every time you do an acquisition, though it will help you become bigger, at the same point of time, it takes away senior management's time to manage the acquisition. So you have to be clear that the acquisition justifies itself because your own business will not grow very well after the acquisition for next one to two years. So people talk of synergy in acquisition but we also have to factor-in this aspect of any acquisition.

Fortunately, for us, since we are immensely disciplined about what we want to acquire and how we want to grow our business, most of our acquisitions have been valuecreative unlike many acquisitions which are normally done only for the purpose of becoming bigger. In the global environment, your size, your ability to invest in R&D, and your ability to manage what your customer requires matters. It is important to offer a wide and broad product-basket, and one also needs to grow rapidly. Fortunately, for us, we were in the business at the right time at the right place and we made the right investments, so things have worked out. I am sharing this with all of you because I believe that all of you have similar challenges and similar opportunities, so what has helped me in my life and what has helped Sun Pharma become successful can also help you in taking some decisions which will help your businesses.

However, while I have been focusing 150% of my time and energy in growing the business, Vibha has been spending 200% of her time in ensuring that we continue to function effectively as a family. So I wish to thank her once again. She has been both father and mother to both our children because I have been travelling quite a bit, but she has never let them feel my absence, so they only find a way to appreciate me for my strengths.

In life I have only 2 compartments - one is family the other is business. I don't socialize much. I don't attend parties. Since we got married and have had children, we decided that we will not go to any event which we cannot attend with our children. So we don't go to parties where alcohol is served. We have been extremely disciplined as a family and I think that has helped us in bringing up the children in a right kind of environment and culture. And fortunately, our children are immensely grounded, very down to earth and very practical. In fact, if somebody asks what is it that I am most proud of, I think the thing that makes me most proud is when I see my children do things that I find sometimes very difficult to do.

Thank you very much for this 'Lifetime Achievement Award, however I promise that this award does not mean that I will stop. This is an interval, and I still have miles to go.



ndia has a great opportunity to become a truly global leader. This is our moment. And the theme of this conclave gives the most apt answer to how India can do so - by innovating and leading. We have to innovate, we have to be an entrepreneurial leader, an entrepreneurial engineer, to be able to genuinely become a global leader.

The world around us is changing very fast. The disruptions are coalescing together - be it technology, globalization or climate change, we are living in the age of accelerations. And these fast changes are making the old models of growth infeasible. The path that China and other countries followed to become 'developed countries' was 'farm to factory'. In these countries, people moved from farms, from agricultural sector into cities, into factories, and that's how their economy grew - through industrialization and urbanization.

However, that model is no more possible today, and surely isn't healthy either. We in India will have to develop our own model, and that model cannot be the 'farm to factory' model. So the only other way left is to innovate. So what model can it be? Well! I call this model our Swadeshi model. We have to have our own model, our Bharteeya model that will enable us to grow, develop and prosper. And this model has three pillars. The first pillar is mass-services, second is entrepreneurship & innovation, and the third one is universal social security.

Let's see them one by one. Mass-services is different from mass manufacturing. That's not to say that 'Make in India' is not important, it is important. But increasingly if we have to employ millions of people, we have to grow our economy by developing 'mass services'. Telecom and Aviation are brilliant examples of this. Do you know that India is the largest consumer of the mobile data in the world now? Yes! India consumes more mobile data than China and the US combined. That's manifestation of mass services. Similarly, see how affordable flying has become. And it is a great example of mass services, innovated and developed right here in India.

But how do we develop next set of mass services? Friends we can do it by solving India's problems. What I explain to everyone is that the problems we have to solve are not the problems that Silicon Valley is solving. They are the problems of my own Jhanda Chowk in Hazari Bagh - this is the design point that we have to meet. And this design point is 80% of functionality at 20% of the price. Yes! That is the India's design point. This is what we have to do to develop mass services.

Friends, as you know, recently there has been a lot of discussion in media about Pakodas and Chai. But I say to those who laugh at the pakodawalas that you come to Hazari Bagh and you eat Hazari Bagh's pakodas and if we can help one of those entrepreneurs to scale up, we will

have our own desi McDonalds. That is why I say that if we have to innovate, we have to be entrepreneurial. We cannot have the farm to factory model, we have to have the 'farm to franchise' service model. So, to become world leader, we have to solve our problems - India's problems.

Let's take an example. We have huge traffic jams in Bangalore, Delhi, Mumbai, and even in Indore. And it is only going to get worse. Now see it in terms of opportunity for passenger drones. In some years if some of the entrepreneurs put some mind to it, I as an engineer have full confidence that we can have sort of air rickshaws. And that's a trillion dollar market opportunity as well. If you don't believe me then go to YouTube and check out for yourself. And if it sounds far-fetched then think about electric two-wheelers. Do you know that India is the largest manufacturer of two-wheelers? Then why can't we own the ecosystem of electric two-wheelers and then the electric small cars. Friends, we have the opportunity to build really large companies just by solving India's needs. However, do remember that when we serve India's needs, we also solve Nigeria's. Indonesia's, Vietnam's, Bangladesh's, Cambodia's problems. This is the opportunity that is there in all other developing countries as well. That's what we have to do, that's the kind of entrepreneurship we need, those are the kind of mega unicorns that we need.

Now let me come to universal social security. Why is it so important? It is because if have to make India world leader, we can't have inequality, where our poor people, the people who are in need of social services do not get a safety net. We have to make sure that every single Indian has a safety net, every single Indian has a chance to earn a living to be protected against health problems, unemployment or any other thing that can befall them. And friends I can say with tremendous pride that what our Government has done over the last few years is absolutely historic in terms of developing the social security system for India. Today, virtually every Indian family has a bank account, virtually every Indian has an Aadhar Id, and virtually every Indian now has access to phone as well. And this will be immensely helpful in building a universal social safety net.

So that's what will be needed to make India a Vishwa Guru - Mass services where we have a global comparative advantage. Entrepreneurship, so that we can innovate. And then universal social safety so that every Indian is protected. This is India's Swadeshi development Model, this is what I believe will make us Vishwa Guru. I believe our destiny is to become the entrepreneurial engine of the next 6 billion people on the planet, and I know that we have the passion and the energy inside us to certainly accomplish it. Jai Hind!



n the world we live in, there are some trends clearly visible; and trends do not mean that the world will change overnight, they only mean that there are some happenings on our planet that you should be aware of. When it comes to economy, USA will remain for some time the leader, but its supremacy will now be challenged by other countries. Yes! For the first time after 1750, three of the largest economies of the world are in Asia. In fact, a report says that India's private wealth amount to US Dollar 8.2 Trillion. That's our economic strength.

Talking about changing extent of influence in the world, when Barak Obama came to India in October 2013, after addressing students here, he went back and said that "Billions of people from Beijing to Bangalore are working to outcompete us". That's how the perception of power is shifting across the world. For instance, look at Ecuador. It is a very small country but has been defying the mighty USA for last so many years by refusing to handover Julian Assange. Even Edward Snowden has been out of USA's reach for all this while. Even Philippines has been saying things about USA and has been able to get away with it. So the political influence has been shifting for sure.

Same is the case with military equation. Three of the World's most powerful militaries are in Asia. And we come 4th, after Russia, China and USA. Even North Korea openly defies USA, and there isn't one European country in the list. On similar lines, India's soft power has been on a consistent rise. So much so that you will hear Bhangra at an island in Guinea Bissau. We have an International day of Yoga. 177 countries co-sponsored this resolution. There was no need to vote on it. Do you have one of Zumba or Karate or Judo? This is India's soft power rising. Possibly Raj Kapoor has been the best Ambassador of this country. Yes! Bollywood, with its stars and songs, is popular in almost every part of the world.

The next mega trend we are seeing is destruction of a beautiful religion 'Islam'. According to a study, 80% of violent incidents including terrorism involve Islam or Islamic Countries. It's sad. Adding to this list of trends is a major one - great explosion of technology. More knowledge has got generated in the last 50 years than in preceding 5000 years. And Artificial Intelligence is only

taking it further.

And India is in the best position to take advantage of it. Yes! This is the best time to be young in India. We have the highest percentage of youth population, and that too the one which is consistently getting educated. It is a demographic window of opportunity. Who is going to stop this elephant now that it is running! Moreover, this population forms 'consumer'. 96% of our expenditure is on eating better, looking better, living better, connecting better, enjoying better and feeling better. We have the best brands here. Why? Because the world is rushing to us, seeing our purchasing power.

Our self-confidence is at an all-time high. Now we are no more at the mercy of other countries, we reach out to help others. Our Navy is the first to reach the affected places in Sri Lanka and Indonesia. We didn't ask for any help from international channels during the Tsunami. We invite all the SAARC members for our swearing-in. India helps Nepal during earthquakes and its Prime Minister calls our PM to say that it is blessed to have a neighbor like India. We even get ads from Bavaria in our newspapers to invest there. From being a country affected by poverty and hunger, in 2017, India was the World's third largest food producer. This is the story of India!

But now we have to look forward to the future. We can't solve problems with the mindset that created them. So the road ahead is "Innovation, adaptation, adjustment". We have had everything from invention of zero to green revolution. But now the future is in Robotics and Artificial Intelligence. Let's go for it. Don't get affected by the cynicism of the private media. Believe that you are the best and go for it. Don't follow, lead! When the great dictator Genghis Khan reached the gates of Vienna, he said something extremely important. He said "If you are afraid then don't do it. But if you do it then don't be afraid".

However, for that, each one of us will have to do one more important thing. One of my heroes has been a Fakir called Mohandas Karamchand Gandhi. He had said "Be the change you want to see". So each one of us will have to do this Personal Audit every night. Did I do something which should not have been done? Have I done something that has made this world a better place to live in?

Thank You!



प्रधान मंत्री Prime Minister **MESSAGE**

It is a pleasure to know that the Indore Management Association (IMA) is organizing the 27th edition of their flagship event 'International Management Conclave' on 2nd & 3rd February, 2018.

I hope that the 27th edition of the Conclave will carry on the successful legacy of its previous editions and help the participants to learn from the best in the domain world over.

Best wishes for the successful conclusion of the Conclave.

New Delhi 31 January, 2018

Shri Santosh Muchhal

President Indore Management Association
Jall Auditorium Campus
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(Narendra Modi)

John F. Kennedy



any job. But unfortunately, all people asked one question -"Do you have experience". I don't know which university gives experience. Every university gives graduation. That time I decided, if I would ever start a company, I will only take freshers. Today, I have thousands of employees, and for almost all of them, I am the first employer.

When I left Coimbatore, I cried during the whole journey. When I came to Mumbai, I didn't have anyone to receive me. I slept on VT platform for three nights. Success in life is delta. Delta is X2 - X1. X2 is where you are today, X1 was where you were that day. My X1 was zero, so there was nothing to lose.

DECISIONS

I got a great job in one of the most reputable research institutes. In interview I was asked -where is thyroid? I said I am a student of Mathematics. I had no way of knowing where Thyroid is. In 1982, I did not know where thyroid is. In 1992,I finished a PhD in Thyroid Biochemistry. And in 2002, I ran the world's largest thyroid testing lab. If you do what you have studied you will survive. If you do what you have not studied, you will be the leader.

A great job, a great wife, two children-preferably one boy and one girl - is a dream for everyone. Everything was in place, but comfort zone means danger zone. I asked myself "Do I want to survive or succeed"? ... "Do I want to grow old or grow up"? And more than anything else, I asked myself "What do I have to lose?"

I think in life, you can discuss or decide, you can't do both! Possibly that's why my mother used to call me a restless kid, and my daughter calls me a restless dad. Majority of people discuss. If you have decided, no need for discussion. There is no good decision. Take a decision and make it good. I left home without discussing with my father, got married without discussing with my mother, left job without discussing with my wife. Mind you these powerful decisions helped me become who I am.

DISRUPTION

When I became an entrepreneur, I did not even know the spelling of the word. When I was disrupting, I did not even know I was disrupting. English is a language, it is not knowledge. I believe if somebody has not disrupted cost then it is not disruption. I have completely disrupted market on pricing. When everyone was doing thyroid testing at Rs. 500, I started doing it at Rs. 100. When everyone was doing Cancer diagnosis at Rs. 25000, I decided to do it at Rs. 10000. I have taken 5 decisions and I have added 5 zeros in my value. It's very important to take powerful decisions.

I brought speed. For, speed, newspapers are printed at night, while news items are collected in day. I followed the same model. I do testing in night and collect specimen in the day time. I got speed because the entire night was available for me. I brought innovation in business. Until Ola came, taxis were running 2-3 hours a day and standing for 20 hours. After OLA it runs for 24X7. Until I came, thyroid testing was running 2 hours a day. Now it runs 24 hours a day. If you order on my website, man will come to your doorstep, all over the country. And the next day you can download report.

DIFFERENTIATION

If you don't differentiate, you will die. Others do pathology, I do biochemistry. Others are dealing with disorders, I deal with diseases. Others are dealing with acute illness, I deal with chronic illness. Others are dealing with infection, I deal with metabolism. Others' patients are in hospitals and clinics, my patients are in offices and homes.

I have no competition. If you copy someone, you will have competition. If you create something original, there will be no competition. I focused so much on thyroid that people say I am the first businessman who has built brand around gland. I am present in 1000 cities, 2500 franchises, 10,000 families, 1000 staff, and 98 percent freshers. Yes! The mean age of my company's employees is 26. My company is 21 years old, and in entire India, cheapest in healthcare. And my balance sheet has got 40 percent EBIDTA.

So do not copy the neighbor. Resist temptation. There is a successful person and then there are others who could not resist temptation. Plan to lose. If you want a billion, lose a million. Business is not a straight lane. If you don't go down, you won't come up. With money you can't make more money, with stamina you can make plenty of money. Avoid easy things. Choose between what is easy to do and what is right. Be alone, be a lion. And for being a permanent winner, keep winners. That is the way to move forward. Make it large. Life should be made large for you live only once. Be frugal. Without frugality you cannot become a successful businessman. Perfect discipline, because no one wants to listen, make them follow. Moreover, maintain trust, truth and transparency.

People ask me you are successful. What is the reason? I tell them I am successful because my parents did not do anything for me. They made sure I did everything all by myself. They didn't pamper me, they parented me. They didn't overfeed, coach, or chase my marks. They didn't bring in fear. They brought in confidence. They didn't make roads for their children, they made sure their children can walk on any road. They saw world through my eyes. I am powerful because my parents were most liberal in spite of not being literate. And at last, do remember, as long as you stick to your values, you will reach where you deserve to be.



lungs of the wood cutter. Next day they came out with a solution of having a hole on the woodcutter's table and putting a suction pump so that dust will go down and ot up. The quality of the life of the worker immediately improved. Similarly, some children noticed that grownups do not sit with proper posture and they said these adults would not learn if they are told. So they designed a very simple system - to have a pressure sensor on the chair. If they are not pressed, the chair will start singing songs and not let you do work. Such a brilliant solution! So what is that thing that these children perceive those unmet needs which we miss or ignore?

There are 4 teachers from whom we learn in our shodhyatras - one from within, one from peer, one in nature and one from 'common people'. These are the 4 teachers who are available to each one of us sitting here all the time. Recently we had a shodhyatra in a village in Kashmir, when one child asked a question -"When electronic products or electrical products go out of order, not all parts of that product go out of order. So why don't we have a room in the village where everybody should keep their out of order things. People can use things which are still functional and can combine them to make some new products". Can you imagine this kid is giving us a policy advice! He is suggesting an institutional structure by which children can learn to fabricate things at young age by salvaging the components of products which have lost value in terms of utility but of which all components are not out of order. That's why I titled my book on innovation as "minds on the margin are not marginal minds". You name a place anywhere in the country and I will tell you a creative person who we have met in that place. If such is the vastness of creative energy in our society then what is holding us back in our enterprises to unleash the same creativity of the workers? I was talking to Cisco. It has 70% of market share in routers and 70 thousand employees. So they have been the pioneer of the IOT - 'Internet of Things'. I showed them a slide inspired by a student Divya Sharma. She sent an idea that when she is busy with exams her pets get depressed and she should have a jacket for her pets so that their moods, their depression, their anxiety level can get transmitted to her and she can then spend more time with them and not let them feel bad and sad. So I said can we move from IOT to IOTT - Internet of Things Thoughts and Feelings! Now the points is how did I get this idea? From the idea that Divya sent me, sent us in Nation, Innovation and foundation in Honey Bee network.

That's why we have to restore our culture of creativity in

our kids. You know conceptually there are four levels at which you can learn from any Innovation - Artifactual, Metaphorical, Heuristic and Gestalt. For instance, there is a Bamboo wind mill that two people have developed in Assam to pump a hand pump to irrigate a small paddy feed. They could design that because they asked two questions which we - the engineers or the designers in the formal sector - don't ask-1) "Does it matter whether I irrigate my field in four hours by using a pump set of 10 horse power or in forty hours using a hand pump?" 2) "Does it matter that water comes smoothly or it comes irregularly?"Well! Our mind always says faster is better. That's the way we have trained our minds but actually in this case slower is better. Now supposing you realize that consumption could be at a particular rate, you would have a different design of your manufacturing facility. So the question is, can we learn from such grassroots innovation?

I was listening to a speaker from NSE and he said a lot of venture capital has come. However, when it comes to early stage of innovation, when you are still developing a product, how much venture capital is invested at that stage? That is the stage at which maximum mortality of enterprising ideas takes place in our country because there is no funding at that level. So if you really create an ecosystem and you think that it takes a long time to develop an idea, to develop a product which is creative& innovative, then you will make sure that you stand with the creative person, the innovator for that longer period. And after that of course you must also create an institutional structure of mentors, of support system, of labs. Someone asked me 'what is the key difference between innovations that emerge in metropolitan towns and the innovations that emerge at grassroots. My reply was - in metros and big cities you have innovations which add one more choice to their existing consumers. At grassroots level they try to address an unmet need. That is the difference.

Our society will grow better when the unmet needs can be addressed. And this is my last point. We must create a system. You can call it by whatever name, I will call it Honeybee network Innovation clubs and they should do four things - search innovations, spread innovations, celebrate innovation - invite innovators to the meeting in class rooms - and fourth, very important, sense the unmet needs.

Thank You.



getting disrupted. Talking about the world we live in, there are 4 big disruptions it is going through: 1) Growing consumption 2) Extremely fast technological changes 3) Aging population and 4) Greater interconnectedness. There are of course more disruptions on the way.

I don't know how many of you know what life was like in India before 1980's. If we don't have internet connection for 30 minutes, we become restless. We are so restless we don't know what to do with free time. Look at the pace of

The first phone call was made in 1876. It took 115 years to get to the first website. It took 16 years to get the first smartphone. And when will IoT happen? It is already here. Automotives have become more electronic. Today cars and trucks are communicating through cloud platform, through centralized location. The adoption pace, the pace of change that the world has seen in the recent past is tremendous. Just to give you a perspective of the pace of change that we are talking about:

It took radio about 38 years to reach 50 million users. It took TV 13 years, but it has taken 9 months for twitter to reach 50 million users. So the pace of adoption, the pace of change, it's far higher than anything the world has seen. And that is what makes business leaders really nervous. There are numerous examples where the existing market leaders have actually not captured change and thus have perished.

There are some technologies we believe will shape the world - mobile Internet, cloud technology, software as a service, internet of things and artificial intelligence. We did a very interesting analysis for a client. We wanted to check which of these disrupting technologies have got most investment and potential of putting more money and we found that any industry which is R&D led and low manufacturing led has the highest market cap. So the interesting thing for you all is to notice that it is not Either-Or for your business. For any business that you are in, be it healthcare or automotive, these disruption will combine together to make a mega disruption happen.

On of India's biggest strengths is the demographic dividend we have while it is also potential weakness as we are struggling to create jobs. Just imagine for a moment - people above 65 years of age will form majority of the population in all the advanced economies including China. And complications of aging population for any economy is huge.

The there is global interconnectedness. How many of you really wonder why the price of Potato in India - which is grown completely in India - goes up when there is oil price surge. There is no logic right? I mean oil is in UAE so why should a potato grown here face any implication? The fact is that there is a distinct change in the correlation coefficient of price of oil vs. price of commodities. It shows heavily interconnected world and we are not isolated from any shocks.

Yes! The future will be different. There are 6 new uncertainties and each uncertainty will have opportunity for people. First one is consumer class. With about 3 billion people getting in consumer class, there will be more consumption, more growth, and thus there will be opportunities for people to sell and serve. Second, there will be huge resource demand. A hungry economy will pull in resources at much faster pace and much faster volume. The third is that there will be no cheaper capital. Capital is getting costlier and volatile, and people will have to live with it. Fourth is labor market dislocation. There are jobs where there is huge shortage and at the same time there is a job where there is surplus. Fifth is the rise of new competitors -names you have never heard. And sixth, there is huge transformation happening in governance and government.

These are opportunities and only optimist will succeed and thrive in such opportunities. The pessimist will go nowhere. By 2025 half of the fortune 500 companies will be in developing economies, primarily dominated by China. The game has decisively shifted east and there is no way it is going back to west unless there is huge geopolitical tension happening. In such a world full of disruption where there is uncertain future, the key is optimism. And innovation is an important part of that optimism.

Innovation is not about idea! If I ask for business ideas in this room, we can get lakhs of ideas and all will have potential to be monetized. The key is who will execute it first and decisively. Innovation is not about ideas and survival or thriving. It is about surviving in the changing world. We are talking about dramatic change which even stalwarts of industry couldn't predict. As a consultant, the toughest job I face is when people ask me can you forecast how many electric vehicles will be sold in India. Nobody can actually forecast. What people can do is to only estimate or create scenarios.

That's why innovation requires eye for recognition of potential. Consumer adoption may be faster and more farreaching than anticipated. For instance, if we talk about electric vehicle adoption by Indian consumers, when it will happen, it will happen real fast. So, to innovate, we need to remember that there are 3 aspects of innovation:

- The core offering -the product, service or portfolio. What is the fundamental customer value that you are adding? Have very clear measure of customer value.
- Process -the process of manufacturing and delivery. Take Uber for example. It disrupted market not just because of low pricing, but because of sheer convenience that you need not call someone and talk to
- The core business model innovation -if you will always fear that my next innovation will cannibalize my own business then you will never innovate. However, you have to remember that somebody else can still innovate and disrupt.

So what's the way out?

- Have an aspiration. There is nothing in this world that is risk free. Even sitting idle is a risk.
- Choose, place the bets, the whole world is uncertain. But it doesn't help anybody to be in same place.
- Discover. It is not about ideas that matter. It is about insight of the ideas that matter. How much of it can be monetized? Why we are doing it? Will it work? That is more important than the idea itself.
- Evolve. There is no point in being at the same place.
- Don't try to do everything yourself. Develop the ecosystem.

And while doing all this, remember that optimism is the only way to succeed. Optimism will take us everywhere, and pessimism will take us nowhere.



well. And I am not the think tank behind this, this is all Indore Municipal Corporation and Indore management. The idea was that if Indore has become No.1 let's find what has gone into it and find the lessons that can be learned.

Indore's journey to being No.1 in cleanliness has been quite rapid, like the way Singapore has grown to high levels of per capita income. We had a rank of 149 in 2014. became 25 in 2016, and in 2017, we were No.1. So if this can be achieved in one field, why it cannot be achieved in other fields. Indore is already becoming a hub in terms of education with IIT and IIM being here and quite a few private universities also getting set up. Similar things can happen across the fields and we can probably become like Singapore.

Just to give a picture of how things have changed in Indore, prior to 2015, there were open dump spots, stray animals feeding on garbage, the secondary waste collection was terrible with these big dustbins and things being dumped around that and cattle grazing around that. So it is amazing how we have transformed from there to here. So what are some of the important lessons that we can pick from Indore's success:

- If you want to change, you need to start with a sense of urgency. That's what they did, and said that we will become No.1 in 2 years. And as the mission "clean Indore" was to be achieved in 2 years, sense of urgency was created in the municipal corporation. Now, to achieve any mission, it is important to create a powerful coalition, alone nobody can do this. So, this powerful coalition consisted of Indore Municipal Corporation commissioner, political leadership of Mayor, NGO's, second level leaders within Municipal Corporation and supporting this whole thing is of course the district administration, police, municipality workers, and
- · Communicating is extremely important, if you are visiting anyplace in Indore, you will always hear this song being played on the collection van - "Indore banega No. 1". This communication has been extremely important to achieve what Indore has achieved. We need to tell public, we need to tell people that this is our vision and that's the way we will go about it. I am just talking about one medium here but when you travel in Indore you will find these communication messages everywhere.
- When you talk about change, there are obstacles. And you need to remove them. So Indore Municipal Corporation removed many of the obstacles. The demolition drives took place. Wherever there was illegal construction, roads were widened. Then there were others - removal of non performing employees within the

Indore Municipal Corporation, termination of contract with secondary waste collection firm which was not doing its job, overcoming union resistance; there were a whole lot of obstacles which were systematically removed and each one of them took a lot of time for Indore Municipal Corporation to do it. It was a surgery that was required to remove the cancer and they did it.

- When you want to achieve something, you need to create short-term quick wins. So when they wanted to introduce the "door to door collection", they started with 2 wards to begin with. Once they found that is successful, it was extended to all the wards. So, the mantra was "Start small, show success, then scale it up". If you are travelling in Indore at night in main areas, you will find big machines which are cleaning the roads. You will not see dirt on the sides in the morning because these machines are powerful enough to clean and suck out that dust from the road.
- If you want to change, you need to change the culture, the mind set of the people. And here the role of NGO's has been extremely important. There is something called a dabba gang which became very popular. Wherever people would go for open defecation in the morning, these people would go with a box having coins and they would start making noise. And they will put fine on people and put that coins in this dabba.
- Then of course there is importance of motivation. Regular meetings of Mayor and commissioner with the supervisors and the CSI's were held. Mayor and commissioner mixed freely with the staff to communicate to them what they expect from them and why they are doing it. So, that makes the job of a worker more meaningful, they know why they are doing it, rather than just doing it. And that has been very important in changing the mind set of people and getting more involvement.

So, if I summarize, the critical success factors have been: change management, determined political leadership of Mayor, action oriented empowered executive leadership by commissioner, strategy and execution, surgical turnaround, the concept of 'what doesn't work remove', managing workers' union, unambiguous communication, effective use of NGOs, and 'leading by example'.

So, what has been the impact of all this? Impact is visible for everyone, anyone who comes to Indore says that 'I have never seen such a clean city'. Today, you have a healthier Indore and therefore a more productive Indore. And what we have achieved here has given us lessons which if we can apply elsewhere will help us become equivalent to Singapore in a very short span of time. Thank you!



was a project management conference in the southern part of India. So there were people from new-age companies talking about leadership and project management and on the first day someone was saying that he managed a team of 400 people or a project of the scale of 20 million dollars and the audience would applaud. And then came the second day and the last speaker was a modest man who managed Kumbh. He came on stage, smiled, and said "I handle 1.9 Crore people on one single day". And if this was amazing, more important was the next statement he gave about leadership. He said "I just make sure that all facilities are intact, and then I don't stand in the way". Excellent point - he doesn't stand in the

Yes! The greatest companies of this country invest in a simple word - culture. While conducting a program for Godrej, I met a remarkable man Balinder Singh. When I asked him about leadership, he narrated an incident. He said when he joined Godrej straight out of college, he was given responsibility to start a very small assembly unit. When the unit was ready, though it was very small, still Chairman came to inaugurate it. When Chairman came and Singh was escorting him, while walking, suddenly Chairman picked up something from the floor and put it on Singh's palm. When Singh looked at it, it was a nut. Chairman faced him and said "Beta rakh lo, kabhi kaam ayega". Singh says that incident taught him the management philosophy of company - to give respect to smallest of things.

Once I was invited by TVS group to mentor its top 8 people. The first discussion I had was with ED of TVS Ravishankar. After discussion he said, "After a couple of days we will have meeting with Gopal and Current Vice Chairman". When I went for the meeting, I found that Ravi Shankar was not there for the meeting. I asked Gopal, "Is Ravishankar on leave today?" Gopal smiled and said, "He has already resigned." I said, "I spoke to him last night and he was speaking about the next 10 years of TVS to me". Gopal again smiled and said "This is the value of culture in the organization. He has already quit the company 3 months back to take care of his ailing father but he is still taking long term perspective of TVS with all the commitment". There is a beautiful word I love in leadership - acculturation. And this is a great example of it.

And it is not limited to companies. I just want to quote an example of a documentary movie maker from Mumbai. He was in Japan on the day when the triple disaster -a devastating mega-earthquake, tsunami, and nuclear disaster- hit Japan the same day. He said that he was walking on a street at that time, when in a couple of minutes the announcement came that Japan has hit this

calamity so stay where you are until further instructions. And this person realized that for about one and half hour, hundreds of automobiles came to a grinding halt. None of them was honking and everyone was calm and was maintaining the decorum. And on the top of it, when he reached the hotel in around 4 hours, he was absolutely surprised that even amidst all the chaos, the waiter remembered that he preferred Indian food. Moreover, when he asked for the bill, waiter said that today is the day of national tragedy so how could he charge him for food! And then the waiter proudly said "The tsunami can break the bones of Japan, not the heart of Japan". It is a great example of democratizing timeless values in the form of culture.

Coming back to India, Amul is a great example of this. When Amul started its factory in Anand, it was supposed to be inaugurated by the then PM. When they were having a cup of coffee, they realized that a lot of noise was coming from outside. When Mr. Kurien enquired, Mr. Dalaya told him that 76000 farmers had come with their families to show the factory to their family members. Dalaya said "I can't let them enter the factory before inauguration, because with lakhs of people coming in, they could destroy the factory in sheer excitement". To which, Mr. Kurien responded "Even if the factory gets destroyed, by letting them in, we will be able to protect the institution. This building can be rebuilt, but it is important to protect the institution". Visionary TribhuvandasPatel Ji and Verghese Kurien had a dream of making India a milk-surplus country, and they realized it through this acculturation.

For instance, let's take LIC. When the Chairman of LIC was talking about how LIC has actually helped in leadership journey of India, he asked "Do you know the claim settlement ratio of LIC? It is 99.1 percent. We service 23 Crore customer death settlements. And for half a century, if a person doesn't come to collect cheque, LIC goes to his house to give it". This is culture.

Well! 99 percent of leadership is at the level of thinking. A lot of people stopped watching cricket when Sachin retired. Why? When a contemporary player was asked to tell the reason, he said "Sachin was born with mountain of talent. He made it greater with temperament". The commitment which he had 24 years ago could be seen even on the day of his retirement. Same goes with institutions. Unfortunately, it has become fashion in this country to talk about leadership from a very western perspective -about charisma and communication skills. The whole emphasis is being put on the manifestation of skills. However, it is also about temperament. Let's not forget that this is a country which has always given more importance to temperament than talent.



grew up in a family which has a jewelry business of its own, and on closer observation, I could see that there were many things which were not going right for the long term sustainability of the jewelry business. The reason I stress upon that is because that's what eventually led to the thought process of what I wanted to do next. The first thing that bothered me was that when price of a commodity gold - goes up 5 times in say 5 years, consumer's spending does not keep pace with that. But on the business side of it if you see the impact it has in terms of the amount of money that one invests in the business and the return that one gets on that suffers dramatically.

The problem we all had in the jewelry business was that we had large showrooms but we had only one door; which meant that the number of walk-ins would not change much and that would impact the business. So the way I saw it was if you could increase walk-ins and if you get more people to visit and to see your jewelry and even if you had conversion at lower level you would still make a larger impact on the business than having lesser walk-ins and higher conversions. And the thought came at a right time.

At that point, the internet was spreading its wings and we were trying to figure out what's going to happen with it. It was always in my mind as to how can we use the power of internet to help people discover more and create a larger demand for what we do and bring them all together in one place. So we thought about it and we thought we will build a model around having no inventory literally but creating extraordinary visibility on the internet and will try and see what happens with this. So in the year 2007 I embarked on this and built a company in the name of Caratlane.

In the beginning, I started with the solitaire part of the business because that's an area where a lot of solitaires are sold by specification. We built an ERP and went across to a lot of small manufacturers around Surat. We said that we would give them an ERP for free, and all we wanted was the listing rights of all the diamonds that they would want to sell. We wanted to play role of an aggregator. We knew it wouldn't be easy to convince people, so we also chased the names to reckon with. By chasing Tanisha about a 100 times we finally got a meeting with them and we proved it to them that they were extremely inefficient on Solitaire business. We wanted to take this aggregation model to their stores, and wanted to also train every single person who worked in their stores to sell a solitaire based on specification without actually having inventory in their stores.

It took about 6 months to convince them but they gave us 12 stores for an initial trial. It succeeded and they gave us 100 more stores. However, we were clear that we were going to be a consumer business so we kept creating a consumer brand in the name of Caratlane from the cash that we generated from this. In the process, we got to learn a lot. We learnt exactly how the consumer behavior operates, we knew what makes people buy in a store, we knew which part of India buys what, and also which cities will be the early adopters to this whole thing and how the game will play out when the business will scale up.

So the next step was to get more funds. We took this to

various venture capitalists across India for a year with no success. And then one day I got a LinkedIn request from a firm called Tiger Global. I didn't take it very seriously but eventually when I received a call for a meeting, I went to meet. I expected to see a senior gentleman and it turned out that the man was 4 years younger to me. We had a 2-hour conversation and at the end he said he would like to give me a 5 million dollar cheque, which was a big deal. But being a Marwadi, I said I needed 6 million to build this business, which I eventually got.

We needed money because you can't build a consumer business without changing people's habits, and you can't change someone's habit without money. This is exactly what Ola and Flipkart did and what Paytm is doing right now. However, I also knew that what brought us from 0 to 10 million will not take us from 10 million to 20 million. So in 2013, we decided we needed to open a place where consumer could try on the product if he wants to. We didn't put any jewelry in the store at all and we expected the consumer to come there and do trials. We were just trying to promote a habit and it sounded as stupid as it is today, but perseverance helped a lot in that. We eventually changed that habit and built another store in a mall in 500 square feet in a high footfall area. More followed.

This way we grew ourselves to a reasonable size but we again realized that now if you have to go beyond the metros in India, trust becomes a very important part. All the money in the world cannot buy you trust in a hurry. So we realized we needed a new partner, and Tatas are possibly the best partners one can have. So we started chasing them. However, one thing I was never willing to compromise on was that I will never give up the brand, the brand must always stay Caratlane. And also we were never going to compromise on the kind of customers we were going after - the new India. And that's precisely what we did.

Well! When I ran my retail business, you could build only as much revenue you could from a store. You didn't need to innovate, you didn't need to think differently, you could keep getting the same set of customers. All you need is to convince a customer that you have the right product and you are not going anywhere, that's it. But when you think about the business over internet, things are different. You have to start thinking about a whole new set of people buying from you now who were not in habit of buying anything on the internet. Today, every person who follows fashion we know now is ready to buy jewelry as well. As we look into the future, we need to learn to get faster at what we do, get more focused on the kind of product we should have, and also to get consumer to have trial in their homes - the next big thing

But it will still be about keeping the fundamentals right. I always believe that an investor has about 10 lives, an entrepreneur has about 3 lives, but a business has only one life. So if you do what's right for the business, it will take care of the entrepreneur and the investor. This is what I always tried to live by and it has served me and Cartlane well. I have no doubt it shall do the same for you. Thank you.



will not show you any presentation and I will not talk much about Goonj क्योंकि Goonj के बारे आपको जो भी जानना है वो Google बता सकता है। मेरा मकसद यहां पर आकर आपको गूँज क्या कर रहा है वो बताना नहीं है। मेरा मकसद ये सवाल उठाना है कि इस देश में गूँज जैसे institution की जरूरत क्यों होती है?

हमने 1998 में 67 कपड़ों से एक movement शुरू किया था। आज we deal with about 3000 tons of material. घर से शुरू किया था, आज 12 offices हैं। छोटे-छोटे बहुत सारे offices हैं। घर में 1-2 लोगों से शुरू किया था, आज 900 लोगों की team है। देश के बाहर से बहुत सारे awards and recognitions मिले हैं लेकिन मुझे ये आज समझ नहीं आ रहा कि आज 19 साल के बाद जब मैं देश को दोबारा देखता हूँ तो इस देश में बदला क्या है?

2-4 छोटे-छोटे सवाल उठाउंगा। मैं लोगों से कहता हूं कि जब आप किसी private school में जाते हैं India में तो आपको हर तीसरा-चौथा बच्चा चश्मा पहने नज़र आता है। पर जब आप किसी government school में जाते हैं municipality school में जाते हैं या किसी village school में जाते हैं तो आपको मुश्किल से कोई बच्चा चश्मा पहने नज़र आता है।

तो मेरा सवाल लोगों से ये है कि इस देश में education इसलिए hamper कर रही है क्योंकि education policy खराब है, Teacherstudent ratio बेकार है, infrastructure नहीं है, या education इसलिए भी hamper कर रही है क्योंकि बच्चे को दिखता नहीं है ? और हम यदि अपना थोड़ा सा भी common-sense use करें तो हमको अच्छी तरह से इस बात का एहसास है कि जो बच्चे इन municipal school में पड़ रहे है, जिस तरीके के इलाकों में वो रह रहें है, उनकी आंखे कमजोर होने के chances ज्यादा है।

यह एक उदाहरण है कि कैसे हम शायद फंडामेंटल प्रॉबलम्स नहीं देख पा रहे हैं, जो करने की बहुत बड़ी ज़रूरत है। कहीं न कहीं हमारी सोच में कमी है। बहुत सारे लोगों की यह गलत फहमी है की गूँज कपड़े इक्कठे करता है और बाटता है। हम सिर्फ वो ही नहीं करते। हम बहुत hardcore rural infrastructure के काम करते हैं क्योंकी ज़रूरत ground realities पर काम करने की है।

हमने कपड़े पर काम करना शुरू किया, हमने लोगों से यह पूछा की यदि earthquake disaster है, flood disaster है तो ठंड disaster क्यों नहीं है. मेने दिल्ली में पाया कि ठंड लोगों को नहीं मारती, It's not the cold which kills people, it's the lack of clothing which kills people. देश के development issues में कपड़ा जो कि basic need है आपको लिखा नहीं मिलेगा।

सिर्फ यही नहीं, पुरे देश में हम लोग कुए खोदते हैं, तालाब साफ करते हैं, बम्बू के फूल साफ करते हैं, hard core infrastructure के काम करते है, और बदले में गांव की communities है उनको clothes, utensils, footwear, काफी segregation के बाद एक family kit की तरह दिया जाता है। तो इससे श्रमदान की प्रथा को revive कर दिया और barter economy को revive कर दिया। बहुत simple सा model है। पर इन fundamental problems को solve करने के लिए पहले हमें कुछ मुलभूत बातों का ख्याल रखना होगा।

हमें एक ईमानदारी का कल्चर विकसित करना होगाः में एक बहुत ही honest middle class से आया था जिसमें रिश्वत ना देने की वजह से एक doctor ने operation नहीं किया। यहि वजह है कि आज कई साल तक मैं limp करता रहा और आज मैं 24 घंटे पैर के दर्द में रहता हूं लेकिन मुझे बड़ा गर्व होता अपने माँ-बाप के ऊपर कि यदि मेरे माँ-बाप ने 400 rupees उस time में 1987 में देहरादन के doctor को रिश्वत में दे दिए होते तो मैं आज रिश्वत के पैर पर खडा होता। पर आज मैं अपने पैर पर खडा हैं। हमें सिर्फ अपने हक ही नहीं, कर्ज भी याद रखने होगें: It is hightime that people like us who are luxuriously living on Government's subsidy should start giving back. मैं दिल्ली में पढ़ा और graduation के बाद calculate करना शुरू किया कि with the kind of facility and faculty we had, जितनी हमारी फीस होनी चाहिए उससे बहुत कम थी। उस दिन ये नतीजा निकला की ये इंसान जो आपके सामने खड़ा है, वो देश की subsidy का product है। मैं ये कहता हुँ लोगों से एक बार सोच कर देखो कि इसको मैने हक माना है या कर्ज ? यदि मेरे ऊपर कर्ज है तो मैं इसे वापिस देने की कोशिश करूंगा, यदि subsidy को अपना हक मान लिया है तो हक मानकर जिऊंगा।

हमें देना सिखना होगा: आप यहां से जाकर एक काम कीजिएगा, देश के किसानों को minimum wages देना शुरू कर देना। 8 आठ घंटे की NREGA rate दे दीजिएगा- आधे है market rate से। मै यकीन दिलाता हूँ की किसान हमें subsidy दे रहा है तो हम बढ़ रहें है वरना मै और आप चावल touch नहीं कर पाएंगे।

सबकुछ है हमारे पास लेकिन देश का किसान वहीं रह गया. तो वक्त आ गया है कि हम समझें की ये कर्ज़ी हमें चुकाना है।

इस दुनिया की हर महिला को कपड़े कि जरूरत होती है जिसे हम sanitary pad कहते हैं लेकिन देश में जहां पहनने के लिए कपड़ा नहीं है आप वो कपड़ा कहाँ से लायेंगे? The fact remains that millions of women and girls are using sand, ash, दरी का टुकड़ा, बोरी का टुकड़ा, मिट्टी, घास, सूखे पत्ते, used sanitary pads से लेकर plastic की sheet और गाय का गोबर। Aren't we supposed to do something about it? मैं बस इतना बोलना चाहता हूँ कि हम मुद्दों को समझें। वक्त आ गया है कि हम malaria को treat करने की जगह mosquitos को treat करना शुरु करें।

Thank you very much.

SESSION TAKEAWAYS AND HIGHLIGHTS



- Domestic buying power has gone up substantially.
- Common man now trusts, invests and sticks to SIPs.
- A long way to go with investment in equity markets trends is here.
- India's ecosystem has grown up now and the last decade has seen
- large venture capitalist investment.

Mr. Vikram Limaye, M.D and CEO - National Stock Exchange of India Ltd.

- Customers know what they need; create an atmosphere of expertise for them.
- Don't ask and then regret, rather do and forgive.
- Innovation opens up new markets.
- If there is a problem; we know it can be solved.

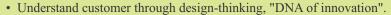
Mr. Shishir Joshipura, Managing Director - SKF India Ltd.





- Improve competitiveness through frugal innovation.
- Leverage new technology's usage such as alternative energy source (solar/wind, etc.).
- Competitive positioning sustains development.
- Predict the need of the customer.
- Intuitive thinking makes a successful leader.

RAdm. Shekhar Mittal, Chairman & Managing Director - Goa Ship Yard Ltd.



- Make an aspirational product and innovation at global level.
- Those who do not innovate; perish, so, "Innovate for the future".
- Effort is a must for innovation.
- Innovation has to be planned. It cannot happen on its own.

Mr. Rajender Singh Sachdeva, COO, Eicher Trucks and Buses





- Desires give birth to dreams.
- Uncover your story to lead with a spark.
- Discover your defects.
- Leadership is an act of initiative.
- Don't argue with idiots.
- Ask- where I am today? How did I get here?
- Stupid questions are better than silence.

Mr. Simerjeet Singh, Performance Coach & Growth Catalyst - Cutting Edge Learning Systems

- Be innovative and transform ideas into commercial products/benefits.
- Acquire and utilize deep skills.
- By adopting the best practices of others and improving them, become the best in the world.
- To be highly productive and competitive is the key to economic growth.
- Cost-effective innovation is always successful.

Mr. Mohamed Salleh Marican, Chairman and CEO Second Chance Properties Ltd





- · You got to act.
- Creativity blended with right execution leads to innovation.
- Unlock the power of observation to execute rightly.
- Innovation is a constant incremental process.
- We do innovation everyday in our life.

Mr. Ashish Limaye, CEO-APAC, Happy Finish

SESSION TAKEAWAYS AND HIGHLIGHTS

- Dedication to commitment to success.
- Turn rejection into entrepreneurship.
- Be aggressive with positive attitude.
- It's the best time for start-ups in India.
- Biggest failure is not taking risk.

Mr. Suhas Gopinath, Chairman - Globals ITES Pvt. Ltd.





- Have a higher purpose.
- Innovation distinguishes leaders from followers.
- Adopt top-down approach to innovate and lead.
- Collaborate to innovate.
- Focus on the bottom of the pyramid.

Mr. Richard Rekhy, Former CEO - KPMG in India

- Local can be global.
- Business is all about creating wealth.
- Empty stomach makes you realize the value of luxury.
- Be clean and sure about future plans.
- Be open- Be fast- Be awesome.

Mr. Vinay Singhal, Co-Founder& CEO, Wittyfeed





- Digitization is the biggest disruptive force.
- Disruption is creation and destruction simultaneously.
- Disrupt or get disrupted by competition.
- Convert technology power into exponential business.
- Recognize pinpoints of consumer for innovation.

Mr. Anant Bhagwati, Partner - Bain & Company India Pvt. Ltd.

CORPORATES EXPERIENCE

CORPORATES EXPERIENCE

IMA Conclave has always been a flagged calendar event for us. What I liked most about IMA is the Theme "Bharat Bhagya Vidhata - Innovate & Lead" which is so rightly picked to reflect the need of the times. Over and above the mix of eminent speakers & participants, ranging from almost all the facets of industry, well distributed over a span of 2 days makes this event worth attending. Key take-aways from this event were:

Emerging Leadership traits: From Darkness to

Transformation of thinking: Change is inevitable, but transformation is a conscious choice.

Out-of-the box thinking: Think a new, break away from your preconceived notions and experiment with radically different ideas

Launching of Mobile app is really an innovative idea where all the participants could see programme details & could share their views & thoughts. It was very attractive, mainly for all youngsters & students.

Needless to say, IMA, as a forward-looking management association, is getting Future Ready to address socio - economic need of nation.

Our best wishes to IMA!!

Khushal Kalra Head- Plant Quality Case New Holland Construction Equipments

Sunil Kalyankar Head- site HR Case New Holland Construction Equipments

Many times we get disheartened with the state of business affairs in India but come to IMA conclave and we regain the faith. It is tough to do business in India, but the leaders in conclave tell you the optimistic story of India Inc. So Post Conclave, I am again, a believer in the rise of my business in India.

Rajul Bhargava

Director Technical Head BD & Strategy CHL- Hospitals

Bharat Bhagya Vidhata - Innovate and lead. Truly, IMA successfully brought great minds with great insights, under one roof, where the corporate professionals as well as the young achievers of tomorrow were enlightened by the thoughtfulness of the speakers at the event.

Conferences such as the IMA Conclave prove to be inspiring and provide continuous motivation for all the people from every sphere of life. Wishing many more successful years to the team ahead.

Team -

YASH Technologies Pvt. Ltd.



CONCLAVE DAY 1

FEBRUARY

































CONCLAVE DAY 2

FEBRUARY





























Excellent. Enjoying Conference.

Mr. Javant Sinha

Very well organized conference, Best wishes... Hope IMA becomes No.1 Management Association in India.

Prof. Ganesh Kumar Nidugala

Great!

Mr. Ashish Limave

Very energized to see the passion! Keep it up IMA.

Mr. Anant Bhagwati

Excellent Organization and Hospitality. Thanks.

Mr. Rajender Singh Sachdeva

Privilege to deliver a talk on "INNOVATE & LEAD". Excellent arrangement by IMA.

RADM Shekhar Mital, NM, IN (retd)

I am very impressed with the way IMA organized this Conclave.

Mr. Mohamed Salleh Marican

IMA is doing a wonderful job. An outstanding event and all the very best. May it grow from year to year.

Mr. Richard Rekhy

WOW !!! World Class !!!

Mr. Simerjeet Singh

Fantastic Conclave & great Session! Thanks.

Mr. Balaji Iyer

Amazing organization and audience..!!!

Mr. Mithun Sacheti

Great meeting and need to promote innovation by children too.

Prof. Anil K. Gupta

Lagey Raho.

Mr. Anshu Gupta

Great Conference! All the Best!

Mr. Vikram Limaye

IMA is Exceptional. Everything is unique and unparalleled.

Mr. Vijav Menon

It needs to be taken to the younger generation.

Mr. Vinay Singhal

Indore Management Association you are the best the others are the rest.

Dr. Deepak Vohra

Wonderful & Impressive organization wish you many more.

Mr. Shishir Joshipura

Very Impressed and touched with the warm welcome in spite of significant delay. Very happy to see a great team work of senior business leaders. Wish them all the best.

Mr. Dilip Shanghvi

VOLUNTEERS EXPERIENCE

VOLUNTEERS EXPERIENCE



This was my second year as a volunteer at IMA's International Management Conclave. The event was meticulously planned and efficiently executed. The speakers were top notch, who imparted practical management lessons on the conclave's theme, 'Bharat Bhagya Vidhata: Innovate & Lead.

"The conclave broadened my perspective and vision in relation to contemporary managerial practices, innovative ideas and modern corporate culture. I eagerly look forward to the 28th IMA Conclave.

-Irfan Ali Sehorewala, MBA IV SEM, Prestige Institute of Management & Research



Volunteering at IMA's International Management Conclave was not just about giving our professional best but also experiencing and living the corporate life. The conclave was a complete package of inspiration, knowledge and unforgettable moments. Every part of the event was beautiful, mesmerizing and worth remembering. The speakers were direct, clear, motivational and enthusiastic at the same time. It was a great opportunity in being in the presence of such revered speakers. They guided us to move ahead and mark one's own position in future. The event also taught us how to work and coordinate in a team. We are really thankful to the IMA for giving us this life time opportunity.

-Esha Badjatiya, MBA II SEM - Prestige Institute of Management & Research



Participating in the 27th IMA International Management Conclave was a huge platform for learning practical managerial skills. We got an opportunity of learning innovation and leadership mantras by Industry leaders and experts who addressed us in the conclave. We also gained experience of effectively planning and managing such large corporate event. All the management principles like planning, organizing, controlling, directing, coordination etc. were experienced during the

Being a content writer in Media & Communication team, I got the experience of writing news & articles. Also listening to the views and ideas of speakers in conclave motivated me to follow my dreams. The two days of conclave were full of knowledge, motivation, team-work, ideas and fun with friends and teammates. Thank you IMA for giving us this opportunity. Eagerly waiting for the 28th IMA conclave.

-Anamika Raghay, MBA II SEM, Prestige Institute of Management & Reseach



IMA's International Management Conclave gave a great opportunity not only to Industry and corporate professionals, but also to management experts, policymakers, students and other stakeholders. The 27th Conclave gave me a chance to connect with leaders who held different perspectives and vision, which really helped me in learning new ideas and trends. The conclave sharpened my aptitude by providing me with new, unique techniques and different types of management skills. Thank you IMA for this wonderful experience.

-Shobhana Singh, MBA II SEM, International Institute of Professional Studies, DAVV



IMA's 27th International Management Conclave was one of its kind. It is not every day that you get to listen to the motivational success stories of people at such grand level. Here at IMA, the stage was shared by the revered dignitaries from different walks of life. The most unique and admirable point of IMA conclave was that it provided a practical aspect of management to the students which gave them one-of-its-kind contemporary corporate and industrial exposure. It was a pleasure to be a part of the 27th IMA conclave and super excited for the 28th one.

-Somya Chaturvedi, MBA II SEM, Prestige Institute of Management & Research



"A liar needs a good memory."

— Quintillian

This was my first volunteering experience for IMA and I thoroughly enjoyed the 27th International Management Conclave. Being a part of Press and Media team, I learned to develop and curate content for corporate events. Interacting with Industry experts and attending live management sessions was incredible. This was once in a lifetime opportunity and I'm glad that I did my best for the success of the conclave.

-Swadheenta Keshari, MBA II SEM, International Institute of Professional Studies, DAVV

CONCLAVE COMMITTEE MEETINGS

























PRESS COVERAGE OF 27TH IMA CONCLAVE

FEBRUARY 2018

IMA's international management conclave gets inspiring start

Nobody can stop elephant now that it is running: Vohra









'Best time for youth as they can take up any challenge fearlessly'



Times of India, February 3, 2018, Page - 2

मार्केट में गैप ढुंढो और छा जाओ



PRESS COVERAGE OF 27TH IMA CONCLAVE **FEBRUARY** 2018

'Our destiny is to be entrepreneurial engine of planet's 6 billion people'

Conclave Concludes

START SMALL, GET SUCCESS, THEN SCALE IT UP

then scale it up. Start with th

PROMOTE ORIGINALITY











के इंटरनेशनल मैनेजमेंट कॉन्क्लेव का समापन

aufn feiner @ gift.

इंदौर मैनेजमेंट एसोसिएशन की अंतरराष्ट्रीय कॉनक्लेव में लाइफ टाइम अचीवमैट अवॉर्ड से सम्मानित दिलीप संघवी ने किया युवाओं को प्रेरित

टीम से असंभव काम कराने वाला ही असली लीडर

Right time to make India Vishwa Guru: Sinha

संवेदनहीन सजन विध्वंसक, बच्चों से सीखें संवेदनशीलत

IMA ACTIVITIES IMA ACTIVITIES IMA ACTIVITIES



Quest For Leaders

Indore Management Association organized its 19th Quest for Leaders (QFL) 2017 On Friday 12th January 2018 at The Daly College Business School.

Young Managers Competition

Indore Management Association organized its 23rd Young Managers Competition (YMC) 2017 on Saturday 13th January 2018 at The Daly College Business School.



Curtain Raiser of 27th IMA International Management Conclave 2018

Indore Management Association organized the Curtain Raiser event of its 27th International Management Conclave 2018 a Rendezvous - An Exclusive CEOs Dinner Meet, with Mr. Raman Roy, Chairman NASSCOM on Wednesday, January 24, 2018 on the topic "Bharat Bhagya Vidhata: Innovate and Lead "at Radisson Blu Hotel, Indore.

Unveiling 27th IMA International Management Conclave 2018 Brochure.

> **Unveiling 27th International** Management Conclave 2018 Logo.





Reader's Clique

IMA organized a book review on the book "My 40 Years with SBI" by Mr. P.G. Kakodkar, for management professionals and students. The program was organized on Friday, February 23, 2018 at IMA Meeting Room, Indore. The narrator for the session was Mr. Priyabrat Misra, Chief Manager - Faculty SBI HRD.



Indore Management Association organized an evening session on the topic "Every woman is special" to mark the Women's Day Celebration. The program was organized on Thursday, March 8, 2018 at IMA Meeting Room, Indore. The facilitator for the session was Dr. Sandeep Atre, Director- Socialigence.



Evolution for Excellence

Indore Management Association (IMA) organized its Evolution for Excellence, a one-day workshop for the corporate professionals.

Mr. Shashank Kasliwal - Director Emotional Intelligence Inc. addressed the participants on Friday, March 30th 2018. The program was based on his own book, Freedom from the "I", Knowing the Real You".



18-18 Cricket Tournament

Indore Management Association organized Leather Ball Cricket Tournament 18-18 League for Corporates from 28thFebruary to 4thMarch 2018. The venue for this tournament was Yeshwant Club Cricket Ground. Eight teams from Indore, Ujjain, Dewas, Pithampur participated. Following were the participating teams:-BMCC, CHL Hospital, Flexituff International, Mitsubishi Electric, SS Cricket Commune, VECV, Yeshwant Club.



IMA ACTIVITIES IMAACTIVITIES

IMA ACTIVITIES STUDENT CHAPTER



Learning from Life of Legends

Indore Management Association organized learning from life of legends on, "Kalpana Chawla" for management professionals and students. The program was organized on Thursday, March15, 2018 at IMA meeting Room, Jall Sabhagrah, Indore. The facilitator for the session was Ms. Supriya Dhongde - Consultant, Naman HR.

Training@Doorstep

Indore Management Association organized Training @ Doorstep workshop on the topic - Team Building "Managing the Unmanageable" -On Saturday 17, March, 2018 at Mahle Auto Components Ltd., Pithampur and the trainer for this session was Prof. Pankaj Kothari, Corporate Trainer.







CA. Santosh Muchhal - President IMA & Mr. N Mohan – Director IMA, presenting Conclave DVD set to Mr. Dilip Shanghvi -Managing Director, Sun Pharmaceutical Industries Ltd.



Management Film Show

IMA Student Chapter organized Management Film Show on movie "3 Idiots" at Shri G.S.Institute of Technology & Science, on Friday, February 16, 2018. Moderator for the session was Mr. Shashank Kasliwal (Director Emotional Intelligence Inc.).

Industrial Visit

IMA Student Chapter organized Industrial Visit for the students of S.G.S. Institute of Technology & Science (Department of Management Study) at Case New Holland Construction Equipment (India) Private Limited.







Management Film Show

IMA Student Chapter organized Management Film Show on movie - "Hawaizaada", at Mahakal Institute of Management, Ujjain. Moderator for the session was Prof. Pankaj Kothari (Creative Trainer and Life Coach).

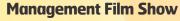






Industrial Visit

IMA Student Chapter organised Industrial Visit for the students of Shri G.S.Institute of Technology & Science at AVTEC Limited, Pithampur.



IMA Student Chapter organized Management Film Show on movie- "Lakshya" at Prestige Institute of Management & Research, UG Campus on Wednesday, March 7, 2018. Moderator for the session was Dr. Sandeep Atre, Director-









Reader's Clique

IMA Student Chapter organized Reader's Clique on the book "The Tipping Point" at Mahakal Institute of Management, Ujjain on Friday, March 9, 2018. Narrator for the session was Mr. Sushil Dubey, Consultant, Corium Consultancy International.

Centre of Excellence

IMA Student Chapter organized Centre of Excellence on the Topic- "Vision, Values and self-Motivation" at Prestige Institute of Management & Research, PG Campus, on Monday, March 12, 2018. Speaker for the session was Mr. Sanjay Trivedi, DGM-HR, MAN Trucks India Pvt. Ltd.





STUDENT CHAPTER

IMA ACTIVITIES





Management Film Show

IMA Student Chapter organized a Management Film Show on "Band Baaja Baaraat" at Shri AtalBihari Vajpayee Govt. Arts and Commerce College (Dept. of Management), Indore on March 14, 2018. Moderator for the session was CA Deepak Mulchandani - Practicing Chartered Accountant.

Management Film Show

IMA Student Chapter organized Management Film Show on movie "Kung Fu Panda" at Mahakal Institute of Management, Ujjain, on March 20, 2018. Moderator for the session was Mr. Akhilesh Sengar (Vertical Head - HR at Idea Cellular Ltd.)









Management Film Show

IMA Student Chapter organized Management Film Show on "Interviews, Speeches and Reality" at Symbiosis University of Applied Sciences, Indore on March 21, 2018. Moderator for the session was CA Deepak S Mulchandani -Practicing Chartered Accountant.

Management Film Show

IMA Student Chapter organized Management Film Show on movie - "Hawaizaada", at IIPS, DAVV. Moderator for the session was Prof. Pankaj Kothari (Creative Trainer and Life Coach).





IMA EVENING MEMBERSHIP PROGRAMS (APRIL-JUNE 2018)

DATE	PROGRAM	TOPIC
Wednesday, April 04, 2018	Learning from Life of Legends	Colonel Sanders
Thursday, April 12, 2018	Readers Clique	The Goal
Wednesday , April 18, 2018	HR Forum	Human Resource Trends : 2018 - 2019
Wednesday, April 26, 2018	COE	Creating Friction-Free Relationships: Tools for Working with Anyone
Thursday, May 03, 2018	Learning from Life of Legends	Chhatrapati Shivaji Maharaj
Thursday, May 10, 2018	Readers Clique	Zero to One. By Blake Masters and Peter Thiel
Wednesday, May 16, 2018	HR Forum	Developing Internal Talent and Leadership
Thursday, May 24, 2018	COE	How to Give and Receive Feedback
Wednesday, June 06, 2018	Learning from Life of Legends	Dr. Vikram Ambalal Sarabhai
Thursday, June 14, 2018	Readers Clique	Blink: The Power of Thinking Without Thinking. By Malcolm Gladwell
Wednesday, June 20, 2018	HR Forum	Future of work: Will Robots steal our jobs?
Wednesday, June 27, 2018	COE	How to Communicate with Diplomacy, Tact and Credibility

Program Coordinator: Ms. Suman Agrawal

M: 8889996136 | E: ima@imaindore.com





LIFETIME OUTSTANDING

ACHIEVEMENT AWARDEES

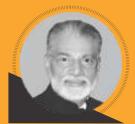


MR. DILIP SHANGHVI





MR. DEEPAK PAREKH







DR. RAM CHARAN



MR. AMITABH BACHCHAN



2006 - DR. E. SREEDHARAN 2003 - MR. M.V. SUBBIAH 2004 - MS. SIMONE N. TATA 2002 - MR. S. RAMADORAI

2011 - MR. NARAYANA MURTHY 2011 - MR. SUBODH BHARGAVA

2009 - **MR. RATAN TATA**

2009 - DR. SAM PITRODA 2007 - DR. R.A. MASHELKAR









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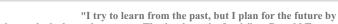












FEEDBACK





FEEDBACK FORM

Name:	Cell 1	Cell No.:		– E-mail :	
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Sponsors Corporate Delegate		☐ Club House ☐		Student Delegate	
YOUR FEEDI	BACK ON:				
		KCELLENT	GOOD	AVERAGE	POOR
QUALITY OF SPEAK	ERS				
AMBIENCE CONDUCTION OF S	ECCIONI				
PUNCTUALITY	BLOSION				
FOOD QUALITY					
CONTENT					
COMMENTS	:				

"Always focus on the front windshield and not the rear view mirror." Cofin Powell