

THE
WIMWIAN

Volume: 1 | Issue: 3 | October 2018



Tri-annual



Community Engagement Matters

SPECIAL FEATURE

The Red Brick
Summit 2018

CAMPUS COVERAGE

Making the IIMA
Community Proud

ALUMNI WRITE

The GDPR and
Purple Cows

We Hear You

We continue to get feedback on the content of our magazine, progressively trying to enhance the quality of the content and presentation. Please continue to send your inputs and our editorial team will try the best to improve your reading experience for both the hard copy and the web version of the magazine.

The WIMWIAN wishes to take this opportunity to publish feedback that was received for the hardcopy and e-magazine of the previous issue. The June 2018 issue was based on 'Young Alumni Achiever's Award 2018' and 'Alumni Write - Current Trends, Insights and Analysis'.

"Quality is A1. The June 2018 issue of the magazine is definitely the result of high intention, intelligent direction, wonderful imagination, sincere effort and skillful execution. Indeed your beliefs have become your thoughts and we are lucky, you have been able to translate your thoughts in action. This issue, for me, is an aid to my learning which is a continuous process and learning from someone involves changing myself which I love to. Thank you for the opportunity provided."

- Ajay K Banerjee

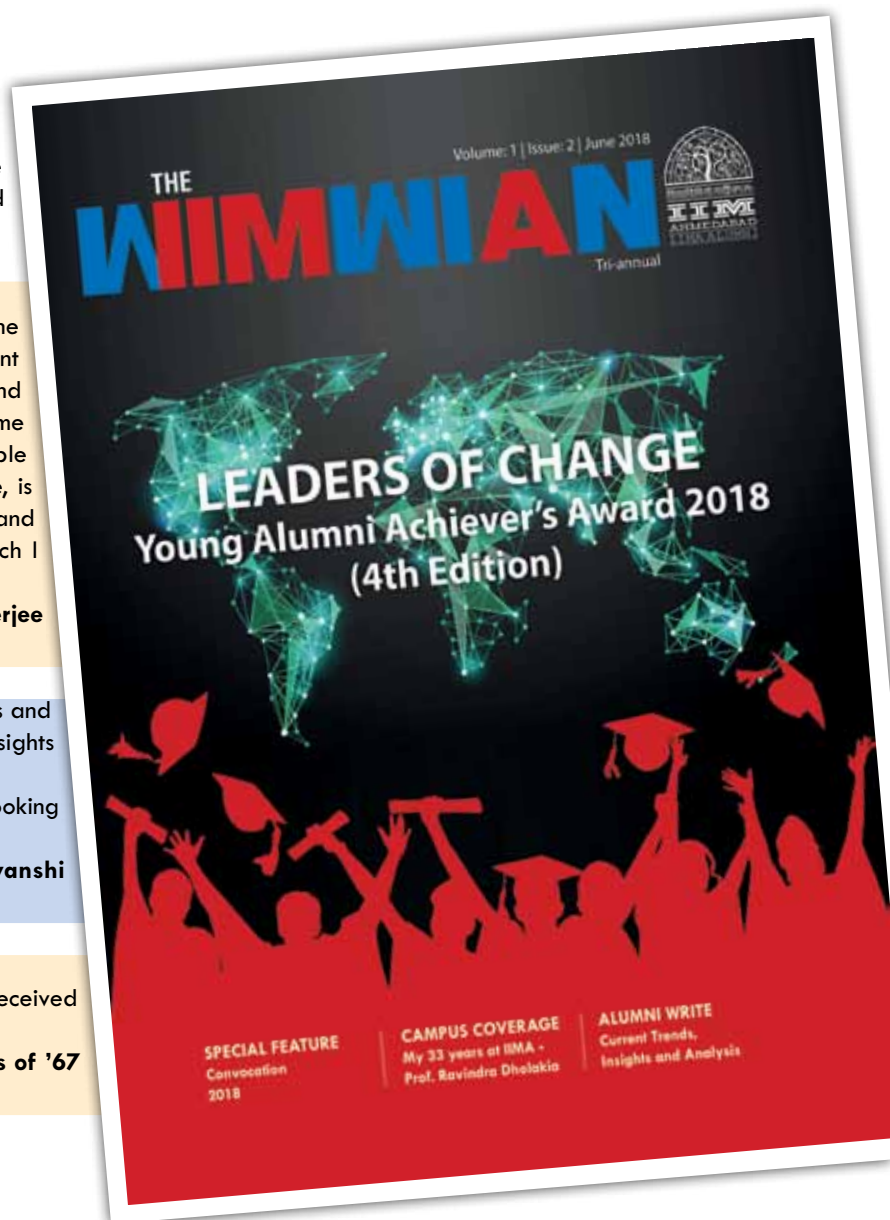
"Appreciated, an amazing collection of the contents and insightful write-ups by the alumni on 'Current Trends, Insights and Analysis' and the Young Alumni Achievers Awards,

Congrats to the editorial team. Thank you and looking forward to hearing from you soon."

- Dr. Deepak Yaduvanshi

"Thank you for the copy of The WIMWIAN received today.. The quality is excellent. Well done."

- Vijay Merchant, Class of '67



Dear Alumni,

Greetings! In this issue we intend to cover inspirational stories on alums who have believed strongly on 'Community Engagement Matters' through their social endeavours, with exclusive focus on the PGP 1991 batch. This issue also brings to you the highlights from The Red Brick Summit 2018 - the international management symposium of IIMA along with many more updates, achievements and stories from the community.

All feedback and comments are deeply encouraged for us to grow better with the upcoming issues of The WIMWIAN. We wish that you enjoy reading the Oct 2018 edition of The WIMWIAN.

Aarohi Abhsihikt Chauhan (Editorial Associate)

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Across India and Beyond...

Dear Alumni,

Greetings!

Within a very short span we lost three illustrious faculty members of IIMA. Professors Dwijendra Tripathi, VS Vyas and NR Sheth are no more with us. All three of them played significant roles in building IIMA as an institution. Professor Tripathi, the best known business historian of the country, not only contributed to creating this discipline in India during his tenure at IIMA, as Dean he was also responsible for building a variety of systems and cultural norms at the Institute that have withstood the test of time. A well-known agricultural economist, Padma Bhushan Professor Vyas was the Director of the Institute during 1978-82. Among several important positions, he also served as a member of the Prime Minister's Economic Advisory Committee, both for Mr Atal Bihari Vajpayee and Dr Manmohan Singh. A doyen in the field of Industrial Relations, Professor Sheth served as the Director of the Institute during 1984-91. IIMA owes a lot to these stalwarts and this issue pays a small tribute to all of them. They will always stay with us in spirit and keep reminding us of the core values of WIMWIAN.

Over the years, several IIMA alumni have contributed a great deal to the social sector. Their engagement with the community at large has made significant positive impact. This issue brings to you stories of some alumni from the batch of 1991 for whom community engagement has been part of their life. The 1991 batch is also engaged with the Institute to inspire students on campus to take on roles that can have significant social impact. We hope to bring out more such inspiring stories in the subsequent issues from other batches.

Another edition of The Red Brick Summit (TRBS) was organized on Campus during September 29 and October 2, 2018. The annual flagship management festival of IIMA students attracted large number students from all over the country. Like last year the event brought together a very interest of speakers from various walks of life. This issue provides you a peek into this year's summit.

As mentioned in the last issue fifteen Special Interest Groups (SIGs) have been created to enhance alumni engagement. The response has been very good but the challenge is to leverage the SIGs to undertake activities that are useful for all stakeholders. In order to expedite this process, I am trying to create a small coordinating team of 4-6 persons for each SIG. This team will consist of alumni and faculty interested in those areas apart from the representatives of the student clubs on campus that can benefit from the SIG. The mandate of this group would be to come up with meaningful activities that can be initiated in the next 3-6 months. So far we have been able to initiate this process for three SIGs – Women, Entrepreneurial Eco-System and Education – but hope to do the same for all others in the next 3-4 weeks. I request you to actively participate in the activities of SIGs. Joining the new interactive portal would also help our efforts in this activity apart from undertaking other activities beneficial to alumni.

The festive season is about to begin. The Navaratri celebrations will start soon and then we will celebrate Diwali, the festival of lights. I take this opportunity to wish you and your family the very best for this festive season.

Warm regards,

Rakesh Basant
Professor of Economics
Dean, Alumni and External Relations

'COMMUNITY ENGAGEMENT MATTERS'

Safe in India Foundation: An IIMA 1991 initiative

(Does your car brand care for the lives of workers in its supply chain?)

Safe India Foundation is an IIMA '91 Batch supported social venture to address the issue of crush injuries in the Automotive Sector and work on win-win sustainable solutions. The co-founders of the initiative are Sandeep Sachdeva, Prabhat Agarwal and Ravi Gulati - all IIMA '91 batch alums. Below, Mr. Sandeep Sachdeva shares the experience, achievements and future plans of the foundation for the betterment of contract workers.



A worker explaining the ways in which hands get cut in power presses in a Focus Group discussion

Birth of Safe in India: It all started with a newspaper article in December '14 **"20 workers a day lose their hands and fingers in auto sector manufacturing accidents in Gurgaon-Manesar"**. Ravi Gulati, Prabhat Agarwal and I got together and decided to do something about it. Ravi, with his 25 years of experience of setting up Manzil, an NGO that has educated and mentored 20,000+ underprivileged

children (he never took a proper corporate job), and Prabhat, who having sold off his successful start-ups, was already deeply involved in mentoring high IQ underprivileged children, Rahgiri and other social enterprises. I found my perfect partners-in-crime. A bored banker was ready to be excited again!

With all the critical reasoning IIMA had taught



Countless workers lose their hands or fingers every day in India

us, we started with a six months of research. After 20 detailed case studies of injured workers, we published a (surprisingly) first of its kind and well received Report in September '15. The problem was sadly not just large but multi-faceted, as indeed most social issues are. We could not find anyone actively solutioning, so the entrepreneurs in us saw a ripe opportunity to bring change. *Safe in India* was thus born in September '15 as a civil society initiative.

I had still to learn that determining and implementing solutions to such socio-economic problems was often more complex than managing billion dollar businesses, replete with bright hard-nosed minds focused on a single bottom line.

Prevention or Cure: which comes first? With the above Report, we started meeting car brands in Gurgaon to influence them to prevent such accidents. We quickly learnt that safety in India is an unattractive business proposition. *The cost of such accidents in India is just too low. Overpopulation, especially among marginal farmers in rural India, feeds an unending supply of unskilled workers to the manufacturers, who dictate terms of employment and conditions of work, and lose little in case of industrial accidents.*

Brijesh Kumar: Coerced to work on a poorly maintained machine

Brijesh Kumar, 30 years old migrant from UP came to Manesar for employment in 2010 and had six years of experience. On 2 March '16, he complained about malfunctioning of the molding machine that needed urgent maintenance. His supervisor, despite his protests, coerced him to use this machine, resulting in an accident and a dysfunctional left hand. Now, permanently disabled, he has had to go back to his village. His factory was a sub-contractor in the supply chain of Maruti, Hero and Honda.

So, we pivoted and established a Worker Assistance Centre in Manesar in December '16. The idea was to provide the much needed urgent support to these workers, with severe crush injuries, *after* the accident, with their healthcare and compensations from ESIC (Employee State Insurance Corporation). Aajeevika Bureau, probably the most respected NGO in immigrant worker issues in India, agreed to incubate us, helping us to focus on impact, rather than administration from day one. The Worker Assistance Centre also ensured



6th IIMA International Conference on

Advanced Data Analysis, Business Analytics and Intelligence

APRIL 06-07, 2019

CALL FOR PAPERS

Indian Institute of Management Ahmedabad is happy to announce the **6th international conference dedicated to advanced data analysis, business analytics and business intelligence** which is going to be held at IIM Ahmedabad on **April 06-07, 2019**. The objectives of the conference are to facilitate sharing of:

- Research based knowledge related to advanced data analysis, business analytics and business intelligence among academicians and practitioners
- Case studies and novel business applications of tools and techniques of advanced data analysis, business analytics and business intelligence among academicians and practitioners.

Papers are invited from academicians and practitioners on any topic mentioned in the list of conference topics and related areas. Applications, case studies, review and discussion papers on these topics and related areas are also welcome.

CONFERENCE TOPICS

Papers should broadly address one of the conference topics listed below or a related area. Academicians and practitioners are encouraged to contribute new ideas, concepts, applications and case studies for discussion in the conference.

THEORY AND METHODS

• Algorithms for Big Data • Bayesian Methods • Big Data Models • Classification • Cluster Analysis • Computational Intelligence • Data Visualization • Design of Experiments • Directional Statistics • Exploratory Data Analysis • Forecasting • Functional Data • Interval Valued Data • Machine Learning • Manifold-Valued Data • Multivariate Analysis • Operations Research • Panel Data • Pattern Recognition • Probability and Stochastic Processes • Regression Modeling • Statistical Inference • Streaming Data • Time Series Analysis

APPLICATION FIELDS

• Analytics for Environment • Analytics for Public Policy • Analytics for Strategy • Analytics in Education • Bioinformatics • Data Analytics for BFSI • Data Analysis in Retailing • Deep Learning • Healthcare Analytics • High Frequency Finance • Industrial Applications • Insurance Models • Investment and Portfolio Models • Legal Analytics • Market Models • Marketing Analytics • Pricing Analytics • Quality Management • Revenue Management • Risk Analytics • Social Network Analysis • Sports Analytics • Engineering Analytics & IOT • Supply Chain Analytics • Telecom Analytics • Text Mining • Web Analytics

GUIDELINES FOR ABSTRACT SUBMISSION

Selection of papers for presentation will be based on detailed abstracts of about 1500 words. Abstracts must include a clear indication of the purpose of research, methodology, major results, implications, and key references. They are requested to adhere to the following:

Length	About 1500 words excluding title/cover page and references
Margins	2.5 cm. or 1 inch
Font	Times New Roman, 12 point
Spacing	1.5
Title Page	Title, author(s), affiliation(s), contact details
Key Words	Four

CONTACT ADDRESS
Prof. Arnab K Laha
Conference Convenor

6th IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence

Abstracts will be blind reviewed and only those abstracts approved by the reviewers will be selected. Electronic copy of the abstract in MS Office Word 2010 version and PDF format should be mailed to the conference convenor at confanalytics@iima.ac.in not later than November 19, 2018. Acceptance of the abstract implies that at least one of the authors will attend the conference and present the paper.

REGISTRATION¹

Registration fee of Indian Rupees (INR) **28,000** should be sent latest by **February 18, 2019**. The payment should be made through payment gateway. For participants affiliated with academic institutions in India a fee of INR 14000 is applicable. For full time research scholars working in university/institutes within India, a concessional registration fee of INR 7000 is applicable. Registration fee will include conference dinner, lunch and tea for the conference days, and conference materials. Registration forms can be downloaded from the conference website <https://conference.iima.ac.in/icadabai/2019/>. The registration form should be sent along with the payment details.

Best Paper Award

To encourage bright young researchers in the field of analytics, few best research paper awards may be given. A committee of academicians and industry experts would judge the papers and decide on the awards. For details, please see <https://conference.iima.ac.in/icadabai/2019/>

Memorial Session

Papers addressing current challenges in Marketing Analytics are invited for this special session in memory of Prof. Prathap Oberoi who was one of the founding member of this conference series. Full papers are required to be submitted for consideration towards inclusion in this session. A maximum of three papers will be selected based on feedback received after peer review. One author of each selected paper will be provided with return domestic airfare and his /her registration fees for the conference would be waived.

Full paper submissions for inclusion in this session should clearly mention on the title page "Paper for Prof. Prathap Oberoi memorial session"

IMPORTANT DATES

Last Date for Abstract Submission	November 19, 2018
Notification of Acceptance of the Abstract	January 07, 2019
Last Date for Submission of Selected Papers	February 04, 2019
Last Date for Registration Fees	February 18, 2019
Conference Dinner	April 06, 2019
Conference Dates	April 06-07, 2019

¹Registration fee once paid is not refundable.

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Women too work in such factories and have similar crush injuries

that we obtained access to valuable data and insights regarding these accidents.

Why should anyone trust us with their problems?

Winning credibility among workers was an unexpected and huge early challenge. Workers, exploited by factories, contractors, lawyers, even their landlords, are justifiably cynical. They could not believe that we could get them cash and *not* charge any commission! It took our hard working team, of Masab Shamsi, Amitesh Kumar, Ram Babu (an injured worker himself), Jitendra Kumar and Sandeep Singh (a visually impaired IITR 87 graduate), a year to increase our monthly conversion rate (registration to full file for compensation assistance) from 5% of now stable 45%.

The batch of IIMA 91 steps up: IIMA ka tempo high Hai! And how do we do it free? At our 25th anniversary celebrations at the campus in December '15, almost a 100 batch-mates pooled in Rs1.5cr, of which Safe in India received Rs 50 lacs. This year again the batch has contributed another similar amount. Even more valuable is their huge moral and other support with government contacts (Monika), IT system development (Danny), analytics (RoyC), worker app suggestions (Dipti), logo design (Moulee), AV content (Samir), social

Narottam Kumar: A young BSc student lost a finger on the third day of his first job

Narottam Jadav, 23 years old, came to Manesar in April 2016 to afford his ongoing BSc education. Within three days of joining as a contract worker, he lost his left hand index finger in a power press. His company supplies parts to Hero, Honda, Tata and Mahindra. After the accident, he received no support from his contractor or the employer and his employment was terminated.

sector expertise (Doc, Bhushi), auto sector and other strategic advise (Dixie, Joy, Raja, Dhall, YVS) and I am sure I am missing many (my sincere apologies).

Our credibility among stakeholders is strengthened by the fact that we are funded by Indian individuals and do not take any foreign or even CSR/Foundation funding. This will change in future once we have built three year financial track-record but for now this is a powerful argument.

Helping improve ESIC systemically: We knew that ultimately we had to help in changing ESIC for all the workers to provide long term sustainable support to them. **It is unfortunately not surprising that the ESIC processes are designed to make ESIC “babus” lives easier - opposite of what we in corporate life know as customer centric processes; customer being the insurance premium paying worker.**

So, since March '17, we have been sending monthly Management Information to them, have recommended significant changes in ESIC Act and Regulations 1952, made many process-reengineering suggestions, and highlighted a number of on-the-ground operational, non-compliance, corrupt and inefficient practices.

We have now helped 1400+ injured workers with their healthcare, and have helped obtain Rs 5 crore+ compensation for them. Our ESIC team has now become a respected expert in ESIC processes and our internal processes are mapped to theirs.

After escalating data-informed issues and suggestions, quarterly, until we reached DG-ESIC and the Labour Minister, they have now agreed to implement a number of our recommendations like launching a worker app for information and follow up, improving grievance process and creating better audio-visual information for workers. There are many other more strategic recommendations that we still



Father of a worker who lost his fingers as Safe in India worker event attended by 100+ workers

Ravi: Helper asked to work as an Operator

Ravi, a 19 years old boy, came to Manesar in 2018 and took up a job as a helper. On 29 March '18, the 15 day of his joining, he was forced by his supervisor to work as an operator on a power press. Due to lack of experience and training, he met with an accident on the same day, lost two fingers and has now gone back to his village.

need to keep pushing. If we are able to achieve any success in, we will be able to help 8cr+ workers in the country directly and indirectly. This will probably be a 3 to 5 years journey to make a significant impact. All within 18 months of starting the Worker Assistance Centre!

So now on to Prevention! In the process of helping these 1,400+ workers, we have collected 30,000+ data points to understand the nature and causes of these accidents.

54% of accidents happen on only one type of machine (power press), 70% of injured workers are below 30 years of age, 90% are migrants, 67% are contract workers and 90% are from Maruti, Hero and Honda supply chains. Almost half of them get their ESIC card only on the day of or after the accident; safety mechanisms are missing/malfunctioning in majority of machines.

Most accidents happen in Tier 2/3/4 factories i.e. suppliers to direct supplier to OEMs, where many a times lowly paid and unskilled helpers at Rs 9,000 pm salary are coerced to do Rs 12,000+ skilled machine operator job without training, inevitably resulting in such accidents.

We are now in the process of analysing this data

“My employer fired me after the accident. So I was facing difficulties in submitting the documents to ESIC. Only with the guidance from Safe-in-India, I received my arrears of Rs 17,000 and my pension will also start soon” - Bhola Ojha, Age 26 from Bihar (Medical Board done for pension after 14 Months of Accident)

to identify issues and recommendations to improve safety in auto-sector supply chain. Chitra Khanna has joined us as head of Safety and **our Safety Report is expected to be published by Sep18.**

Due to our escalation of ESIC issues, the Labour Ministry has helpfully **agreed to create a senior safety working group**, including an Addl Secretary - Labour, DG ESIC and DG FASLI (government's safety arm) to drive the prevention agenda. We hope to drive win-win solutions with pragmatism, and support from investors, media, government and customers. This will probably be a 5-10 year journey to make a significant sustainable impact.

What can you do?

- **Think of our workers**, many of who come from marginal farming families looking for that extra income that agriculture is unable to provide them.

- **Ask your car and two-wheeler dealer** about what their brands do for workers in their supply chain all the way to the last supplier. Make their life difficult and ask them to find answers from their OEMs.

- **If you have time and/or relevant contacts, give us some.** We need quality professionals and thinkers help us punch above our weight.

- **Then there is always cash**, something that many NGO founders end up spending more time than on the cause itself. We would rather avoid that.

Do get in touch with us at Sandeep.sachdeva@safeinindia.org. We enjoy discussing our challenges and potential solutions with like-minded people and how could that be better than with our own IIMA community.

AFFORDABLE HOMES IN INDIA FOR URBAN POOR: MHFC India

Mr. Rajnish Dhall (PGP 1991), the Chief Executive Officer and Managing Director of Micro Housing Finance Corporation Limited, is bridging the gap between the urban poor in the country and 'housing for all'. He co-founded the company after realising the vacuum in the space between microfinance institutions (MFI) and the banks in terms of home loans. The MFI were lending to the poor only for economic enterprises and the banks were targeting individuals only from the formal sector. In the current scenario, where the urban poor who are majorly working in the informal sector with regular incomes are forced to live in slums, MHFC is giving housing loans to these strata of people without documentation. The company has over 20,000 customers as on date with only 1% non-performing assets (NPA). MHFC is making the dreams of a 'home' come true for informal workers, artisans, farmers and many other individuals in the country.

Micro Housing Finance Corporation Limited (MHFC) was started in 2008 with the sole objective to provide housing finance for financially excluded lower income families (mostly in the informal sector who lack documentation to prove incomes) in urban India. It was (and is still) believed that one of the issues stalling the development of low income housing was the lack of finances available to lower income households (especially those from the informal sector).

MHFC was set up to specifically address this gap. **The company has 1 product - a Home Loan - and only lends to financially excluded families buying in low income housing projects.** These are families typically working in the informal sector and lack proper documentation to prove their income, thereby excluding themselves as potential customers for mainstream commercial banks. Most of these informal sector families live in slums, small dilapidated houses or chawls and include carpenters, tailors, plumbers, mechanics, drivers, housemaids, fruit and vegetable vendors, farmers, taxi drivers, dhobis, etc.

THE URBAN POOR WITH REGULAR INCOMES STRUGGLED TO GET HOUSING LOANS FROM THE BANKS: Prior to MHFC starting its operations, the informal sector was not considered bankable and was completely financially excluded. While the housing finance industry in India is well established (the leading company, HDFC, has been in existence for over 30 years) and there were several, approximately 35, housing finance companies approved by the NHB when MHFC applied for its license. Considerately, all of them



focused on customers from the formal sector (those with documentation to prove incomes). Unfortunately, only 10% of workforce in India is believed to be in the formal sector and thus 90% of the workforce

did not have access to a home loan, and of course without access to a home loan, builders have not been interested in constructing homes for this segment, which has contributed to housing shortfall for lower income families. MHFC's mission has been to kickstart the financing side which would help stimulate developers to build homes for the informal segment, thus stimulating the entire low-income housing ecosystem.

THE BACKGROUND: Housing Finance is and was a successful business for mainstream banks and financial institutions (like SBI, HDFC, ICICI Bank etc.). However, as stated, this has been focused only on middle income and higher income families with documented incomes. The promoters of MHFC believed that there were a variety of reasons on why lower income informal sector families were not being catered to - the main factors being the credit (that lower income families might not be able to service a home loan which is typically large in size and of course long term in nature), difficulty in assessment (since incomes are not documented), low ticket size (making it unremunerative) and maybe even a difficulty in dealing with a customer who might require more detailed explanation of terms. Given that home loans as a business was also growing at approximately 30% per annum compounded for the last 10 years or so for most banks and HFCs, there was probably very little incentive for mainstream players to look at this marginalised segment. Note that this has been a typical problem around the world as well - when MHFC was established in 2008, the promoters did look around to see whether there were ideas and processes that could be replicated - but unfortunately, microfinance (which is a smaller ticket loan for a shorter tenor and typically group lending) was itself being established - and really, there was no entity that was looking at the same audience for longer term home loans and the model had to be established from scratch. Having said that, MHFC did borrow basic mortgage lending practices from mainstream housing finance lenders and combined it with the same belief of microfinance institutions that this segment was creditworthy (albeit for a different product) - and in the process helped create the concept of micro mortgages.

BRIDGING THE GAP: The critical innovation of the MHFC's business model is, of course, only catering to the financially excluded segment 'urban poor'. MHFC is the first HFC in India with a sole focus on lending to EWS/LIG/informal sector families - and really was set up to prove the concept that this is a credit worthy segment.



In addition, **MHFC's technology and the way it conducts its business - through personal discussions and verifications rather than through assessment of documentation - is a first of its kind.** The informal sector is typically on daily income cash flows as they work mostly in small businesses or on contractual basis. Every hour spent by someone like a plumber/ electrician etc. is a loss of opportunity to earn income. Thus, spending more time in bank branches is directly detrimental to the interest of the banks - the more they can save time from trips to the bank, the more they can earn, and hence, lesser chance of defaulting on the loan. MHFC streamlined the entire loan application process by developing software that paved the way for completely paperless loan applications. Loan officers use web-enabled smartphones to submit loan applications. This eliminates the need for brick and mortar branches as well as physical documents. Loan officers visit customers at their doorstep - normally both their residence and workplace and take pictures of ID documents, current living conditions, employment conditions, and record conversations with the customer to get an overall sense of the customer's lifestyle, need of the new house and affordability of the EMI.

Till date, MHFC has sanctioned 20,000 housing loans - in value terms, approximately Rs 1000 Crores (average home loan being about Rs 5 lakhs) and these loans have positively impacted (significantly improved the living conditions) approximately 80,000 people (given at least 4 average in a family).

The business is also delivering on its model of being financially sustainable and is close to achieving its aim of a ROE (Return of Equity) of between 15% and 20%.

NPAT (Net Profit After Tax) in FYE (Full Year Estimate) 3/18 was Rs 10.3 Crores on approximately Rs 100 Crore net worth. There have been NIL write offs since inception and Gross NPAs is close to best in the industry at 1% as on March 31, 2018. The model is now finding a very enthusiastic acceptance and several new HFCs have been set up with a similar focus. Thus, MHFC has been successful in helping prove the concept that lower income informal sector families are equally responsible in servicing home loans and has essentially changed the ecosystem of lower income housing. Encouraged by the financing opportunities for this segment, developers (including the government) are also coming forward with projects aimed at this segment, which in the long term could help alleviate the overall housing shortfall, which is the original vision of the company.

THE JOURNEY TOWARDS SOCIAL CHANGE:

The promoters are from a banking and finance background but have been very interested in social change particularly in housing. Rajnish Dhall, who is one of the Founders and the MD/CEO of MHFC is an IIMA Alumnus. He completed his PGDM from IIMA in 1991 after which he worked with American Express Bank in a variety of roles and locations (Mumbai, London, Singapore) for 15 years. He left the Bank as a Senior Director in 2006 and returned to Mumbai to work in the social sector and initially joined [Aangan](#), an NGO which works with children in state run children homes. He worked there for 2 years before co-founding MHFC in 2008 as a social enterprise, combining his earlier experience in finance and also his interest to help disadvantaged families. Rajnish was actually originally approached by his driver for a 3 Lakh home loan to buy a house in Virar and he tried approaching several banks and HFCs for the same. This was when he realised that no mainstream lender was interested in financing this segment. In fact, Rajnish terms himself as a reluctant entrepreneur - and that he was driven to starting MHFC because this was a social problem that no one seemed to be addressing.

The company has been supported from its inception by leading social investors/impact funds like the India Financial Inclusion Fund (36.59% equity stake), Michael and Susan Dell Foundation (9.99%), and Ronnie Screwvala (7.38%). It has been strongly supported on the debt side by the regulator, the National Housing Bank (NHB), HDFC Ltd., the IFC and all the main commercial banks as well given that this sector is part of priority sector lending.



WORK SPACE AND IDEOLOGY: On the culture and employee's side, the company has a very egalitarian philosophy. The ratio between the highest paid full-time employee and the lowest paid full-time employee is just over 6 times (the lowest paid employee is at Rs 16,000 per month while the highest paid employee is at Rs 100,000 per month). All employees have been given shares in the company and there is a strong sense of common ownership.

IMPACT ON THE COMMUNITY: On impact, since the majority of customers live in rented accommodations, slums/chawls, dilapidated village houses etc. and move into their own homes with the help of MHFC's loans, this is measured by the number of loans sanctioned. The company has plans to directly help close to 100,000 families (thereby helping about 400,000 people) in the next 5 years but the potential is for much more. To put it in perspective, HDFC Ltd. has provided home loans to over 4 million families over the last 35 years - and there is no reason why MHFC (and/or similar companies who are inspired to help this sector) cannot replicate this over the next one or two decades. Separately, MHFC is assessed every year by the leading worldwide impact rating agency, GIIRS (Global Impact Investing Rating System) Rating & Analytics, which is the only entity worldwide that provides a comprehensive and transparent system for assessing the social and environmental impact of companies and funds. It grades on a scale of one to five stars and is based on results of over 540 GIIRS rated companies in 40 countries.



MHFC has received the highest possible rating in both GIIRS categories - a **"5 star Impact Operations Rating"**, which evaluates *'the impact of the business in how it operates'* and a **"Platinum Impact Business Model Rating"**, which *'recognizes business models that are specifically designed to solve social or environmental problems through company products or services, target customers, value chain, ownership, or operations.'* These ratings are a strong endorsement of the work being done at MHFC and reflect the company's execution against its mission of generating positive social impact.

ACCOLADES: Finally, MHFC was also one of six

companies across the globe to be shortlisted in the "Entrepreneurship" category for the Financial Times Boldness in Business Awards 2015. Although MHFC did not win the award, being shortlisted in the category among global companies was a major validation of its innovative business model and potential to drive major change (especially commendable given that past award recipients include Google and Softbank).

MHFC AND ITS 20,000th CUSTOMER: Recently, the company celebrated a benchmark of successfully helping 20,000 customers in fulfilling their dreams of owning a home. Ms. Manishaben Vaghari from Ahmedabad was their 20,000th customer. Along with her husband, Mr. Ranjitbhai, she has been selling flowers and garlands in Ahmedabad's Jamalpur Market for over 15 years. Their monthly income is approximately INR 21,000, but they were living in informal settlements all their lives. Through hard work and dedication, they managed to save INR 1,45,000 to pay the down-payment for their apartment, while MHFC helped them further by sanctioning a home loan of INR 7,80,000.

For more information on the company, please visit its website www.mhfcindia.com

Manzil: Journeying to Discover Learning!

Mr. Ravi Gulati, Co-founder - Manzil Welfare Society is a renowned Indian social activist. He started his career in Canada, but returned back eight months later, to pursue a course in Environment Education from CEE, Ahmedabad. He later associated himself with Trees for Life (HIMCON) which is an NGO working with the remote Himalayan communities. Additionally, he is also involved with Jansamarth, an NGO working in the Himalayan range using micro-hydro plants as sustainable source of energy to generate electricity. He is also a board member of Pravah, a NGO involved in youth active citizenship promotion. Apart from social development and constant community engagement, his other interests include environment and alternative economics.



Ravi Gulati is sitting on his laptop, making notes to prepare for a session with a group of young people later today. He is reading, typing and smiling to himself (he seems to have found something amusing today!).

It's been 27 years since he graduated from IIMA (PGP-91), and this journey has developed into a life that has directly touched the lives of about 20,000

young people since. Over 20 of those now run their own enterprises addressing various social challenges and touching lives further.

Someone who has had the privilege of studying in leading academic institutions, has travelled to many parts of the world, has now come to be a source of inspiration and guidance for children and young adults from low-income families in Delhi. His ideas on



education and life; his work within the public education system and his engagement with social entrepreneurs - how have these taken root and shaped across time?

The Inflection Point Ravi's insight into education and life came as early as his first year at IIMA - the summer of 1990. For his summer placement, unlike all his batch mates, he chose to work with a not-for-profit organization - a term not many were familiar with, including himself. Inspired and supported by Prof Anil Gupta, Ravi embarked on a journey to villages in the *ghad* region of Uttar Pradesh. That what seemed to be just an offbeat experience, while studying at IIMA, would one day define a large part of his identity, was unfathomable.

"The autonomy enjoyed by Professors at IIMA offers real and impactful learning exposures within the classroom", says Ravi, "and the Professors bring themselves to the classroom in ways that the subject becomes an extension of who they are and their rich experiences". This, on one hand, inspired Ravi to try something different for his summer placement; on the other hand, an irony awaited him at the village in UP. The day he landed at this village near Saharanpur, members of the community obviously became very curious about this urban lad. He was faced with innocent inquiries and one such repeated conversation became the defining moment of his experience there. The villagers were amused at the fact that a young man who claims to be studying in Class 16 (as they figured) found it difficult to identify crops that any unlettered child in their village could easily do. This light moment was intense enough for Ravi to later reflect deeply and draw insights about how contextual education was and how the best possible exposure had its own limitations.

Having brought up by an inspiring mother who gave 30 years of her life in volunteering fulltime as a Special Educator, Ravi experienced growing up with a special elder sister Sonia who was raised in

a way unlimited by her handicap, connecting joyfully and effortlessly with all kinds of people and always being independent and productive. Unknown to him, his world and ideas about work were being shaped differently. After graduating from IIMA, Ravi took off to Canada for his only 'Job' to date, on an 8-month assignment in the corporate sector. Only to later recognize the absurdity of having travelled halfway across the continent to explore different cultures and not having done so in his own country. On his return, many more diverse experiences greeted him in his backpacking adventure across India for four long years! The enigma of life chased him in his own house when he, after having travelled for almost half a decade, discovered about the existence of a low-income community within a stone's throw distance from his plush neighbourhood in Khan Market. By then, he was already hit by the bug of engaging with people more than places. One thing led to another and Ravi found himself with a bunch of children, most of who attended local government schools, being equipped (poorly) to pass exams at school, but were certainly not being prepared for 'exams' that life had in store for them. His own experience as a student spoke to him about how easy it was to 'cheat' the system to score marks and not 'LEARN' and how ultimately we realized that we had cheated ourselves. Manzil was co-founded by Ravi and his mother - Indira Gulati, as a non-profit, facilitating the journey of self-discovery for teenagers and young adults who would otherwise be oblivious to the same. Nurturing individuals for their own unique talents and potential, in the company of other seekers, gave way to an experience where possibility of learning and co-learning can be maximized. Learning NOT restricted to age, classroom spaces, adults or subjects, at this unusual community of learners, students are teachers and teachers, students as they bring alive the belief that "Sharing is the best way of learning".

A school where students are teachers, and teachers are students Manzil's core intent is to nurture individuals to become good human beings and create a community of passionate youth with a unique DNA. Youth who can not only hold multiple perspectives at the same time but also relate to others and act responsibly in their lives while pursuing their personal passions; skills that are of utmost relevance in the 21st century.

At Manzil, learning to lead is empirical hence it emerges more as a personal trait rather than positional status. Competencies like taking ownership, responsibility, building trust and trusting others, influencing without using authority and above all developing an entrepreneurial mindset are pivotal to their growth.

In a lot of ways, Manzil became an extension of Ravi and his experiences, just like the classes at IIMA.

What form has this learning community taken? What makes the students willing to come to Manzil all 7 days in a week? In this peer-to-peer learning community, what kind of diverse learning opportunities exist?

A combination of the usual offerings and students' asks has led to the emergence of classes like English, Maths, Science, Computers, Music, Dance, Theater, Filmmaking and Craft, impacting the lives of students in many ways. Confidence, audacity to dream, preparedness for a diversely characterized work life and a sense of empowered autonomy are some commonly visible traits among the students.

A large part of Manzil's culture nurtures interrelationships in this common space rather than focusing on content. Unlike their academic institutions, students experience a community where they are under no threat of ridicule for not knowing something or making mistakes. Experiences, good or bad, are collectively and continually mined for learnings for life. A contrasting experience where there are:

- **No certificates:** Children are motivated to learn for the intrinsic value of learning
- **Children choose what they want to learn:** No compulsion, nothing is mandatory, but having chosen, students take complete responsibility
- **Organisational principles of Manzil being value-centric:** No meaningless rules, every rule and its need is understood and appreciated
- **Peer-learning: Children teach each other** and there is little hierarchy
- **Arts-in-Education:** Recognizing the **role of creative arts in fostering self-expression.**
- **Student-led leadership:** 10-member Core Team

“ **A large part of Manzil's culture nurtures interrelationships in this common space rather than focusing on content.** ”

consists entirely of Manzil students.

A Fertile Ground It was Shridhar Sethuram, Ravi's batch mate from IIMA and an ardent long-time contributor to Manzil in myriad ways including financially, who first noticed the mushrooming of enterprises, spinning out of Manzil, and proposed to support them by initiating an Entrepreneurship Cell at Manzil. The Cell currently supports 7 enterprises started by Manzil youth. These include both for-profit and social enterprises by youth whose parents can barely make ends meet working informal, insecure jobs driving, gardening, or sometimes selling tea on the roadside. Stories of some of these enterprises span from successfully establishing an internationally recognized music band - Neeraj Arya's Kabir Café that brings Kabir's verses through contemporary music; to setting up of a Film Production House - FimArt by 6 young Manzillions who have serviced and impressed clients with over 100 films in just a year; a unique travel company by local youth - Delhi By Locals, that teaches us about balancing business and social impact by not only climbing the charts and becoming TOP 5 on TripAdvisor but also contributing 50% of their profits in developing youth in the community where they operate from (Learning By Locals); inspiring stories from young women running a Crafts Business - CraftKari; a passionate dancer providing a source of income to 40+ young dancers - Dance Kabila; to Manzil Mystics that offers a 'Learning Through Music' Program in over about 30 Government Schools across Delhi, offering life-skills and encouraging self-expression and a unique way to learn about menstrual health and hygiene to 3000+ children.

Full Circle - How educators learn After a decade and a half of working with children and young adults, Ravi was faced with his own contradiction about Learning. As a philosophy, he believed that there was NO age for learning and Life-Long Learning is imperative, something he would diligently practice and role model for his students. On the other hand, when he had the opportunity to engage, through another non-profit Creatnet Education, with Principals of Government Schools in Delhi, he had very little faith in their ability to change, to begin with.



Creatnet Education operates with a promise that a good school principal, is always doing a balancing act between how her performance is assessed and what would be of greatest value to her students, between immediate goals of showing learning through marks as a measure and the long-term purpose of kindling a life-long desire to learn in her students, between managing the infrastructure and administrative and other school processes, and inspiring and continually developing her teachers to in turn inspire children to learn and grow. This way of 'Learning To Lead' defined the core need of Creatnet's work.

But how can that kind of learning happen? 'Training' principals was clearly not going to work and a demand for an ever-deepening self-awareness was recognized. This insight of his peer-mentor Darshan Bhat led to the evolution of a cascading model of learning in close-knit small peer groups for all 1000 Delhi Government school principals. Principals collectively learn to inspire their teachers to transform schools and improve the learning environment and outcomes for children coming to those schools. Creatnet's work directly impacts lives of 1000 principals and indirectly impacts lives of 16 lakh children in Delhi.

Collaborating to Co-Create Nurturing Communities Ravi's unique idea about scale - he swears by the quote "You can sometimes count the number of seeds in an orange but you can never count the number of oranges in a seed" - allows him to not focus on expanding Manzil as an organization but supporting passionate youth and adults to scale

the idea of deep learning in their respective contexts across the country. Whether it is a Headmaster of a government school or a Youth Leader, his motivation has been to empower and encourage their work. This has led him to be on the founding team of three other organizations in the social impact space outside the Manzil Ecosystem.

1) **ComMutiny Youth Collective** - An association of youth-led and youth engaging organizations across India working towards promoting empowering spaces for youth leadership. Through ComMutiny, Ravi is instrumental in mentoring young entrepreneurs across different geographies.

2) **Safe In India** - Co-founded with two other batch-mates from IIMA, working with unfortunate victims of crush injuries in the auto manufacturing supply chain in Gurgaon-Manesar area to reduce the unacceptably high number of accidents, and for their health-care and compensations.

3) **Creatnet Education** - A collaborative network of school principals, relying on developing leadership from within, to augment learning and facilitating growth (Personal and Professional Development) for educators.

This diverse portfolio of work has given Ravi access to communities of passionate youth, seeking educators and youth in danger. His deep involvement with these communities enables him to derive profound fulfillment through influencing individuals towards positive change - something he learnt in theory at IIMA and is attempting to apply in real life.

PGP 1991: The Social Mavericks Scholarship

The scholarship offers a monthly scholarship of Rs. 40,000 for three years to one student/student group each year. The criteria for being eligible for the scholarship are that the student/student group must belong to the PGP/FABM/PGPX cohort, and the entrepreneurial business idea must have a social impact.



The signing ceremony which was signed by Prof Rakesh and Prof Jhangiani (1991 batch)

THE NEED TO GIVE BACK: The batch of 1991 met for its 25th year reunion at IIMA in December 2015. As we reminisced about what we had done in our careers and lives, and where we had come, we realised the tremendous difference IIMA had made to our lives. Without our two years here, and the values instilled in us here, we would have been very different people, and maybe not people we would today look back at and have liked! Given this, there was an overwhelming need from the batch to give back - both to the institute and to society at large, to pave the way for others to gain in the way we did, and to make a difference to the society at large.

THE INCEPTION OF SOCIAL MAVERICKS SCHOLARSHIP: In its deliberations, the batch focused

on three initiatives. One of these was the Social Mavericks Scholarship. Ours is a batch that has the privilege of having a number of social entrepreneurs. All of us have seen first-hand the impact they have made on society, while also fulfilling their own dreams of building institutions and wealth. It seemed natural that we should look to grow more such entrepreneurs as our way of giving back. From discussions with students and faculty, we realised that while there were many students who had dreams of entrepreneurship, and a significant number amongst these who had ideas that could have a social impact, a key barrier to them starting out on their own was the monthly installment on the student loans they had taken. The monthly installment becomes due six months after a student graduates from the Institute, and students need a

“ What really makes the difference is the willingness of the batch to give - both monetarily and of its time - and the role models within the batch that potential entrepreneurs can see. ”

steady source of cash flow to begin servicing this loan. This seems to be the single largest barrier to students starting their own ventures.

From this insight, we build the Social Mavericks Scholarship. The scholarship offers a monthly scholarship of Rs. 40,000 for three years to one student/student group each year. The criteria for being eligible for the scholarship are that the student/student group must belong to the PGP/FABM/PGPX cohort, and the entrepreneurial business idea must have a social impact. Our definition of social impact is fairly loose - all we ask is that society and its members be impacted in some way. Students apply to CIIE in the way they would normally apply for Mavericks Scholarships, and from within them, a social maverick scholar is chosen. Along with the scholarship money, the recipient also receives all the backing of the Batch of '91, which includes mentoring, coaching, advice on setting up a business entity, scaling it, taking venture funding, advice on sales, product development, hiring etc., and even office space, if needed! On its part, the Institute offers a two - year placement deferment - should things not work out, the student can come back and take placement within two years of graduating.

THE RECIPIENTS SO FAR: The scholarship is in its third year now. We have two recipients so far. Our first recipient is Arvind Kumar, from the batch of 2016, who is in the process of rolling out a system to help supplement classroom learning amongst student in English Medium Schools in small towns. The front end of the system consists of a mobile phone app, where students are tested on their knowledge of a particular subject, and given supplemental education as needed. An intelligent algorithm at the back end varies the content provided depending on the students answers to test questions. Teachers have access to their students' results, and can modify their teaching in the classroom accordingly. The system is currently being



The signing ceremony which was signed by Prof Rakesh and Prof Jhangiani

Beta tested in Haryana, and a rollout across the state is expected to be completed by the end of Fiscal 2019. Our second set of recipients are Gaurav Bagde and Somesh Agarwal from the batch of 2017. Gaurav and Somesh, along with a third collaborator from IIT Ropar, are working on developing and deploying charging infrastructure for electric vehicles. We are bullish about the prospects of both these ventures; and expect them to positively impact education and the environment in the years to come.

In 2018, we also decided to mentor summer interns. Our idea is to work with a PGP I student who has a promising idea, to help him/her flesh it out during the summer between PGP I and PGP II, and then ask them to bring it in for a possible Social Mavericks scholarship in PGP II. Our first summer intern was Mikul Patel, who is working on setting up an online counselling service for young people. Mikul's project goes into beta testing in September, and we are optimistic about its ability to make a significant difference in the mental health of young people - not least of all stressed IIMA students!

It's been a fulfilling journey so far in our effort to promote social entrepreneurship. What really makes the difference is the willingness of the batch to give - both monetarily and of its time - and the role models within the batch that potential entrepreneurs can see. Going forward, we're looking for ways to expand our footprint and multiply the impact we can make. Watch this space!

Blind People's Association: Ever Growing Organization

Dr. Bhushan Punani serves as the Executive Director of Blind People's Association (BPA). He joined the organization in 1979 as Project Manager after passing out from IIMA, highly inclined towards doing something for the community as a whole. He entered BPA, leaving the plush managerial positions in the corporate world far behind. Due to his committed contribution to the development sector, he has won numerous international and national accolades. He is also involved in the advisory and executive roles in government and non-government entities that are working for disability rehabilitation.



"Khushiyo nu Sarnamu"



"Khushiyo nu Sarnamu" - Abode of Happiness is the appropriate name for a Rs. 55 lakhs centre for children with multiple disabilities built by the Deesa Nagarpalika and handed over to Blind People's Association (BPA) for running. This promise was made by Mr. Pravin Mali, President of the Nagarpalika when he visited a makeshift centre of the BPA at Deesa. He pledged that he would build a centre on the Nagarpalika land and gift it to the community. This promise was fulfilled in just 15 months!

A politician and his promise, almost oxymoronic... has come true as a result of BPA's reputation and intensive engagement with society.

Any service organization breathes and thrives by the support it gets from civic society and the public at large. NGOs cannot work or grow if they function like islands.

BPA is no exception to this rule. It has established links with local organisations in a number of States. These organisations are guided and counselled to perform similar services in their areas for the comprehensive development for children with disabilities.

The Blind People's Association is one of the largest development organisations for persons with all cat-

egories of disabilities in the country. It is known for developing a variety of need based programmes for the comprehensive development of the visually impaired persons as well as persons of all categories of disability, namely hearing impairment, orthopaedic impairment, mental illness as well as mental retardation. Its activities range from prevention of blindness and disability, education, professional and vocational training, resource mobilisation, production of mobility, educational and rehabilitation and assistive devices, community based rehabilitation and



"BPA Main Campus"



"MSM-Naaz Centre"



"Bavla School"



research and development.

Ever Expanding Infrastructure: BPA started this journey in the 50s with one campus and the land bank of only one acre in Vastrapur. Today, after 60 years, BPA has 15 campuses in Gujarat and one in Rajasthan, a land bank of almost 42 acres. The most creditable part is that the BPA has purchased only 3000 Sq. Mtrs of land at Government approved rate of Rs 70 per Sq. Mtr. The other land has been given by the Government as Revenue Free Land or in donation by individual donors or other Trusts.

Merger of Two Trusts - a Distinctive Achievement: Naaz is a village 20 kms from Ahmedabad. The MSM Trust ran a school on almost 22.5 acres in the village. The Trustees were aged and not able to manage the school. They were aware of the BPA work ethics and reputation and offered their Trust and its property to the BPA to manage. BPA exploited the provision of merger of 2 Trusts as per provision of Section 50 (B) of the Gujarat Public Trusts Act, 1952. This was the first merger of two Trusts working in the field of education. Today, BPA runs an inclusive school where 200 children with and without disabilities study together in idyllic surroundings. The centre also has a residential complex for 30 children with severe disabili-

ty of which 15 are orphans. The place is quite remote and BPA thought that running it would be a challenge. To our surprise, there are donors and volunteers who visit Naaz almost daily. In fact, there are a group of committed donors who have adopted the centre for celebration of festivals with the children. Even Perkins International, one of the most leading organizations in the field of education of children with visual impairment and those with additional disabilities has come forward to support this initiative.

From Ruins to School: Mr. Ajmera visited the BPA after he lost his eye sight due to diabetes. He kept visiting BPA regularly. After a few years, he donated his watch factory building at Bavla to the BPA. This building though in a dilapidated condition sits on the main Ahmedabad-Rajkot Highway. Today, it is a vibrant inclusive school with 250 children. A vision centre is also run there. Gruh Finance Limited has been funding the running expenses of this school for the past many years.

Winning Trust of People: The Lioness Club of Karnavati having most of members, who originally hail from Rajasthan, wanted to do a permanent project with the BPA. We offered our hostel project for working blind and disabled women to them. They agreed



"BPA-Bareja Hospital"



"Lions Club of Palanpur"



but on one condition. They would construct the building themselves. We agreed immediately and today the Club has given us a building which they have extended themselves and it houses 200 people who come for training. It was a beginning of active participation and involvement of Rajasthan community in BPA's activities.

Community Support: One day a group of BPA Trustees and Executives visited Bareja for purchasing a land as investment for the Trust. When the Bareja General Hospital Trustees comprising of Mr. Manubhai Patel, a leading Chartered Accountant and others learnt about this, they decided to donate this land to BPA! Land of almost 5 acres was donated in the blinking of an eye. In 15 years today, the Bareja fledgling hospital is now a hundred bedded eye hospital which does 12000 cataract surgeries free every year. The campus also has an orthopaedic hospital, mental health unit and an ENT unit. Donations of almost Rs. 70 lakhs each have come from two donors – Shri Vithalbhai Patel and Ms. Vasantiben Patel. The local community at Bareja has rushed in to help. People from the USA related to them have come in and donated funds for expensive diagnostic machines and for setting up ultra-modern operation theatres.

Extending a Helping Hand: When Gujarat suffered the effects of the killer earthquake in 2001, BPA rushed to the rehabilitation and relief of the victims.

People were given medical treatment, assistive devices like crutches, wheelchairs and walkers. A centre was also set up in Bhuj with the help of the Indian Medical Association. This temporary centre was inaugurated by Late Dr. Abdul Kalam, in his capacity Principal Scientific Advisor, impressed by the dedicated efforts of the BPA. The Government of Gujarat rose to the occasion and donated one acre of land at prime location in Bhuj. Shri Narendra Modi, then Chief Minister of Gujarat laid the Foundation Stone and Shri L. K. Advani, then Deputy Prime Minister inaugurated this centre known as Kutch Comprehensive Rehabilitation Centre (Bhuj).

Further Expansion of Geographical Reach: The BPA started a 5-year project in Banaskantha district with the help of German Leprosy Relief Association in 2014 for reaching out to almost 7500 people with disabilities in all the talukas of the district. The BPA networked with the local service clubs for creating a sustainable infrastructure for the project. Lions Club of Palanpur and Blind People's Association signed an MOU to start an education and training centre for children with intellectual and multiple disabilities. The entire cost of running the centre will be met by the Lions club of Palanpur with the help of local donors. The Club started this Day Care Centre in its hospital and also provided very well equipped office space to the



"KCRC-Bhuj"

project staff. Very soon, BPA shall have its 17th campus at Palanpur, hopefully on a piece of land to be provided as Revenue Free land by Collector of Banaskantha District.

People's Organization: If you walk in to the BPA campus on any working day, you will find at least 100 visitors minimum!! These could be MSW, MBA, Engineering students who have come for projects or internships; school students visiting, clubs who have come to celebrate their foundation day; or people who have come to celebrate their birthdays with our students. Of course this was not built in a day!! This is a strategic move of BPA to encourage the footfalls of people to the campus. Disability is not understood or accepted because people with disability do not mingle with society. Absence brings about invisibility leading to lack of awareness which in turn leads to lack of acceptance. We are trying to break this vicious cycle by proactive engagement.

Over the years BPA has encouraged its students to participate in local, state and national events and have sought the understanding of the media in highlighting these strengths. We have involved ourselves with mainstream issues and been part of happenings.

Voluntarism - a Great Blessing: Society also has been very giving, loving and participative. They have generously given their money, their expertise and most importantly time!! We have volunteers who served at the helm of affairs of Corporates and businesses



"Lioness Karnavati Hostel"

who are giving their time selflessly. They bring in their groups from outside and further enrich the BPA family!! Diversity is always welcome as disability is only one part of human diversity!! If only society viewed it as such, disability would be an indivisible element.

Journey of a Professional on Less Trodden Path: BPA's journey over 6 decades is story unprecedented expansion, horizontal & vertical growth and reaching millions of unreached people with disabilities. It has emerged the most leading disability development organization in the country. It is known for its transparency, accountability and governance. It has emerged as role model in the field of management of NGOs. While the Founders of the organization like Mr. Jagdish Patel, Ms Bhadra Satia and Mr. Arvind Lalbhai had put the organization on the path of growth, the major impetus to this exponential growth came after 1979, when I joined as Executive Head. The first and foremost task was developing a team of professionals. Ms Nandini Rawal, Vimal Thawani and Harish Panchal joined as professionals heading various divisions. Through the team work of more than 300 Executives and Staff members of the organization, BPA has scaled newer heights during its journey of four decades of growth, expansion and professionalization. BPA has established that professionals, service providers and members of staff have a great role to play in respect of developing a sustainable and trust worthy organization like BPA.

SINCERE APOLOGIES

The WIMWIAN sends out sincerest apologies to Professor Ravindra H Dholakia in regards to the retirement age error printed in Volume 1, Issue 2, June 2018 of The WIMWIAN on page 45 of the magazine. He superannuated at the age of 65.

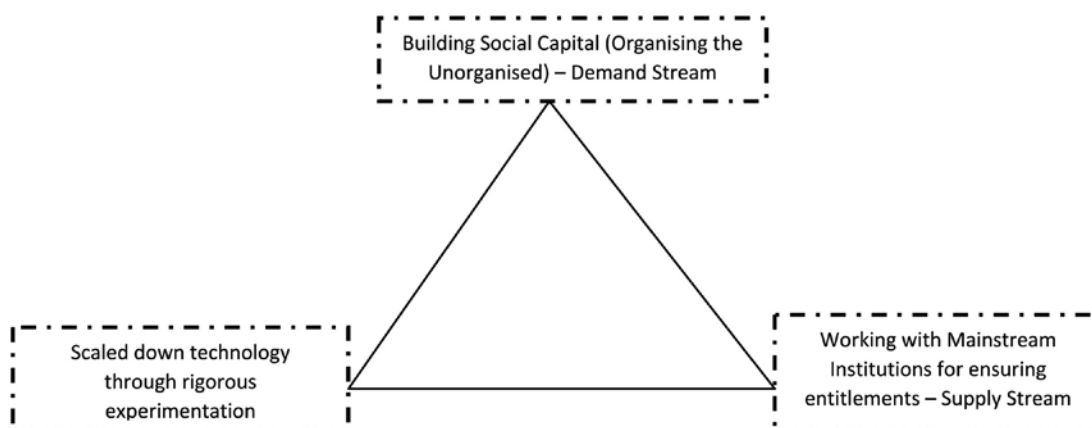
The WIMWIAN sends out sincerest apologies to Mr. Prasad Thakur in regards to the error printed in Volume 1, Issue 2, June 2018 of The WIMWIAN on the 'Contents - WIMWIAN Writers'. The correct name of the book is 'Pune's Pathbreaking Success in the Municipal Bond Market: A Case Study' and it is authored by Mr. Prasad Thakur (PGP 2016).

Building People to Build People: DHAN Foundation

Two Decades of Engagement with the Poor Communities

Mr. M.P. Vasimalai, Executive Director of DHAN Foundation is a post graduate in Agriculture and a management graduate from the Indian Institute of Management, Ahmedabad. He has over three decades of experience in development work and one of the key people in setting up Professional Assistance for Development Action (PRADAN). He was instrumental in setting up DHAN Foundation in 1997. He has specialised in community organisation, designing development interventions in the fields of natural resource management, livelihood promotion and institutional development. He has traveled extensively within and outside India and has participated/presented papers on these themes. He is also holding various positions in national and international forums, working groups, task forces and missions of Central and State governments on these themes. He was instrumental in promoting various network organisations. His areas of interest are institution building, leadership development and promoting various development themes for poverty reduction.

Local Community organisations to achieve scale and for collective learning



Development of Humane Action (DHAN) Foundation, a professional development organisation, was initiated on October 2, 1997. DHAN's **mission** is 'Building People and Sustainable Institutions for enabling the poor for poverty reduction and inclusive, ecologically balanced development'. DHAN **envisions** poverty free, value based, equitable, ecologically sensitive and peaceful society in all contexts. It further envisions to be a sectoral leader in microfinance, water and agriculture, and rise as an institution of excellence in human resource development for the social sector. DHAN pioneers in institution building for poverty alleviation with people

governance and management.

DHAN Foundation **works to** make significant changes in the livelihoods of the poor through building scalable, cost effective and sustainable innovations for self-reliance. DHAN as a mothering institution intends to promote and nurture new ideas on development themes and scale them up to benefit poor and marginalised communities. Driven by the philosophy of "Giving Back to the society" DHAN continues to attract, groom and engage highly qualified and socially concerned young professionals to work at the grassroots for making meaningful changes in the lives of the poor. DHAN as an HRD institution attracts socially concerned



professionals, groups and places them in grassroots development work to make poor lives different with dignity and right livelihoods.

Community Centered Approach

DHAN's livelihood enhancement approach entails a system of inter-linked components. There is a three-way link between technology, people's organisations and environment to promote successful activities for the poor. Technology is not class neutral; hence it has to be adapted so it could be used by the poor. Local organisations are needed to become carriers of the scaled down technology. But incentives of the tangible benefits derived from such technology are necessary to build viable and sustainable local organisations. The third factor, the enabling environment, is critical for the other two factors to perform.

As is obvious, the success depends on the best mix of these factors and all of DHAN's initiatives in community banking and water conservation have seemingly gone through this experience. This is borne out by the various observations and the success of the initiatives. It is the basic approach to processes and deriving from that, institutions, knowledge systems and styles of functioning. This is the enveloping function or approach to the above triad. Conceptually, DHAN's

approach lays emphasis collective empowerment, enhancing the common welfare of the group, a process that leads to the increase in individual welfare. Placing all transactions, including accounts, decision-making processes, conflicts and so on, in the public space, leads to collective empowerment. Nothing is kept confined to a few individuals.

Development Themes of DHAN

DHAN's core philosophy is mothering development innovations. DHAN is always on the lookout for emerging new opportunities for the poor; design a theme around the issue, experiment for few years to evolve a replicable and adaptable community organisation model in different contexts, and then consolidate the experience to launch it as a programme for scaling up. The criteria for evolving a new programme are its potential to impact large number of poor households for their better living and its replicability indifferent contexts. DHAN has been launching new themes for piloting in the beginning each decade. In the beginning of 1990s, Kalanjiam Community Banking and Vayalagam Tank-fed Agriculture Development were launched to work on microfinance and water as tools for poverty reduction. Both these themes have completed 25 years of their engagement with the poor

communities.

Kalanjiam Enabling Model of Microfinance

Kalanjiam Community Banking Program, initiated in 1990, focuses on organising the un-organised poor communities into self-governed nested institutions. Kalanjiam SHGs (Self Help Groups) are promoted at the hamlet level, and subsequently networked into Cluster Development Associations at Panchayat level and Federated at the Block level. The collective strength gained as result of it would enable them to work in collaboration with the mainstream to gain access and control over financial capital through linkages with banking and financial institutions; enhance human capital by building appropriate production and marketing skills; create and strengthen physical capital in the form of income generating assets. The hallmark of Community Banking Institutions promoted by DHAN is achieving sustainability in social, financial, and technological aspects. The primary groups start meeting their costs of operation from day-one, which builds their confidence and capacity to manage both financial and human resources on their own. By making decisions, monitoring their own progress, and solving conflicts, people acquire a sense of solidarity, as well as competence to govern their institutions.

- Over 50,000 Self Help Groups (SHGs) of poor women, small and marginal farmers, fishers, landless labourers covering One Million poor families have been organised in 13 Indian states and federated into 160 registered Federations.

- All these poor families have an accumulated savings of Rs. Rs.392 Crore in their SHGs. The groups have been linked with 322 branches of 36 commercial banks and mobilized over Rs.2,077 Crore as credit for various consumption and production needs of their members. With the loan from Banks and their own savings,

- Micro Insurance initiatives have helped reach all these poor families with an annual premium of Rs 11 Crore with mainstream insurance providers to provide a risk cover related to their lives, health, crop and livestock to the tune of Rs.53.48 Billion.

- Over 15,000 youths have been trained in the vocational training centres run by the Federations on various trades and helped them to get employed in nearby towns and cities as well as to initiate their own units with the assistance from Kalanjiam SHGs.

- Presently there are 125,000 women members occupy leadership positions at various levels of the SHGs, and their networks. In addition to this, nearly 40,000 members who had occupied leadership



positions at various levels are now providing guidance to the serving leaders.

- Nearly 17000 poor families have been helped to get electricity connection to their houses with the financial support of Rs. 8.3 Crore from their SHGs.

- The Kalanjiam Health Programme has benefited 383,000 poor women and 132,000 adolescent girls by addressing health issues such as anaemia, malnutrition, and sanitation in 91 federations.

- Federations in Madurai, Theni, Salem districts of Tamil Nadu have promoted SUHAM (Sustainable Healthcare Advancement) Specialty Hospitals. These three hospitals cater to the healthcare needs of over 100,000 families, with a backup of health insurance.

- The anaemia control programme has achieved a significant decrease in the prevalence of anaemia among pregnant women, by 25.7 per cent, and significant decrease in the prevalence of anaemia by 34.4 per cent among adolescent girls.

- Pregnant women who had minimum of three antenatal check-ups increased from 65.4 per cent to 80 per cent. Iron-Folic Acid tablet procurement and consumption, among adolescent girls significantly increased from 22.1 per cent to 86.5 per cent.

- After seeing the impact of Kalanjiam model of anaemia control programme, the State Department of Health and Family welfare, Tamil Nadu invited DHAN to implement the Anaemia control programme in five blocks, and subsequently to 50 more blocks.

Vayalagam Model of Reviving Community Governance in Water Resources

DHAN Foundation initiated an action research project in 1992 for regeneration of farmers'



management in the tank irrigation system, which took a shape of a scalable 'Vayalagam Tank-fed Agriculture Development Program', which has expanded its approach of working on isolated tanks to tank-based watersheds, reviving chains of tanks in minor river basins to multiply the impact of the restoration works. In the process, DHAN has also evolved scalable models for community-led conservation and development of traditional water resources, inland fisheries development, creation of drinking water ponds, as well as low cost and household level water treatment methods. DHAN lays emphasis in building social capital for reviving the age-old practice of community management (*kudimaramath*). Farmers and farm-labourers dependent on each tank are organised into Vayalagam Associations, networked at the cascade level (chain of tanks linked hydrologically) and federated at the block or district level to take up conservation drive on the large scale.

- 300,000 small and marginal farm-families dependent on tanks have been organized into 3,375 Tank Farmers' Associations in Tamil Nadu, Andhra Pradesh, Karnataka, Bihar and Odisha.

- These farmers have collectively rehabilitated 2500 tanks by mobilizing Rs. 46 Crore from

government and private organisations, and individual philanthropies, and sharing Rs. 11 Crore as their contribution through cash and labour.

- Resulted in stabilizing cultivation in 78,950 hectares of tank command area with increased water storage in rehabilitated tanks.

- Taken up Watershed Development works in 61 Watersheds under various Central and State Government Schemes benefitting another 95,900 hectares of land through soil and moisture conservation practices.

- Over 4000 farm families have been supported to construct farm ponds in their fields to provide life-saving irrigation to their crops during critical phases of water need, thereby securing their livelihoods.

- Rebuilt drinking water ponds in 300 villages in the drought-prone districts of Tamil Nadu, and over 120,000 people now have access to drinking water.

- DHAN's Sustainable Healthcare Advancement programme has assisted close to 126,000 families to construct a toilet in their home and another 21,000 families to establish household water-tap connection, which relieved women from their drudgery of fetching water from distant places. DHAN also works towards



reaching another 150,000 poor households in the next two years.

- About 60,000 farmers involved in production of various crops have been organized into Jeevidam Primary Producer Groups and federated into 64 Producer Companies. They facilitate collective purchase and distribution of farm inputs at cheaper price, build requisite skills for improved production and productivity, farm credit from local banks, help them pool their produces and gain better price for their produces through market linkages. Also, DHAN helps famers to get into value addition of produces, branding and retailing.

Other Development Themes of DHAN

At the dawn of the new millennium (year 2000), DHAN initiated four more themes as followed:

- Development Management Education theme**, through the Dhan Academy, an institution for Development Management Education, is the result of a partnership between the DHAN Foundation and Sir Ratan Tata Trust, Mumbai. The core purpose of the Academy is to induct and groom fresh graduates as Development Professionals through specially designed program, as well as to build the capacity of development practitioners.

- Rain-fed Agriculture Development theme** works to make rain-fed farming viable by improving farm productivity through location-specific interventions. It organises the farmers involved in rain-fed farming into groups and federating them at the block level, in order to learn form and build on the local best practices in rain-fed farming.

- Information and Communication Technology for Poverty Reduction theme** develops and implements socially relevant ICT programs through the People's Organisations promoted by the other themes of DHAN. It thus acts as a cross-cutting theme, integrating different themes.

- Democratising Local Governance theme** seeks to promote and strengthen village-level institutions as functional groups in the Panchayat to ensure people's participation, access to resources and reduce its dependence on the State.

- Coastal Conservation and Livelihoods theme** started in response to the Tsunami in 2004 that ravaged large parts of coastal India. It seeks to work with communities that are vulnerable to disasters in the coastal areas of Tamil Nadu. It organises the poor and vulnerable communities including women, farmers and fishermen, works with them to enhance their livelihoods

through promotion of collective action and prepares them to face future disasters.

In the beginning of the next decade (2010), DHAN launched three new development themes viz., migration, youth and climate change adaptation. These themes are involved in piloting in select locations to evolve a scalable programme components. In 2017, exclusive Institutions for deepening Small Millet Initiatives such as Panchayat Development, Housing for Poor have been launched.

The Impact and Contributions

Reach and Impact: Following its unique process of promoting localised Peoples' Organisations, managed and governed by the communities, DHAN has organised 1.65 million poor households spread over 78 districts in 14 Indian states into 66000 primary groups and who have been networked into 300 Federations. Also, it facilitates people to self-assess their graduation on the ladder of poverty reduction, declare publicly that they 'Moved out of Poverty'. Every year, on the Foundation Day of DHAN on October 2nd, the birthday of Mahatma Gandhi, after a thorough scrutiny people would declare it with a lot of pride and self-esteem. Out of 1.65 million people so far 400,000 people have declared themselves Moved out of Poverty.

Partnerships: DHAN cherishes collaboration as its core value and partners with the state, private philanthropies, corporate institutions under corporate social responsibility, banking and financial institutions, academic and research institutions. DHAN continues to attract new partners, inspired in DHAN's way of working with poor communities and its enabling model of development work.

Enabling Approach: DHAN never follows 'Delivery Approach'. It always believes in 'Enabling Approach' and 'Institution Building Approach' which lays emphasis on self-help, mutuality, community ownership and control over resources and benefits, thereby the interventions like microfinance or water resources development are just taken as means and not the ends.

Professionalism in Execution: DHAN believes in peoples' capacities, which continues to attract, groom and place highly qualified and socially concerned development workers at the grassroots works. More than 800 professionals and 2500 field associates are working across 14 Indian states bringing implementation rigor to the programmes. Another

“ In the next five years, DHAN has planned to reach two million poor households by organising them into 500 independent peoples' institutions and move 0.5 million households out of poverty by enhancing their livelihoods. ”

prime feature of DHAN is effective decentralisation. DHAN has 60 regional offices, also known as DHAN Resource Centres, spread across these states, anchored by Senior Professionals. Each region works with 5 to 10 Peoples' Organisations, managed by the professionals.

The Way Forward

Two decades of DHAN's journey in fulfilling its mission of building institutions for poverty reduction centred on human capital has resulted in a number of innovative and proven processes and methods in the realm of institution building. All its innovations such as community banking for addressing the issues of poverty, rebuilding community governance in water resources, preparing motivated professionals for working in the development sector, hardwiring values and ethics in all the organisational members, etc., have been tested for their results, adaptability in different contexts and have been demonstrated on a large scale at the national level.

In the next five years, DHAN has planned to reach two million poor households by organising them into 500 independent peoples' institutions and move 0.5 million households out of poverty by enhancing their livelihoods. It aspires to build and share knowledge through networking and impact policies from the learning generated by large scale community-led practice. DHAN, as a learning organisation, would continue to focus its efforts in finding new ways of working to enhance the impact of its work on the community, forge new partnerships to scale up its innovations, as well as continue to attract and groom motivated young professionals for grassroots development work.

Society for Assistance to Children in Difficult Situations: SATHI

Founded by Mr. Pramod Kulkarni, who graduated from the institute in 1981, SATHI is synonymous with rescue and repatriation of runaway children found on the railway platforms. Mr. Kulkarni joined the development sector out of interest with no 'ism' to his decision that was undertaken during his time at the IIMA. He always talks about the immense satisfaction he feels every time a runaway child is reunited with the family. Considerately, he is always thankful to his team who has made the social initiative successful on impact. Through SATHI, he hopes that the children are enriched towards good life after reunion with their own families, instead of risking themselves to abuse, addictions, sexual exploitation, thefts and struggles of daily survival on the railway platforms.



THE HUMBLE BEGINNINGS: While writing this, do I feel that, as I have worked in social sector and hence, I am a shade better than those who work in corporate? One big 'No'. I could do my work, because many of my friends in corporate sector helped. I took social sector, as it is my liking. Having come out from IIMA, I had a life security. I felt, paying back to society will leave me happy (not as an obligation). However, I had scanty ideas of what are the issues of social sector, much less

knew how to handle them. I joined Vijam Mahajan and PRADAN, his NGO. He is my guru and hand held me through in the initial 5-7 years.

There are many in Alumni who have worked in the community space and done work much more than what I have done. Ved (81), Vijay (81), Bhushan (80), Sohani (80), Vasi (85) are few names. On personal front, I have worked in NGO sector from 1982 till today. I wish to narrate some works I did. The narration talks

of the social context, community engagement and the benefits. The narration also tells few more things. I could achieve this, thanks to my management training. Application of management in social sector is badly needed, and if done, brings very good results, as I will demonstrate this through my work.

THE BACKGROUND: SATHI is an NGO that I work with. We help children in difficult situations. Not all, but children found straying on railway platforms. You too, may have noticed lonely children living on the platforms. Many of these children are runaway from home. The sight is sure to have stirred your feelings. No child should find himself in this situation. Considerately, the NGO focuses on railway platforms to identify such children and help them. We are doing this for about 2 decades.

Many of us thought then in the 90s, and think even today, that the children are pushed out from their homes as their homes are dysfunctional. So, many NGOs thought that the way to help these children is to do skill training and give independent life. As management principles suggest, it is essential to check assumptions. I did that. Our assumptions that homes of the runaway children are dysfunctional turned out to be incorrect. At times child is also at fault, and had left home in adolescent anger. Many children had home and affectionate parents. This was relieving and reassuring. We were happy for the children!

REPATRIATION WAS AND IS THE SOLUTION: Now, when we saw a child on platforms, we would think about the child's family and not about what skill training is to be given to the child. Reintegrating children with their parents emerged as a solution to the problems of the platform children or runaway children. Reintegrating the child was a joy. We also observed that the children arriving on platforms and disembarking is a phenomena witnessed every day. They are runaway from home and land in a place often unknown to them. These children, left to themselves start living on platforms or get in wrong hands. Help to the new child was always urgent!

RUNAWAY CHILDREN AND WHAT DRIVES THEM THIS FAR: For a child of 10 to 12 years, to just walk away from home into the unknown has to be very fearsome. You always wonder what are the factors that push the child to move out from own home. Our work over the years has given us an insight.

- Child bunked school or not interested in studies
- Mother beat for not doing work
- A friend advocated the child of possible adventures in big cities like Mumbai



- Father insists on child to work
- Harassment at school/hostel/madrassa/workplace etc.

There are also minor events like:

- Mother gave money for vegetables, he purchased chocolates - Ran away
- The child had a fight with a sibling or friend and did hurt - Ran away
- The child hired a bicycle and lost it - Ran away

The list is long. Over 150 such reasons have been listed. Once the child leaves home, taking steps backwards is very difficult. The child is more afraid of going back home and accept that he had run away. There are serious reasons too. A child is being beaten up by alcoholic father. In some cases difficulties at home, economic or relational, create pressure and the child got disoriented or distracted. Fortunately, such cases are small in number, say about 10%. There are also 2 to 3% cases where families are dysfunctional - either living on roadsides, mother or father having deserted the family leaving the family in disarray. There are also cases where the cause of running away is the child itself, having fallen to deviant behavior. Considering all the factors, stereotyping children by saying that they run away only because the family is dysfunctional is incorrect.

AGAIN, MANAGEMENT PRINCIPLES COME HANDY: The reasons behind children running away have been categorized and each category may need different solutions.

A child is contacted on the platform, is taken to police, registered and then moved to a "shelter for the children" maintained by SATHI or other NGO. On the first day, typically the child refuses to divulge information. In a day or two the child cools down,



develops faith, starts remembering home and starts sharing facts. The counselor guides and reassures the child that his reasons to leave home can be fixed with 'We can and will help'. The child very often realizes the situation and desires to go back home. We get information from the child about the address of home. We try locating parents. Often the child's home will be as far as 500-1000 km away. Police at that end are contacted and they do help in locating and reaching out to the parents. Parents are called to receive their child, and they even travel to us from faraway places.

FAMILY HAS THE DEEPEST ROOTS: In the whole incident, both the child and parents have gone through a lot of distraught. Parents resolve with the thoughts that they will never beat or do anything to the child that may cause them to lose the child again. On the other hand, the child has made up the mind to not leave the house again. The child searches for roots, with family being the best option. All this is done under the advice and instruction of the district Child Welfare Committee set up by the government. The child is in our shelter for a maximum duration of a week. In cases where the child is still reluctant to go home, does not have home, the address is not found, or family is unwilling to take the child - we hand over the child to the government institutions. From our end, we try to the maximum level and pray that this situation does not arise, even though it is a small proportion of about less than 10% of the cases.

RESCUE AND REUNION AT A LARGER SCALE: We started working on many railway platforms across the country. We started partnering with other NGOs. More number of children began to be helped. There is enormous joy in reuniting the children with the family

and this joy drives us. Many appreciated our work and some did not. They argued that a child has run away from a problem, and by reintegrating it in the family, we are putting the child back in the problem. The child is bound to run away again. Is the family integration in the interest of the child? They questioned.

To understand this, we took a sample of 100 children reintegrated in the past three years and checked the current status of the child. We were holding our breath. To our joy, most children (85%) were staying at home and reintegration was a success. Some 15% children had run away again. We did multiple studies over a period covering 2,000 children, who were reintegrated a year before. The results are almost the same. These studies and authentication again are fine management practices. Family reintegration was found to be a feasible solution. In fact, it was firmly proved to be working very well.

OUR OTHER APPROCHES: We also run a 30 days orientation camp for highly addicted children on platforms. Camp is an attempt to bring a positive change in them and rekindle attachment with family. It was designed by help of professionals from NIMHANS and Father George K (from Bosco). The child transforms from a hyper active, uncertain life on the platforms, to calm, introspective and guided life in the camps.

The runaway children are not stagnant and move around a lot. An influential individual is required at this stage to hold the child and say, "Hey, wait. I like you. You are good! Think whether what you are doing is fine. Remember the good in your family". This changes the child in many cases, without a mental health professional. Another myth broken by the work of SATHI!

Our work has broken many other myths. We also have ongoing assumptions, such as the stepparents ill-treat their step children. We have seen 100s of cases of the runaways who are step children to the parents. In majority of the cases, the step parents care for the step child. If there is an orphan child the extended families come to care for the child. This sounds strange to many from West, but the family system in India is strong.

Sometimes, tracing the addresses can be a challenge where we have to rely on the police immensely. In one case, we contacted nearly 5 Police stations in West Bengal and Bihar to trace the addresses of sisters. They had lost their way when they were barely 7 or 8 years old. Considerately, they could not share much about their address. Our staff physically visited the places described by them, and finally found their village.

In another instance, Prasad, 14 years old, was scolded by his father after a cigarette was found in his school bag. Prasad ran away after stealing Rs.500 from home. He spent a month on different platforms. He was rescued from Pune station in March 2018.

Ram was travelling with his father in Kanpur in the year 2009. He was 6 years old and somehow got lost. Ram stayed in different government homes, but nobody could trace his address. All he could say was 'Jwar Ghati'. Our staff used the internet to look for similar sounding places, contacting multiple police stations. Finally, his family was traced in Ujjain, Madhya Pradesh. The family was happy beyond description.

When the child is reunited, we feel so fulfilled. That is the secret of continuing to do this work for 25 years. Our team members receive lots of blessings from parents. Sometimes, we also receive contributions from them. A farmer from UP gave 100 kgs of rice, having got back his son.

IMPACT SO FAR: There are about 80,000 children who land on railway platforms every year. Also, it costs just Rs.4000 to rescue and reunite a child back to parents. SATHI has worked in 18 locations, pan India. 10,500 children were helped in one year. Cumulatively, Sathi has helped 75,000+ children. Such large scale operation requires good application of data, and management systems, especially when the subject at hand is so sensitive. Also, one important principle is to give lot of freedom and also credit to the staff. This makes them to own the program and its success.

SATHI is not alone. There are other NGOs too and together we are able to reach out to 25,000 children in a year. We are not helping all children, but there is a path to traverse.



SUPPORT FROM THE GOVERNMENT: We invited many dignitaries to witness the program where some 25 children were reunited back to the parents at a time. The event was attended by Minister of Railways, Minister of Women & Child Welfare (Government of Uttar Pradesh), and sitting judge of the Supreme Court of India. The Ministry of Women & Child Development have also acknowledged the issue. Minister Maneka Gandhi ji has initiated a program 'Railway Childline' to help children on railway stations. The program will cover 88 stations by 2019. Railway Board too has been very sensitive and providing support.

CHILDREN HELPED BY THE PROGRAM HAVE GROWN OVER TIME: We took the list of children helped in 2005 and in 2015, tried to trace them. We could trace 97 of 100 cases. The child then is a responsible adult today. One is a police inspector. One boy who had runaway for not doing homework, is now a BE and AutoCAD trainer. Such case studies are fulfilling and make me proud of our police, our railways and departments for child development.

RECOGNITION: SATHI's work has been featured in many national and international media over the time. The Ministry of Women and Child Development conferred the 'National Award for Child Welfare' to SATHI in 2014. The initiative has also been documented in a book by Malcolm Harper and Lalitha Iyer.

GLIMPSE AND FUTURE: In true spirits of what we observed in Prof Ravi Mathai then, I have formally relinquished the post as Secretary in the NGO three years back in 2015. I go to advise them. The organization is running.

It will be only so great if an alumni gets in touch with the work, wishes to join and grow.

Jai Hind!

2018 Kerala Floods: Ubuntu in times of despair

- Susan Jacob, Rotary Cochin Midtown

Rahul Mamman (PGP 2007), Managing Director of MPC Pharma and a Rotarian of Rotary Cochin Midtown is a social entrepreneur in the making. It was his passion to do his bit for the community that led to the genesis of Dil Se - a project to rehabilitate the flood-affected people of Kerala. His altruistic personality came to the fore during the recent relief efforts where he expeditiously organised 75 lakh rupees worth of essential medicines for the affected people in various regions of Kerala to meet the overwhelming need.



An aerial picture showing the extent of devastation

Onam 2018 will definitely go down in the annals of history of Kerala. It was a time, when the flood-battered and devastated Kerala rose like a Phoenix from the throes of a disaster of unprecedented magnitude.

In a sad twist of fate, people gearing up for the most awaited festival Onam, had to instead witness the worst deluge seen in a century. What would have been a normal run-up to Onam and the days that followed, people laying the beautifully decorated pookalam

(floral carpet) commemorating the homecoming of their beloved king Mahabali, boat races in the serene backwaters of Kerala, people meeting up with their near and dear ones, instead turned out to be a poignant time of despair and hopelessness.

No one here had the faintest idea that, what would unfurl instead in the days to come was a calamity of a severe nature, with several precious lives lost and several homes torn apart. While some lost their only source of livelihood others lost all that they ever had

and had nowhere to go.

The latest data shows that around 14 districts were affected with 7,000 houses destroyed and another 50,000 partially damaged in the floods. This tragedy has left nearly 500 dead, with many people succumbing to leptospirosis in the aftermath and around 13 lakh people impacted. According to the state finance minister, Mr. Thomas Issac, 30,000 crores of rupees would be needed to rebuild Kerala.

Many witnessed the heart-rending scenes of people who lost their near and dear ones and people who lost their homes and all that they had. Rahul Mamman, an IIM-A alumni and a Rotarian of Rotary Cochin Midtown too was visibly moved by the devastation caused by the floods, so much so that he with fellow Rotarians decided to immediately raise funds for long term rehabilitation of the displaced and help rebuild their lives. Anybody with a conscience and a heart in the right place couldn't ignore the magnitude of this calamity and hence they aptly named the project 'Dil Se'. Rahul, who was also the former General Secretary, SAC-C knew the drill all too well as he had helped out Ashwin Balasubramanian of his PGP batch in a similar fundraiser last year for the 10th alumni reunion. Along with Ashwin, another former batch mate Atul Mehta of Razor Pay also helped him set up the Dil Se portal as well as the online payment gateway.

This high-impact service project is the largest undertaken by Rotary Cochin Midtown till date. They wanted to use every opportunity while the incident was still fresh in the minds of the people and so they proactively started working on this project much before the calamity reached its crescendo.

Rotary Cochin Midtown has reached out across the world and has mobilised Rotary International's worldwide resources to generate funds for the post-deluge rehabilitation program. Dil Se is being executed as a Rotary Foundation Global Grant project. The Rotary Foundation (TRF) grants are a helpful resource and provide Rotary clubs the unique opportunity to translate their visions into reality and to make a lasting impact both locally and globally. As a Rotary Global Grant project, for every dollar contributed, The Rotary Foundation matches it with at least half, from its Annual Fund-SHARE, which is the primary source of funding for a broad range of local and international Rotary Foundation activities. Through the SHARE system, contributions to The Rotary Foundation are transformed into grants for projects that change lives.

When Rahul mentioned Rotary Cochin Midtown's plan to play an active role in the rehabilitation process



Rescue and evacuation during floods



Devastation due to landslides in Idukki

to his batch mates, the IIM-A alumni fraternity began mobilising funds on their part and the funds started pouring into the Dil Se project. As J.R.D Tata once famously quoted "No success or achievement in material terms is worthwhile unless it serves the needs or interests of the country and its people", these alumni associations are now serving as platforms that enable the alumni members to contribute back to their alma mater and the society as well. The response and the support from the IIM-A fraternity towards this project have been both overwhelming and inspiring.

In all this, people have discovered the true essence of **Ubuntu**. Ubuntu is an idea from the Southern African region which literally means 'humanity towards others' and is translated as 'I am what I am because of who we all are'. In a more philosophical sense it means 'the belief in a universal bond of sharing that connects all

humanity’.

Already within 20 days of launching the project, Rotary Cochin Midtown with the overwhelming support of Rotarians, IIM-A alumni, corporates, friends, family and well wishers raised Rs.2 crores. Midtowners envision raising Rs. 5 crores to build around 100 houses. Many of the fellow Rotarians are part of the construction fraternity, one of the many reasons that led to the genesis of Dil Se project. With project execution expertise available in house, they hope to reduce the implementation costs. The Rotary Foundation also appoints a Technical Cadre to monitor and audit the project as well as disbursement of funds making the process transparent with total accountability.

Meanwhile the areas that have been affected by the landslides have been identified in the Idukki district, one of the most badly affected areas of the deluge. The district of Idukki, which received the most rainfall in the state this monsoon was completely cut-off due to major landslides, with people abandoning their homes to move to higher areas. The talks are on with the local civic authorities to identify deserving beneficiaries. A cluster of 5 to 15 houses are planned, each consisting of approximately 500 square feet with roof partly concrete (RCC) and partly sheeted. The cost per unit is approximately 5.5 lakhs and can adequately house a



Architectural design of the house

family of 4-6. If all goes as per plan, the houses will be handed over to the beneficiaries by the end of the year.

Meanwhile, contributions continue to trickle in slowly but steadily and every penny coming in makes a difference. Those who are interested and feel motivated to contribute to this project and would like to know more about it could contact Rahul Mamman, Chairman of 'Dil Se' at rahul@nomisma.in and also visit the Dil Se portal at www.actfordilse.com.

EXCHANGE STUDENTS ON ETHNIC DAY - NAMASTE INDIA 2018



FIRST EDITION OF VIVAAD - SERIES OF DEBATES BY RED DOT



“Red Dot - The TEDx SIG of IIMA, in collaboration with the Literary Symposium Desk (LSD) has initiated **Vivaad** - a series of debates that seeks to address issues prevalent in the contemporary world and in our immediate society, by screening of a TEDx video on a specific topic followed by deliberations on the same.

Format – A TEDx video will be shown to the audience on the spot. Leading questions on the themes covered by the speaker will be asked by the moderators. The audience will answer along the lines of the questions asked or bring up their own points. They will be marked on the basis of the following parameters - manner, matter & method of the argument.

The 1st edition of **Vivaad** was held on 27th July, Friday, on the TEDx video “[Partition of India and the forgotten question of Balochistan](#)”(video referenced in the hyperlink) and was attended by 30 individual participants. Post screening of the video, the floor was

open to the participants/audience.

The following questions were considered for discussion:

1. The concept of India as a truncated civilization?
2. What does nationalism mean in the Indian context?
3. Do borders define identities? For instance, to what extent will a Pakistani and an Indian create their self-identity on the basis of arbitrary borders created during partition?
4. With special focus on Baluchistan, does any country have a moral standing to conduct an external intervention for protection of ‘human rights’ and sovereignty of other.
5. Is it necessary to hand over war criminals back to their countries after the cessation of the war/ conflict?
6. Do you think we have achieved decolonization of the Indian minds?

MASTERCLASS SPEAKER SERIES:

MR. AKHILESH TILOTIA

Mr. Akhilesh (PGP 2002 - 2004) is currently the Officer on Special Duty with the Minister of State for Civil Aviation, Government of India. He has a deep expertise in public policy, capital markets, strategy consulting and entrepreneurship. He also has experience of working with union cabinet ministers, senior bureaucrats, large fund houses, investors and organisations. He is a writer and socio-economic analyst with a best-selling book, *The Making of India - GameChanging Transitions* (Rupa, 2015) which makes a case for converting gaps in public services and economic fulfilment into opportunities for private sector. Additionally, he is a prolific columnist and commentator in the business media, fascinated by math, mythology and human nature, and happiest chasing curiosities. Below is an excerpt from his interview with Ms Ankita Saha, AERC (Alumni SIG & Publications Team) for MasterClass, a series of career-focused lectures featuring stalwart alumni who have achieved great success in their career.

How does it feel to be back to your Alma mater after so long? It feels great! I have such fond memories of the campus and the time I spent here and especially the exchange program I had; it's undoubtedly the best two years of my life. I just visited my old room, Dorm 12 Room 19; some of my best moments of college life had been spent there. It's almost 15 years later I am coming back to the campus, though I have visited occasionally during a couple of alumni activities.

What are your fondest memories of IIM A? The first memory I have of IIM A is climbing up the Harvard steps with huge suitcases when I first came to the institute in June 2002. That is one of my most favourite places on the campus. It's a sight to behold. My most exciting experience during the two years here was definitely the exchange program. I had a lot of fun there. I remember the fuss on pre placement stress and it all seems so inconsequential now.

Since you have been in the civil aviation sector for some time now, what are your views on automation in that sector? The civil aviation sector has rapidly grown in the last few years. It's facing capacity constraints now, because of the huge number of people using its services on a regular basis. We have made some long term investments recently, the outcomes of which will take some time to surface. We took a few initiatives like Digi Yatra which will make the entire travel experience from booking a ticket and entering an airport to landing extremely smooth and hassle-free. We are incorporating biometric filters at every corner, that will not be Aadhar based at all, that will give a seamless experience to all travelers and discourage queues. Another interesting policy we are taking up



is loosening the restrictions on allowing drones in the commercial air space. Getting licenses to put up drones will become easier henceforth.

What is your take on bringing jet fuels under GST and what are the challenges being faced by the state governments? With the incredible growth in the air-travel industry, the jet fuel industry has spiked up business too. This year more people will fly from India than the total number of AC coaches combined; this shows how people are gradually shifting their usual mode of transport to air travel from railways. The state governments have been trying to bring all the products/services under the GST scheme that already aren't, but the oil industries are restraining from doing so, because they feel it will affect their business. So,

that is a huge challenge bringing them under the present tax scheme, but we are coordinating with them towards a mutual solution.

Q. You have juggled a variety of jobs in different sectors, you have a keen understanding of philosophy and you're hugely interested in mythology. How do you don so many hats?

A. It's simply a matter of interest. I have always had an open mind and never constrained myself to a particular career choice, which is why now I have such a variety of experiences. As for mythology, I have always had an inclination towards it; I feel it has its

applications in all spheres of life. There is a lot to learn from mythology that can be applied in our day to day lives.

Q. Any message for the present batch of IIM A?

A. Just enjoy. Don't let the stress get you. This mid-career stress that you're facing here will seem so meaningless once you graduate from here. Make the most of the two years you spend in this incredible campus. It doesn't matter which company you get placed first from IIM A, because it is going to be a long journey after that, and you'll make plenty of choices that will take you places.

EXCLUSIVE MARRIAGE PORTAL FOR PEOPLE LIVING WITH HIV LAUNCHED

For this project, IIMA collaborated with Gujarat State Network of Positive People (GSNP+), a community based organisation (CBO) that works for issues faced by people living with HIV/AIDS (PLHIV). IIMA's Centre for Management of Health Services (CMHS) provided the technical

support to GSNP+ towards the success of the portal - matrimonial.gnsppplus.org. The product was launched at IIMA on 21st August, 2018 by Shri Govind Dholakia of SRK Knowledge Foundation. The project is financed by SRK, and would be managed by GSNP+.

WELCOMING PROF. CHIRANTAN CHATTERJEE - BUSINESS POLICY AND ECONOMICS AREA

We are happy to inform you that Prof. Chirantan Chatterjee has joined the institute on July 02, 2018 as Associate Professor in the Business Policy and Economics Area. He will also hold the ICICI Chair in strategic Management.

Before joining IIMA, he has worked as Assistant Professor at the Indian School of Business, Mohali, Punjab. He has also worked as Assistant Professor and Young Faculty Research Chair in Corporate Strategy and Policy at IIM Bangalore during 2011-2017. Prof. Chirantan Chatterjee is also a recipient of the prestigious 2018-2019 W. Glenn and Rita Ricardo national Fellowship at the Hoover Institute, Stanford University.

He received his doctoral degree in Public

Policy and Management from the Carnegie Mellon University in 2011, from where he also earned his M.Phil. in Public Policy and Management in 2010. He is an MBA from Indian Institute of Management Kolkata (Class of 2003) and B.Tech in Civil Engineering from Indian Institute of Technology, Roorkee (Class of 2001). After his MBA, Prof. Chirantan Chatterjee worked as a business journalist with the Economic Times Intelligence Group, The Times of India Group between 2003 and 2005.

Prof. Chirantan Chatterjee's primary research interests include Applied Microeconomics, Economics of Innovation and Pharmaceutical Economics with special focus on global health and innovation.

His office is in Wing. No. 15 F. He can be reached on extension 4946 or at chirantanc@iima.ac.in.

FORMER PRESIDENT PRANAB MUKHERJEE: THE GUEST FACULTY AT IIMA



The known economist and ex-president of India, Shree Pranab Mukherjee donned the role of guest faculty for a new course “Public Policy for Inclusive Development of India”. He will be taking a total of 12 out of 22 sessions (September 18-19, October 8-9 and November 16-17) at the premier institute for the brand new course that is housed within the JSW School of Public Policy. The course deals with the interplay between the system of parliamentary democracy and the desired end of inclusive development in India. Prof. Vijaya Sherry Chand, Chairperson of JSW School of Public Policy and Prof. Anil Gupta would be going forward with other sessions of the course.



WELCOMING PROF. ADITYA CHRISTOPHER MOSES - HUMAN RESOURCE MANAGEMENT AREA

We are happy to inform that Prof. Aditya Christopher Moses has joined the institute on June 25, 2018 as Assistant Professor in the Human Resource Management area.

He is a fellow of Indian Institute of Management (IIM) Bangalore and has received his doctoral degree in Organizational Behavior and Human Resource Management. He earned his Masters in International

Human Resource Management from the University of Portsmouth in 2010.

He has worked as a Teaching Assistant in IIM Bangalore during 2015-2017.

His primary research interests include Institutional Logics, Management Processes and Healthcare.

His office is in Wing. No. 15 E. He can be reached on extension 4945 or at adityam@iima.ac.in.

IIMA AT WORLD GOVERNMENT SUMMIT 2018

Indian Institute of Management (IIM) Ahmedabad was the only institute from India participating in the World Government Summit held in Dubai from February 11-13, 2018. In its sixth edition, the World Government Summit is an international knowledge exchange platform at the intersection of government, futurism, technology, and innovation. It is a global platform dedicated to the enhancement of governments around the world, convening over 3,000 participants, world leaders, policymakers, representatives of international organizations, and experts from over 130 countries.

From IIMA, a team of first-year PGP students - Abhishek Jariwala, Akshita Agarwal, Mithila Hegde, Priyanka Verma, Umang Agarwal, and Utpak Pankhania - presented a paper on 'The Future

of Agriculture in India' as part of Shaping Future Governments Universities Challenge. Their paper focused on the theme of ensuring a supportive and enabling ecosystem in agriculture, particularly crop husbandry that sustainably enhances productivity and profitability across the value chain. The team also outlined their vision for future of agriculture, with a model called 'Bharatiya Krishi Doordarshak'. The model had a three-fold objective: To meet the food security and sufficiency for the nation in a sustainable way, to help partner nations with their food grain needs, and to maximize revenue from the cultivable land without harming the surrounding ecosystems.

Dr. Vijaya Sherry Chand, Professor, Ravi J. Matthai Centre for Educational Innovation at IIMA, guided the students during their research.

PROF. ANKUR SINHA PROMOTED TO THE POSITION OF ASSOCIATE PROFESSOR

We are happy to inform that Prof. Ankur Sinha who joined the institute on 2 Feb, 2016 as Assistant Professor in Production and Quantitative Methods area has been promoted to the position of Associate Professor on July 9, 2018.

His primary research interests include Business

Intelligence: Data analysis and decision making, Optimization: Evolutionary algorithms and multi-level programming and Big-data: Financial text mining and sentiment analysis.

His office is in Wing-04 G. He can be reached on extension 4837 or at asinha@iimahd.ernet.in.

PROF. GOUTAM DUTTA OF IIMA AWARDED THE PRESTIGIOUS FELLOWSHIP OF OPERATIONAL RESEARCH SOCIETY OF INDIA

IIM Ahmedabad is glad to announce that Prof. Goutam Dutta has been awarded the prestigious fellow membership of Operational Research Society of India. The award was presented to him during the inauguration ceremony of the Diamond Jubilee and the 50th annual convention of Operational Research Society of India on December 21, 2017 at the Heritage Institute of Technology, Kolkata.

About Operational Research Society of India
Founded in 1957, it provides a forum and an avenue to widen the horizon of the Operational Research

Scientists by exchange of knowledge on the theory and applications from within and outside the country. The society is affiliated to the International Federation of Operational Research Societies (IFROS). The objectives of the society are, among others, promotion and propagation of knowledge in Operational Research, publication of a journal with original, high quality state of papers on operational research and allied disciplines, and conducting courses and examinations to propagate knowledge in operational research.

STARGAZERS: THE ASTRONOMY CLUB OF IIMA Lunar Eclipse and Mars closest to Earth



The longest total lunar eclipse happened on the night of 27th July, 2018 as the moon was the farthest from the Earth and hence moving the slowest with respect to our planet. Also, on 31st July, 2018 the Mars appeared three times bigger as it orbited closest to Earth after a span of 15 years. To witness the event, everyone was invited to the cricket ground (Old Campus) for a sky watching session.

THE HERITAGE CLUB: WALLED CITY FOOD WALK



On 22nd July, 2018, the Heritage Club of IIMA organized a “Walled City Food Walk” to give a glimpse of the glorious past of the Old City along with the taste of culture and present life. The enthusiasts apart from relishing

the mouthwatering delicacies at the famous ‘Manek Chowk’, explored the finest Islamic monuments, vernacular wooden architecture, Jain temples, and the history behind chaotic bazaars, condensed narrow streets and pols.

IGPC BAGS INTERNATIONAL ACCOLADES FOR GOLD POLICY RESEARCH

IIMA's global think tank on gold - The India Gold Policy Centre (IGPC) won an award at the 15th India International Gold Convention for Outstanding

Contribution to Gold Policy Research in 2017-18. The award was received by Professor Arvind Sahay, Chairman of IGPC, along with his team, on behalf of the Centre.



THE RED BRICK SUMMIT 2018 ENVISION. ENDEAVOUR. EXPERIENCE.

Indian Institute of Management Ahmedabad organized The Red Brick Summit (TRBS), its flagship management symposium, with a lot of exuberance and dynamism starting from September 29th 2018. The four-day potpourri of the erstwhile Big Four of IIM A - Insight, Confluence, Amaethon and ConneXions - aptly echoed the theme "Envision, Endeavour, Experience." The Red Brick Summit, named after the famous environs that have come to be associated with over 50 years of academic excellence was supported by Tata Trusts and hosted the "Social Impact Award" to felicitate notable social contributions in the Water & Sanitation Sector by the entrepreneurial minds of our country. TRBS 2018 featured a total of 16 business competitions, 15 workshops, more than a dozen speaker sessions and panel discussions as well as a number of activities, performances, and exhibitions appealing to all age groups. Following are the highlights from the event by The Red Brick Summit team.

SEPTEMBER 29th, 2018 (Saturday) The inaugural session of TRBS hosted Mr. Pratap T. P, the Co-founder and Director, Qwiksilver and Woohoo gift cards; and Anant Maheshwari, the President of Microsoft India who is also an alumnus of IIM Ahmedabad. Mr. Maheshwari spoke about digital transformation and how the world is changing and how our lives will become different with time. He explained the significance of using algorithms on analytics to predict inaccuracies, changes in humanity and run medical procedures. He believed that if one is a constant learner, one will always turn out to be better than a know-it-all person. Ten percent of the total population were probably the smartest of the lot, yet only a handful of them made a difference. Mr. Maheshwari stated the four energy sources governing his life: physical, emotional, intellectual and

spiritual. He constantly mentioned the concept of ethics in a profession like his, about the constant challenge they face with data security and privacy. He echoed Microsoft's mission to empower every person, every organization to achieve more. When asked what motivates him to be in his job every day, he said it's about pushing boundaries to solve customer problems that drives him.

The first day of the four-day festival saw a slew of incredible workshops like Google's digital marketing workshop, Zerodha's Investment Planning workshop and Ujjivan Bank's Social Entrepreneurship workshop. The talk on Journalism by Tamal Bandyopadhyay began with the man of the hour defining the 3 Cs - key drivers - of the journalism industry: Curiosity, Communication and Common Sense. He pressed upon the need to be

ethical in one's conduct as journalists are seen as the custodians of truth. When asked if business journalism is the ideal career path for millennials he responded by saying that the grind is severe, a lot of travelling is required and not everyone can take the hit. If one is passionate about journalism and enjoys it, then it is the right decision. Also, a bit of psychological knowledge is needed to read between the lines. The journalist needs to perfect the art of persuasion and be an all-rounder, not a specialist in one field.

IDEOS in collaboration with TRBS hosted its Innovation Symposium wherein some of the best innovations in the sphere of social entrepreneurship geared up to display their projects and take them to the next level. On healthcare and social support, some of the key innovations on display were ADLE - an Assistive Device for Life Enhancement for the visually challenged, an affordable Braille Printer and Titli - an activity-based learning kit for creating awareness about menstruation. In the domain of agri-tech and rural development, there was an Automatic Cotton Wick Making Machine, a cotton ball picker, a Jacquard lifting machine, a multi-tree climber and an orchard sprayer for controlled pesticide spray. In Ed-tech and livelihood generation, there was Jungroo Learning - an AI-based chatbot for learning assessment, Krishworks - a tablet-based solution for learning English and a low-cost automation kit for training people on PLC operation.

30th SEPTEMBER, 2018 (Sunday) This day of the fest witnessed a plethora of workshops, speaker sessions and impromptu events. A garba night was organised towards the end of the day so that all participants from distant colleges could experience the unique and rustic beauty of garba celebrations in Ahmedabad. The events during the day included an open mic by the music club and dance performances by Footloose, the dance club of IIMA.

Speaker Sessions: Mr. Sanjeev Sanyal, Principal Economic Advisor in the Ministry of Finance, addressed a packed classroom of economics enthusiasts on day 2 of TRBS. Mr. Sanyal began by drawing an interesting parallel between economics and Victorian-era steamships, and gradually moved on to the impact of the recent structural changes in government policy such as the GST and the Insolvency and Bankruptcy code. Throughout the duration of his talk, he used everyday examples to explain his opinions of macroeconomic policy making it an interesting session for both novices



Sanjeev Sanyal (Indian economist & writer) speaking about a wide breadth of topics (just like his bibliography!), ranging from his personal career transitions, as well as his views on the Indian Economy



Anant Maheshwari (President, Microsoft India) spoke about his life in IIMA and the 3 life lessons he abides by -power of constant learning , doing and right balance of energies

as well as the more experienced members of the audience.

Another speaker of the day was, Mrs Falguni Nayar, founder of Nykaa, an online beauty retailer. Mrs Nayar discussed with the audience Nykaa's journey towards growth and the acceptability it has achieved as a brand. She elaborated upon various innovations Nykaa has incorporated in the business

SPECIAL FEATURE

model to address the need gap of the beauty and wellness products. She attributes Nykaa's success to the focus company has maintained when faced with challenges. Finally, Mrs Nayar encouraged the audience to challenge the norms and believe in the power of the ideas. In her words, 'A unique idea is not the one everyone likes (in my case it was the investors), if it is a unique idea many won't like it and that is what makes it unique.'

Workshops: Mr. Saket Govind, manager at Havmor's ice cream unit spoke about the nuances of developing brands through Havmor's personal story of churning out new varieties of ice-creams every now and then. The speaker talked of a method which he called OLI:- observing, learning and ideating; qualities that are essentials to developing a new brand. The participants were encouraged to think about brand with a perspective outside the textbooks. The importance having a good advertising mix was demonstrated through interesting clips of company's ad campaigns. The idea is to keep in mind the desires of the customer and develop the product accordingly. Havmor developed a program where top food processing graduates were selected throughout the country and tasked with developing lip-smacking innovative ice-cream flavours. This is how they endeavoured to keep up constant innovation. Participants opined that the workshop was informative, fun and educative.

Nielsen's market research workshop began with the organizers proudly announcing, "Nobody understands a company better than us." The host echoed the company's mission statement, that is, to drive data-based decisions in a connected world and create outcomes for their clients and customers. He went on to explain how the retail measurement services are different for modern trade stores and traditional kirana stores. Contrary to systematic data collection with sampling from the former, about 1200 Nielsen auditors collect retail data (such as price, quantity, etc.) from 9.9 million kirana stores. He went on elaborate on the dimensions for data analysis, the types of facts significant for analyzing and the various estimation methods. He referred to popular brands where Nielsen has contributed in providing significant customer insights, such as Fogg which was branded as "less gas, more spray" with consistent messaging and no selling in Kirana stores. He also explained us about "shopper walk" - how the arrangement of items in a store influence our buying. The workshop turned out to



Falguni Nayar (Founder & CEO, Nykaa) - The house full session saw her sharing the success of NYKAA, and tips on how to create a sustainable start up. She also shared case studies from NYKAA's succes



Nielsen's Market Research Workshop, conducted by Mr. Amitesh Tyagi and Mr. Pranab Pandey witnessed a huge crowd

be very interesting and informative and the audience was brimming with queries.

OCTOBER 1, 2018 (Monday) The day witnessed widely attended speaker sessions by two prominent women politicians of India, Ms. Nirmala Sitharaman, the Minister of Defence and Ms. Maneka Gandhi, the Minister for Women & Child Development. There were also workshops covering a gamut of themes from product management to marketing. Kaleido, the flea



Glimpse of an interactive session by Mr. Prabhjeet Singh, the India & South Asia Head of Uber



KALEIDO 2018 - The Flea Market of TRBS



Maneka Gandhi (Indian Union Cabinet Minister for Women & Child Development) during her speaker session at The Red Brick Summit



Nirmala Sitharaman, the Defence Minister of India, during the speaker session at the second edition of The Red Brick Summit

market at the fest, continued into its third day, selling an eclectic mix of items from indigenous entrepreneurs. Fusion navratri wear to modern wear, from skincare to house decor, from head to feet, everything under one roof. Many of the trinkets selling at Kaleido have been painstakingly designed and made by hand. The day ended with a performance by the Music Club of IIMA.

Speaker Sessions: Hon'ble Minister of Defence, Ms. Nirmala Sitharaman, addressed a packed auditorium as part of the Women Leadership Summit hosted by the student-run body Women Leadership Society (WLS).

The discussion was moderated by Ms. Ketki Gupta, a member of WLS. Ms. Sitharaman answered questions about her entry into politics, the representation of women in positions of power and being in charge of a male-dominated sector such as the Defence. Speaking about the barriers women face, she said that while women in India do face unequal challenges, "India is a lot more ready to accept women [in power] than many other countries".

Ms. Maneka Gandhi, the Indian Union Cabinet Minister for Women & Child Development, Government

SPECIAL FEATURE

THE
WIMWIAN



Garba Night 2018 at TRBS



Participants of 'A day at IIMA' attending sessions organized by the professors at the IIMA campus!



Rajdeep Sardesai (Indian News Anchor, India Today) spoke passionately about the state of Indian Media in precarious democracy, and the role of citizen advocacy, engaged in critical questions relevant to polity

of India was another speaker who graced The Red Bricks Summit a day before Mahatma Gandhi's birth anniversary. Her interaction with the students was very informative and enriching. She talked about the intricate relationship of the environment, other animals and human beings, and how they are links of a symbiotic chain. She emphasised the importance of collective wellbeing and stressed the ever growing value of sustainable development. While taking a dig at the cruciality of harmonious living, she brought to



An amazing lineup of performances by The Music Club of IIMA

notice the fact that all species be it humans or animals, are interdependent for their existence on this planet. Her speech was adorned with household examples and various instances that gave a deeper insight to all the listeners present at the event. Her valuable words will surely help tomorrow's managers to strike a balance between business development and the environment.

Workshops: Day 3 of TRBS had several workshops totaling a footfall of 400 people. The Product

SPECIAL FEATURE

Management workshop hosted by Microsoft introduced the participants to the fundamentals of product management. Hosted by two industry veterans Mr. Vijay Rajagopalan & Mr. Venkateswaran Bharathan, the workshop went through Microsoft's key areas of focus before deep diving into the role of a product manager.

There were two finance-related workshops. The first one hosted by Reliance Mutual Fund introduced the participants to the Indian economy from the perspective of an accountant and then went over the various kinds of investing techniques. The second one hosted by HDFC was a session on digital banking and innovation. The workshop highlighted the strides made by the various banks in AI, blockchain and customer experience as well as what the digital wave will bring to the banking sector.

Mad Over Marketing's Siddhant More swept off his audience with his "MAD talk" which was an amazing take on the marketing and advertising trends that have evolved through the years and how the different brands have achieved it. He began the MoM workshop explaining what brands do to advertise. Attention, perception and message - these are the 3 key things that every advertisement should follow to strike a chord with its people. Advertising has evolved from descriptive and informative ads in the 1980s and 1990s to minimal advertising in the present years which rightly captures the attention of the crowd in a few seconds and manages to convey the right message too. Quoting numerous memorable ads, Siddhant went on to explain ambush marketing through the famous Cola Wars, and the Hindu v/s Tol ads. He spoke on e-commerce wars, Twitter brand wars and finally the evolution of marketing from jingles to breaking stereotypes. He gave an entertaining presentation along with great examples about Coca-Cola, Amul, Zomato and a number of marketing giants which the crowd loved a lot.

OCTOBER 2, 2018 (Tuesday) The day began with the 4K marathon run which saw participation from not just the IIM Ahmedabad community but also from the people visiting the campus. The four-day extravaganza ended with the flagship event of TRBS, the Motilal Oswal Think Equity Think QGLP contest, claiming the team from IIM Ahmedabad as winners. Finalists from all over India, notably IIM Bangalore, IIM Kozhikode and NMIMS, Mumbai had come to participate in the



'Team IIM Ahmedabad' for being declared as the WINNERS of Motilal Oswal Asset Management's Think Equity, Think QGLP Contest 2018



The crowd at LKP on Day 2 of TRBS

biggest stock pitch event in India. The last day of the management festival ended with a slew of amazing workshops such as UberEats' Operations Management, Tata Trusts' building social enterprises, Studio carbon's design thinking and building sustainable organizations, and enthralling speaker sessions. The entire team of TRBS worked incredibly hard to make the second edition of The Red Brick Summit a huge success and truly echoed the motto of "Endeavour. Envision. Experience."

Speaker Sessions: Ms. Sangeeta Talwar, manager of iconic brands and campaigns like Maggi and Tata Tea's Jaago Re spoke about learnings from her corporate life in a session moderated by IIMA's Prof. Arvind Sahay. She highlighted the importance of knowing why a certain brand had succeeded rather than just moving on, accepting the success as a given.

This, in her opinion, would prevent a blind replication of success stories to incompatible businesses. She also highlighted the importance of drawing one's own inferences from market research, using data as an illuminator instead of a support. She spoke about her idea of the 'flyvision' leadership strategy, as discussed in her book, "The Two-Minute Revolution: The Art Of Growing Businesses".

Social entrepreneur and founder of the NGO Goonj, Mr. Anshu Gupta, conducted a talk on rural development and sustainable social entrepreneurship. He spoke about the deplorable state of the farmers in our country and gave startling statistics on the rate of farmer suicides. Speaking about the high dropout rate from government schools in socio-economically backward regions, he said that one of the reasons for this could be that the students are unable to see the blackboard and simply can't afford a pair of spectacles. He ended the talk by saying that one doesn't need to enter social entrepreneurship to do good and there is ample opportunity in any career to make a difference.

Medha Patkar, a social activist working on various crucial political and economic issues faced by the marginalised community, engaged a packed classroom in an interactive session. She addressed various concerns around the social movements she has been a part of and the impact her team has created. Amongst the several social movements she initiated, the most notable one has been the Narmada Bachao Andolan. Ms. Patkar elaborated upon the continuous opposition NBA has faced and how she draws her inspiration to work from the struggles of the people. She educated the audience about other environmental, social and structural gaps in the government's efforts of rehabilitation. She discussed various methods to improve the efforts of rehabilitation and emphasised the need of post facto analysis and decentralisation of dams. In her words, 'Development is not limited to activities driven by money and the negative impact of development should be analysed with greater severity'.

Biswapati Sarkar, co-founder of the very popular online media platform, "The Viral Fever" addressed an auditorium brimming with young minds who were influenced by the phenomenal success of the platform and the mastermind behind it. He reminisced about his days at IIT Kharagpur where he was hugely involved



in dramatics. When his sketch of a Roadies spoof went viral, he knew he enjoyed being a writer. He believes his delusion about becoming a famous writer eventually pushed him into taking up a risky profession *Winners of Innovation Playground 2018*

and eventually making an impact in it. When asked whether we would see him sharing the same platform with Arnab Goswami, whose impression Mr. Sarkar does flawlessly, he said we can expect something similar soon. He addressed the queries of struggling content-writers explaining that the shelf life of a content is very small and it is truly challenging to stand out among the huge pool of good content available now.

Workshops: The workshop by Tata Trusts discussed their work, in particular the one by Social Alpha which focussed on supporting social innovations and early stage social enterprises. The speakers talked about the spectrum of socially focused entities and how the very definition of a social enterprise is so broad. By discussing examples of enterprises being incubated by Social Alpha, the speakers sought to encourage participants to look at the space as adding value to the society - something fundamental in the ethos of the Tata group.

UberEats hosted an operations management workshop where they discussed how they ensure the timely delivery of the orders placed. The speaker also focussed on the expectations of various stakeholders-eater, delivery partner and restaurant and how to incorporate them to create a successful delivery management platform.

TRBS also witnessed some amazing Time Out events, including Innovation Playground, Drum Circle, Footloose, Garba Night, A Day at IIMA, Heritage Walk, Model Presentation by RTERC and Prayaas, Off the Record Session with Prof. Aditya Christopher Moses and many many more.



Kunal Upadhyay

ET 40 Under Forty Award 2018

**Managing Partner, IIMA-CIIE's Bharat
Innovation Fund
(PGP 2003 - 2005)**



"IIMA has been a life-changer for many of us. It has more or less been life for me.

As a student (2003-05) I had a desire to work closely with innovators creating new disruptive solutions to unsolved problems. Along with a scientist, I actually applied to IIMA's Centre for Innovation Incubation and Entrepreneurship ("CIIE") to incubate a nano-materials business. As a student, it was heartening to see the commitment demonstrated by the institute and faculty (Profs Rakesh Basant, Pankaj Chandra and Anil Gupta) towards helping a fledgling idea like ours.

The venture idea didn't go too far - and I took up an internal consulting role at Citibank. The graduation ceremony was enlightening - Raghuram Rajan convocated our batch and urged us to pursue our passions. "...my advice to you is to reach out and explore. Try different things. Be unconventional. You will never starve, your degree from this institution

assures you of that.". The words left an indelible mark in my head - I knew a regular job was not going to hold me back for too long.

So, a couple of years into the job, when Prof Basant reached out to me to consider joining IIMA to support innovators and entrepreneurs I connected the dots, and knew it was time to do something unconventional. Join CIIE - and help IIMA strengthen the platform that had once helped me pursue my idea.

Over the last decade or so, it has been a pleasure helping IIMA emerge as a pioneer of entrepreneurship - including pioneering **accelerators** programs across sectors like internet, healthcare, agri, energy, financial inclusion among others, **venture funds** like Infuse Ventures and Bharat Innovation Fund, and **evangelization initiatives** like Stay Hungry Stay Foolish, Power of Ideas and Startup Oasis. Kudos to IIMA for its vision and belief."



Rashmi Daga

ET 40 Under Forty Award 2018

Founder & CEO, FreshMenu

(PGP 2001 - 2003)

Rashmi Daga won the ET Startup Award in the 'ET Facebook Woman Ahead' category for one of the most exciting food-tech companies and online restaurants in the country 'FreshMenu'. She laid the foundation of FreshMenu in September 2014 as a full stack online kitchen aimed to serve global cuisine right at the doorstep of the clients. It has multiple satellite kitchens each serving an area of roughly 5 kilometers, instead of a central kitchen. FreshMenu presents refreshing menus every day, with a wide range of options in mains, salads, appetisers, desserts at all-inclusive and affordable prices. Currently, FreshMenu is based

in Bengaluru, Mumbai, South Delhi, and Gurugram with 14,000 orders per day from the app and website. In FY '17, FreshMenu reported a 118 percent growth over the previous year, with revenue of 72 crores.

She completed her MBA from the IIMA in 2003 and worked with various companies including Ola, BlueStone, TutorVista, Johnson & Johnson Medical and IBM India. Rashmi Daga has also spearheaded and managed several startups/ businesses in the past. Armed with such rich experience, she aspires to bring the freshest and delectable food for her customers through FreshMenu.



Sarga Thilakan

Business Today Most Powerful Women 2018

Co-Founder & CEO - iSTAR Skill Development

Private Limited

(PGP 2003 - 2005)

She co-founded iSTAR (Integrated Skill Training and Recruitment) in 2009, eagerly managing the sales and operations. iSTAR focusses on finding innovative technology solutions, especially for the individuals who want to focus on upgrading their skills and are seeking better jobs. She started this journey with one of the largest MFIs in the country - Ujjivan Financial Services Pvt. Ltd. At Ujjivan, she was instrumental in launching various livelihood-oriented products. Also, being alum of IIMA and an associate member of the Institute of Chartered Accountants of India, her journey has been very overwhelming. She

started her corporate career with Ernst and Young's indirect tax advisory practice (India) and later moved to Goldman Sachs (London and the US). At Goldman Sachs, she was associated with private equity and structured finance groups, on the origination desk, and management of investments in infrastructure assets across UK, France, Italy, Spain, Greece, Germany, Belgium and Turkey. She has been a gold medalist at all academic levels and beyond her accolades, she loves to travel, paint, play board games, watch movies, create poems and wishes to produce an animated feature film in the future.



Vivek Vikram Singh

ET 40 Under Forty Award 2018

**Group COO and President - Finance, Sona Group
(PGP 2003 - 2005)**

“Every crisis is an opportunity in disguise”; my father told me, when I was on a hospital bed after a major road accident in 2000. I was in my second year of engineering at the time and determined to get into the Indian Police Service like my father. After seven surgeries, reality had to be faced. I would never recover full use of my right arm again and would need to change my career aspirations. I successfully trained myself to become left handed and also changed my career goals towards business management. I appeared for the CAT examinations and qualified for a chance to study at IIM Ahmedabad. The institute changed my life in several ways; not just by branding me for life and giving me an arsenal of tools to sculpt a professional career - I also found the love of my life on campus in the form of my then batchmate and now wife, Preeti.

Post IIM A - I spent a decade in the advisory space with KPMG and Grant Thornton. Later, at the relatively young age of 35, I was offered the position of Group CFO in the Indian auto component conglomerate, Sona Group. Just three months into my job in 2015, the Founder and leading light of the group, Dr. Surinder Kapur, suddenly passed away. Exactly fifteen years after my life's biggest challenge, I was faced with a situation of similar gravity. The Group CEO, Sunjay Kapur and I, as the senior most group resources, had to lead a group with fragile financials and escalated pressure from lenders, customers, JV partners and private equity investors.

In the three years post my joining we have managed to turn the business around and that reflects in the numbers:

- Revenue FY16: INR 2171 Crore FY19 INR 2560 Crore
- Net Profit FY16: (INR 116 Crore) FY19 INR 460 Crore
- Net Debt FY16: INR 650 Crore FY19 INR 450 Crore



The success in these initiatives saw the company entrust me with greater responsibilities. In October 2016, I was elevated to the Board of Directors of the Group Holding Company and in May 2018, I have also been entrusted with the additional responsibility of being the Group COO while retaining my role as the head of group finance.

DIVERSE IIMA ENTRANTS: PGP 2018-2020 BATCH**Mehak Sharma - Professional Golfer with Defence Services Background**

Mehak comes from a defence services background and started playing professional golf in 2016, with a total golfing experience of 10+ years. Her father is a serving colonel in the Army. She grew up and studied in cantonments of different parts of the country and has travelled across its regional and cultural spread. There was always an opportunity to take up adventure and play sports. She was introduced to golf by her father, and later it became a big part of her life. Mehak has played amateur National Championships organised by Indian Golf Union (IGU), the apex body for golf in India. Despite the academic



commitments of class 12th, she had finished with a credible 8th rank in the National order of merit.

Academically, she completed her bachelor of commerce from Sri Venkateswara College, University of Delhi and got placed in Deloitte and Touché through campus placement.

Here, she realised the need to acquire organizational and management skills. She feels that securing a seat in IIMA is one of her biggest academic achievement which will take her career to new heights. She also believes that a focused approach and a positive mindset are the most important qualities to achieve any goal.

Nitin Pai - Engineer, Ardent Chess Lover with a 1635 rating and a Chess Writer

He has represented India in the Commonwealth Chess Championship and is the winner of several national-level chess competitions. He is also a chess writer for the prestigious ChessBase India. Furthermore, he has organized three All India level FIDE-rated tournaments at IIT-Madras while pursuing his B.Tech. On the academic front, he ranked 13th in



the KVPY scholarship program and 4th in the Kerala Engineering Entrance Examinations. Through IIMA he hopes to become a world-class manager. Also, he is excited about the opportunity and looking forward to playing chess in Europe during an exchange term.

He plays chess tournaments, whenever he gets free time!

Aaditya Agarwal – Civil Engineer, Young India Fellow, Passionate Peer Mentor, Owns a YouTube Channel

Aaditya is an engineer by training and a liberal arts student at heart with a passion for teaching.

He graduated as a Civil Engineer from IIT Delhi (2014) with an Institute Rank 2. Post IIT, he took an unconventional decision to go for a PG Diploma in Liberal Studies, the Young India Fellowship at Ashoka University. Over the last 3 years, he has worked with students at Ashoka University and has mentored them to find their calling, helping them opt for their ideal career. He has a YouTube channel with sessions on how to prepare and present case studies for consulting job interviews. He



has also taken classes on International History and Contemporary International Relations. Passionate about learning and with a unique mix of engineering and liberal arts knowledge, he wants to understand the depth of business decision making.

According to Aaditya, “The challenging environment of IIMA on all fronts will allow me to both fail and succeed. With this iterative process, I will understand myself better. In the age of Google, the premium is not on the answers but on questions. Through the classroom setup, I wish to enhance my ability to ask the right questions.”

Meet Agrawal - Spearheaded Achiever, Chartered Accountant, Entrepreneur, Multi-Instrumentalist, Sportsperson, Featured in Limca Book of Records

With a Chartered Accountancy background and after completing CA-IPCC, Meet co-founded a startup in the education sector, based on activity-based model of learning. Alongside, he was also involved in the family business of textile exports. Being a huge fan of Elon Musk, entrepreneurship as a career has always fascinated him. He joined IIMA to hone his business acumen and entrepreneurial skills, and according to him, the experience has been splendid so far. Moreover, he thinks that meeting intellectual people with diverse passions has been quite rewarding. He has also been felicitated by Mr. Narendra Modi and Gujarat Education Minister (Bhupendrasinh Chudasna) for extra-curricular and academic achievements.

Academic Achievements

- Scored 780/800 in GMAT with a perfect score in Quant. (2018)
- 100 percentile in CAT 2017 (1 out of 3 non-



engineers). 100 percentile in DI-LR section.

Received interview calls from all IIMs. (2017)

- All India Rank 5 in Chartered Accountancy - CPT exam (2015)
- All India Rank 47 in CA-IPCC exam (2016)
- 1st in Gujarat in 12th CBSE board exam (2015)
- 10 out of 10 CGPA in class 10 board exam (2013)

Extra-curricular Achievements

- Limca Book of Records holder for playing the maximum number of music instruments (47). (National Record)
- Performed on “Entertainment ke liye kuch bhi karega” and “Shabaash India”. Telecasted on national TV channels Sony TV and Zee TV.
- Represented India for Asian level and Commonwealth chess competition. FIDE rating- 1892.
- Captain of Gujarat team at National level table tennis tournaments

Parikshit Khanna - Mathematics graduate, Development Consultant and Advisor

Parikshit is a Mathematics graduate from IIT Kanpur. After graduation, he joined Credit Suisse. After four months of working, he joined the Chairman's Office at the Quality Council of India to pursue his interest in development consulting under the leadership of Adil Zainulbhai. During his approximately two-year stint at QCI, he engaged with senior bureaucrats of the Union Government across various ministries to advice on strategic and operational issues. He was fortunate enough to be a part of many humbling experiences such



as the institutionalization of his proposed reforms regarding unauthorized trading through the Ministry of Finance, as a SEBI circular to all exchanges. He is interested in the field of development and governance advisory and sees himself working in this sector down the line. He wishes to make a meaningful contribution to the lives of many by applying his learnings over the years. At IIM-A, he hopes to learn and strengthen the skill set needed to serve in the germane sector, and in the process find mentors in his peers, professors, and alumni.

Pranay Tyle - Published Researcher, Pilot, Travelled to 40 countries, Philanthropist at 18

Pranay, alum of the United World College, studied **Chemical & Biomolecular Engineering** at Johns Hopkins. At Hopkins, he **conducted oncology research** for 2+ years with Dr. Denis Wirtz and Dr. Jayatilaka to develop a mechanism to restrict movement of cancerous cells within the body. The research focused on isolating tumors to an area for increasing the efficacy of cancer treatments and preventing patients from developing a relapse. Pranay's paper was published in Nature Communications, and opened a promising new area for cancer research.



healthcare M&A practice. During his time there, he also obtained a **Private Pilot's License**, and logged close to 100 hours in the cockpit.

As a **seasoned traveler, having been to forty countries**, Pranay has been exposed to a global environment that allowed him to observe the importance of education. This led him to start a **non-profit at the age of 18** to make education an achievable goal for those without means.

After graduation, Pranay worked at Hilliard Lyons Investment Banking in the US for two years, and was **instrumental in expanding their**

At IIM-Ahmedabad, Pranay hopes to better understand the intricacies of global and Indian management styles, while adding to a strong network of friends.

Purvi Edara - Psychology, International Relations and Economics, Slam Poetry Performer, Multilingualist

With a major in Psychology and a double minor in International Relations & Economics from Symbiosis School of Liberal Arts, Pune - Purvi was awarded the Best academic Performer award. She also ranked 4th in the MaRRS International Spelling Bee. Purvi has interned with child psychology centre, treating children with



neurodevelopment disorders. She loves reading fiction, enjoys performing slam poetry, and loves learning languages. Currently learning Mandarin, she is well-versed with writing and reading Korean. She also wishes to work in a field that will let her achieve the goal of travelling across the world, especially starting from Asia.

HAPPY TIMES ARE HERE AGAIN

Greetings from IIMA! We are happy to inform you of the reunion schedules and to welcome you back on campus!

**Ruby Reunion (40 year): Class of 1978
(1976 -1978 Batch)**

14th - 16th December, 2018 (Friday - Sunday)

Coordinator: Bharathan Kandaswamy

Email id: bharathan56@yahoo.com, kandaswamy@iima.ac.in

**Coral Reunion (35 Year): Class of 1984
(1982 - 1984 Batch)**

7th - 9th December, 2018 (Friday - Sunday)

Coordinator: Paresh Vora

Email id: pareshvora@gmail.com

**Pearl Reunion (30 Year): Class of 1989
(1987 - 1989 Batch)**

7th - 9th December, 2018 (Friday - Sunday)

Coordinator: Mangipudi Prasad

Email id: mlnp01@yahoo.com

**Silver Jubilee (25 Year): Class of 1994
(1992 - 1994 Batch)**

22nd - 24th December, 2018 (Saturday - Monday)

Coordinator: Raja Sekhar Reddy

Email id: rajasekharreddy@gmail.com

**Crystal Reunion (15 Year): Class of 2003
(2001-2003 Batch)**

14th - 16th December, 2018 (Friday - Sunday)

Coordinator: Pritesh Ranjan

Email id: priteshranjan@gmail.com

**Tin Reunion (10 Year): PGPX
(2009 Batch)**

21st - 23rd December, 2018 (Friday - Sunday)

Coordinator: Ajay M. Shah

Email id: x08ajay@iima.ac.in

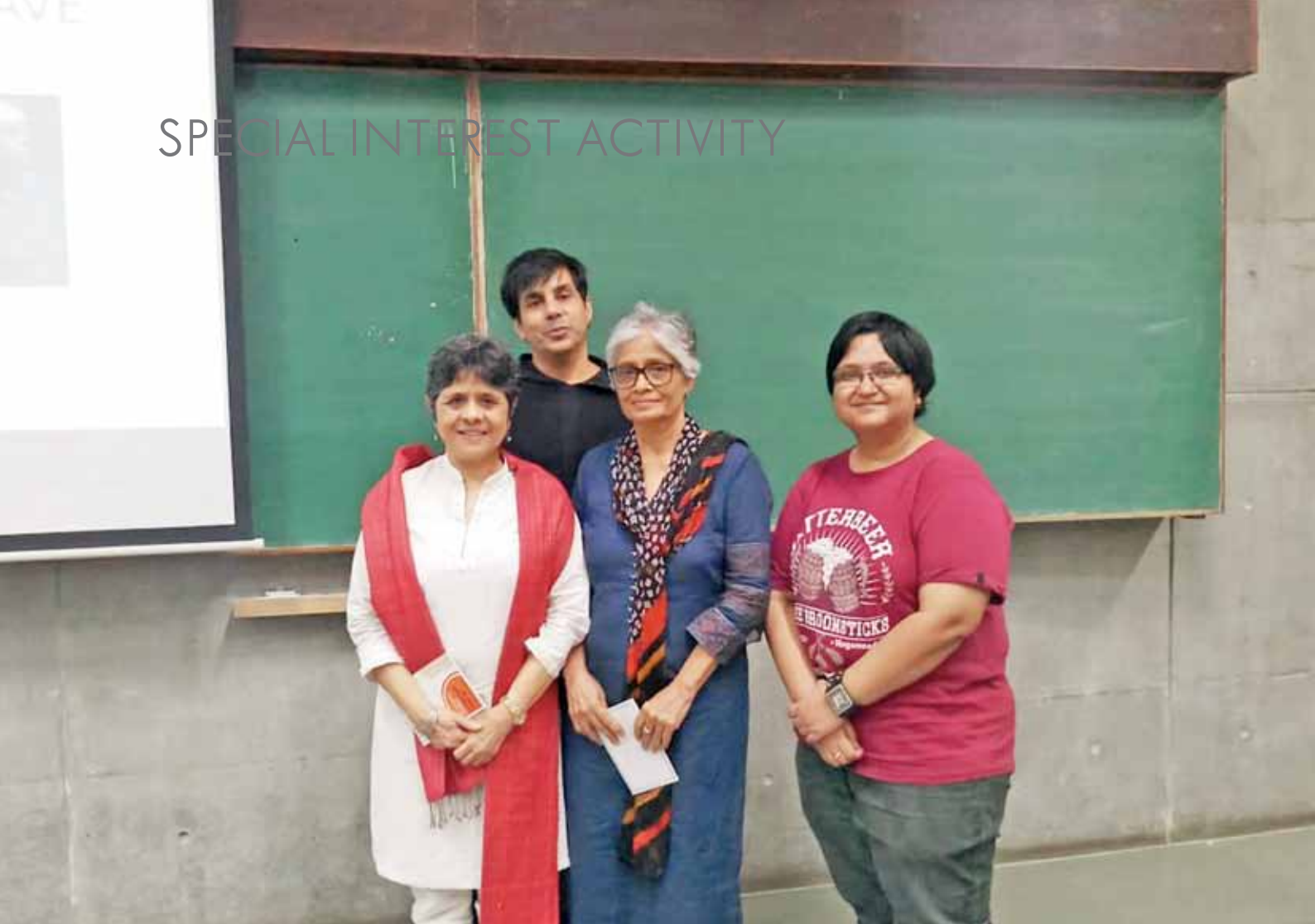
**Tin Reunion (10 Year): Class of 2008
(2006 - 2008 Batch)**

28th - 30th December 2018

Coordinator: Satyaki Banerjee (Singapore)

Email id: satyakibhutum@gmail.com, 6satyakib@iima.ac.in

SPECIAL INTEREST ACTIVITY



Don't just think outside the box, get rid of the box! Ms. Maya Sharma, Ms. Chitra Palekar and Mr. Varun Narain enriched the LGBTQ Conclave experience with their perspectives

IIM ALLY: 2nd ANNUAL LGBTQ CONCLAVE

On September 06, 2018, the Supreme Court of India progressively reversed its decision on Section 377, a controversial ban on consensual homosexuality dating back to the colonial era and 157 years. Even before the verdict, IIM Ally organized the 2nd Annual LGBTQ Conclave in August - recognizing everyone's right to love and feel equal.

It was a lazy August weekend. The Supreme Court verdict was still awaited. But for IIM Ally, the LGBTQ resource group of IIM Ahmedabad, this was as good a weekend as any to celebrate queer pride and inclusivity. And so with hearts filled with joyous anticipation and heads held high, we walked around the campus singing, hollering and carrying slogans, thereby, signaling the commencement of the second edition of the annual LGBTQ Conclave on

August 11th and 12th.

The 'Inclusion walk', as we called it, was the result of a unique collaboration with various clubs in the campus, including IIM Ally, WLS - the Women Leadership Society, EOSC - The Equal Opportunities Students' Committee, IIMACTS - IIM Ahmedabad Cultural and Theatrical Society, the Music Club and MAD - the Movies and Design club. Armed with the cacophonous voices of the milieu, the musical



An 'Inclusion Walk' in collaboration with WLS, EOSC, IIMACTS and Music Club around the campus celebrating and embracing diversity of all kinds



Puppet demonstration show by Mr. Varun Narain

instruments like the guitar and the djembe; along with several beautiful and artistic posters displaying - queer pride, women empowerment and equal opportunities slogans; the entire IIMA community joined the walk singing and celebrating unity in all spheres of diversity. Even as we waited with bated breath for the honorable Supreme Court to deliver

the historic victory giving the Queer community its long deserved independence, we walked with pride to show that we would endure, stand tall and stand for all! This was a walk that broke all barriers as students, faculty and staff walked together laughing, joking, sharing each other's joy.

The uniqueness of the event was even more augmented as one of our cis-gendered male students (who identifies himself as a conventional heterosexual individual and a queer ally) boldly showed up dressed in female attire bending all the rules of gender stereotyping! There were no boos or jeers as he walked in with confidence and took his place by our side. Instead he was welcomed with loud cheers and accolades as overwhelmed 'quite a few among us' had tears in our eyes.

The excitement was palpable as the whole campus turned electric. The enthusiasm was so infectious that people began to join us during the walk moving hand in hand together and singing - albeit off key - while having the time of their lives. Even the dry, afternoon heat could not dampen our indomitable spirits as we walked around the old and the new campus spreading smiles all around. Never had an hour passed by so quickly! After completing a full round around the campus, the walk ended with IIMACTS, the dramatics club of IIM A performing a street play to sensitize the campus community and raise awareness for queer inclusion.

We couldn't have asked for a better start to the two-day extravaganza!

“ Celebrating queer pride and freedom was all very good in an educated surrounding, but what of the poverty stricken, oppressed and marginalized society that had neither the exposure, nor the knowledge of existence of such a worldwide movement? ”

With the daylight disappearing, it was now time for some indoor fun activities. Thus, the 'Inclusion Walk' gave way to 'Rainbow Arts Workshop', organized in collaboration with Finesse, the fine arts club of IIM Ahmedabad. Using beautiful artistic and origami skills, the Finesse club indulged the campus community as they prepared beautiful pieces of art using the rainbow pride colors. With colors flowing freely, the artwork took a new form depicting pride and freedom. After the thrill of the 'Inclusion Walk' earlier, this was a quiet and yet fitting end to an eventful first day of the Conclave.

On the second day, IIMA opened its doors to everyone including the general local masses as well as the A-league colleges as hundreds of people, including special guests from various organizations in and around Ahmedabad and students from several colleges in Ahmedabad and nearby areas, came to attend the event.

Just like the day before, the second and final day also started with a bang with Ms. Maya Sharma, the co-founder of Vikalp Womens' Group, an organization in Vadodara that has done some amazing work with the underprivileged, rural and tribal women, along with transgender populace in the surrounding regions. Maya ji, as we called her respectfully, talked about the inception of Vikalp, the need for such a group, the challenges in day to day running of the group and several life experiences that not only enriched us, but also gave us a lot of food for thought. Celebrating queer pride and freedom was all very good in an educated surrounding, but what of the poverty stricken, oppressed and marginalized society that had neither the exposure, nor the knowledge of existence of such a worldwide movement?



Love smiles brighter than the sunshine

Maya ji talked about the difficulties in keeping the organization with minimum funds and outside help. This is one of the reasons why Vikalp is unable to expand to other regions of the state, let alone the country. With the society cornering them, she explained how they came out with the unique concept of *Naari Adalat* where the marginalized, Dalit and other deemed backward class women could seek for quick and socially effective justice against all sorts of condemnable acts by the men and the upper class people in the oppressive patriarchal system.

Maya ji had brought with her Mr. Sailesh (name changed to maintain anonymity) who was born as Shalu in a small village. However, from his very childhood, Shalu knew that there was something 'wrong' with him. Despite being a cis-woman, Shalu loved women and this, he knew was unacceptable to the society.

Sailesh talked about his journey towards self-acceptance, the decision to undergo gender correction surgery and the subsequent societal backlash. He said how, despite the approval by the Government to undergo a sex change, he faced myriads of never before thought of situations like getting his sex changed from 'female' to 'male' in government identity cards was next to impossible for him and this caused inevitable difficulty in getting a job. Sailesh talked about his family's resistance as they disowned him. He talked about his then partner, who while supportive, could not fight her family and left him. By associating with Vikalp, Sailesh found the emotional and mental strength to go through these ordeals on his own. Today, he has a place of his own where he lives with his current partner and his mother, who has finally accepted him. On a perfunctory note, Sailesh's might seem to be a story

“Winning out freedom would be just the first step towards an inclusive society.”

with a happy ending, but in reality, he is still fighting the social outrage and stigma.

Following this very insightful talk and experience, we then had the privilege of watching the master puppeteer Varun Narain in his act. With gender and sexuality as the theme, Mr. Narain (who had been puppeteering since the age of nine) enthralled us all with his demonstration of two stories - The Fisherman and his Soul and Photosynthesis by moonlight. While the former was a dark fantasy story by Oscar Wilde, the latter one was written to break all notions of gender and conventions through plants by showing the naturalness of having two genders in one body. With his own brand of eerie music in the backdrop, Mr. Narain took us into a different world of visual and auditory delight as he breathed life into the inanimate puppets and told his story through them.

We also had with us, Ms. Chitra Palekar, noted theatre veteran, director, scriptwriter, activist and a revered member of Sweekar - the 'Rainbow Parents Group' in Mumbai. As a supportive parent and queer ally, Ms. Chitra talked about the difficulties faced by parents when their children come out to them. Having been born and brought up in a society where such issues were never really talked of, she explained why it was necessary for the society to be sympathetic towards the parents.

She talked about her own experience when her daughter came out to her. She described the feeling of surprise that she felt when her own child came out to her. “You think such things do not happen to you,” she said. It taught us an important life lesson, that no matter who we are, it's never prudent to assume that people are heterosexual or even identify themselves in the same gender as they were born in. Yet, despite the surprise, Ms. Palekar was also very quick to realize that her daughter was still the very same daughter and person she had known and raised her to be.

Her biggest pain in that interaction was the fact that it took her daughter (who was 19 then) so long to tell her own mother such an important truth of her life. Yet, even as she asked this question, her daughter's reply shocked her to the core, “You never



Strumming the guitar to find a resonance in people's hearts

discussed LGBTQ issues at home, maa. How was I to know what you would feel about it?” That truth sowed the seeds for a need of having a platform for discussing Queer issues out in the open as Ms. Chitra began her journey of acceptance.

Through her daughter, she began to get acquainted with the queer community, but she always rued the fact that there was no such support group for parents where these parents of LGBTQ members could meet, share their stories and assuage each other's fears.

This, she said, was the reason behind the inception of Sweekar with Mr. Sridhar Rangayan - noted filmmaker and founder of the group in Mumbai. After her inspiring story, she talked with several members in the audience who had come to the talk to meet her. The story of Dharmesh (name changed) was mentioned specifically. Dharmesh had attended the event along with his parents who live in Ahmedabad and are member of Sweekar. He was aggrieved by the fact that there were no such parent support groups in Ahmedabad. Dharmesh's father - a pathologist - shared his story of initial fear and eventual acceptance of his son, who had come out to him. His son, an IIT student, was also one of the petitioners who filed the petition against section 377.

Yet, even as the queer community looked towards the apex court for being delivered from the centuries of injustice meted out to them, Chitra warned us of the long war ahead. Winning out freedom would be just the first step towards an inclusive society. The fight for social acceptance is still on. And with this note towards looking at the future, we successfully concluded our LGBTQ Conclave.



Abisko Lake in Sweden

The Northern lights and the Shutterbug: Alankar Chandra (Wild Voyager)

This image was taken during our December 2017 Northern lights photography tour to Norway, Finland and Sweden. We were travelling from Abisko in Sweden to Lofoten in Norway on a cloudy afternoon full of ice storms. This was the time of polar night, so it used to become complete dark by 4 pm. As we reached our final destination, which was Ramberg in Lofoten, the sky started opening up and Northern lights display started. We reached a place free of vehicles and city lights. Around that time we encountered the last light of Sun along with the Aurora, making it a magic in the sky. The image won second prize at the national level DJ Memorial photography contest 2018 in landscapes category.

Ever since I have been fascinated by travelling, I have been fascinated with the Nordic region – Iceland, Finland, Sweden, Norway. The thrill of scaling up to North pole, Igloos, Eskimos, sub-zero temperatures, icy winds, northern lights, glaciers and icebergs created a kind of utopia that I always dreamt of. Then as things started taking turn, I had to visit these places few times a year to conduct my photography teaching tours and now at Wild Voyager (www.wildvoyager.com) we have photo tours for Northern lights to these countries every winters. As I

started travelling, some of the myths and fantasies cleared up, like visiting actual north pole is nearly impossible and it takes a long sledge expedition to reach there, the eskimos and igloos are only in some parts of Greenland which are difficult to access for normal tourists. Still that does not take away from the fact that the landscapes of these countries are unique in the true sense of word, and the weather can be very stark and unforgiving. These countries together record some of the lowest temperatures in world (in Laplands I have encountered -40 degrees) and these countries



Finnish Laplands in Finland



Ice Beach at Iceland



Jokulsarlon Glacier lagoon in Iceland

can often be extremely windy (so much so that it often shakes a car driving on the highway).

Some of the key highlights of this region for me are the Geysir and volcanic activities in Iceland, the fjords of Norway, the northern lights over Christmas trees in Laplands of Sweden and Finland, the Santa village and Reindeers in Rovaniemi, the Lofoten islands in Norway, the Jokulsarlon glacier lagoon in Iceland to name a few. Each of them is characterised by an unique landscape and in my book is a must see for everyone in their lifetime.

Recently when the DJ Memorial landscape photography award was conferred on me, it was very special. To get award for landscape of a region I love visiting everytime meant a lot to me. This image was taken during our December 2017 Northern lights photography tour to Norway, Finland and Sweden. We were travelling from Abisko in Sweden to Lofoten in Norway on an cloudy afternoon full of ice storms. This was the time of polar night so it used to become complete dark by 4pm and daylight only meant faint twilight for 3-4 hours. As we reached our



Northern lights in Sweden



Orca whales around Tromsø in Norway



The winning image at DJ Memorial photography contest 2018 in Landscapes category

final destination, which was Ramberg in Lofoten the sky started opening up and Northern lights display started. We reached a place free of vehicles and city lights. Around that time we encountered the last light of Sun along with the Aurora, making it a magic in the sky.

Will talk a little technical now about the image and northern lights photography. Typically for northern lights photography, we need a strong foreground which is clear of artificial lighting to make powerful images. As a norm, in every place we stay, we scan

around nearby locations which can be perfect for northern lights photography. For this image, the location was selected during the day and I liked the mountain ranges rising above each other. In terms of photography, the northern lights are long exposure shots on a tripod and going as wide as possible to cover the landscapes. I think what struck out to me in this winning image was the combination of northern lights with fading sunset and would like to thank the award organisers for choosing this image as a winning entry.

THE INSTITUTE'S TOP 25 WORKING PAPERS: OCTOBER 2018

Rank	Working Paper	2018 09	3 months	12 months	Total	2018 09	3 months	12 months	Total
1	Impact of the Proposed GST on the Consumer Price Index in India <i>Sebastian Morris, Ajay Pandey, Sobhesh Kumar Agarwalla and Astha Agarwalla</i>	12	40	40	40	22	58	58	58
2	Airport Privatization in India: Lessons from the Bidding Process in Delhi and Mumbai <i>Rekha Jain, G. Raghuram and Gangwar Rachna</i>	11	19	48	250	26	43	123	741
3	Food Subsidy in India: Trends, Causes and Policy Reform Options <i>Vijay Paul Sharma</i>	8	25	103	869	141	410	1,640	8,441
4	Dedicated High Speed Rail Network in India: Issues in Development <i>G. Raghuram and Prashanth D. Udayakumar</i>	6	13	87	402	13	38	221	809
4	The Transformation of Microfinance in India: Experiences, Options and Future <i>Mankal Sriram and Rajesh Upadhyayula</i>	6	6	24	223	12	20	77	723
6	Capital Structure and the Firm Characteristics: Evidence from an Emerging Market <i>Indra Pandey</i>	5	9	22	256	7	16	52	941
6	E-commerce in oligopolistic and relational markets – An empirical investigation of transaction costs in agricultural e-markets in India from farmers' perspective <i>Argade Aashish and A. K. Laha</i>	5	9	18	18	7	15	18	18
6	Exports of Agri-Products from Gujarat: Problems and Prospects <i>Ravindra H. Dholakia</i>	5	8	25	152	28	79	377	1,729
6	Container Train Operators in India: Problems and Prospects <i>Rachna Gangwar and G. Raghuram</i>	5	6	29	254	27	47	222	1,296
6	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>	5	13	29	230	58	154	474	2,736
6	Party Autonomy in International Commercial Arbitration <i>Anurag K. Agarwal</i>	5	10	36	311	32	56	148	1,347

Rank	Working Paper	2018 09	3 months	12 months	Total	2018 09	3 months	12 months	Total
6	Dynamic Demand Analysis of India Domestic Coffee Market <i>Satish Y. Deodhar and Venkatram R</i>	5	8	17	168	11	21	68	926
13	Explaining Foreign Direct Investments in Gujarat: A Study based on an Opinion Survey of Persons Involved in the Foreign Direct Investment Process <i>Sebastian Morris</i>	4	5	13	254	21	46	91	2,112
13	What Emotional Labor is: A Review of Literature <i>Sushanta Mishra</i>	4	6	10	175	9	14	29	525
13	A Theory of Tax Evasion in Developing Countries <i>D'Souza, Errol</i>	4	5	8	81	9	20	44	101
13	A Framework of Project Risk Management for the Underground Corridor Construction of Metro Rail <i>Sarkar Debasis and Goutam Dutta</i>	4	10	29	208	9	43	93	665
13	Ethics in Organizations: The Case of Tata Steel <i>Ganesh M P and Sunil Kumar Maheshwari</i>	4	9	16	83	134	166	225	609
18	Price Movements of the Competing Airlines in the Indian Market: An Empirical Study (A) <i>Goutam Dutta and Sumitro Santra</i>	3	3	9	80	9	10	24	159
18	Marketplace Options in an Emerging Economy Local Food Marketing System- Producers' Choices, Choice Determinants and Requirements <i>Aashish Argade and A. K. Laha</i>	3	8	33	33	4	12	35	35
18	Food Insecurity in India: Causes and Dimensions <i>Dand Sejal A and Sujoy Chakravarty</i>	3	6	40	737	35	83	593	6,539
18	Factors affecting Child Labour in India <i>Maheshwari Mridul and Manjari Singh</i>	3	6	30	309	63	143	513	3,076
18	Indian Antecedents to Modern Economic Thought <i>Satish Y. Deodhar</i>	3	10	99	99	5	24	216	216
18	Small Retailer's Merchandise Decision Making: A Grounded Theory Approach <i>Piyush Kumar Sinha, Hari Govind Mishra and Surabhi Koul</i>	3	3	6	34	4	9	35	116
18	New Approaches to Prediction using Functional Data Analysis <i>A. K. Laha and Poonam Rathi</i>	3	5	17	54	1	7	33	47
18	Fertilizer Subsidy in India: Who are the Beneficiaries? <i>Vijay Paul Sharma and Hrima Thaker</i>	3	7	19	1,120	29	86	249	9,226

Statistics updated 2018-10-03

Our Selfless Connector: Krishna Kumar Sureka

Mihir Bhattacharya (On behalf of PGP 1969 batch)

The IIMA Admissions Committee really knew what it was doing when, 51 years ago, it admitted a shy, lanky 21-year old, from Indore, to its incoming PGP 1969 batch.

His illustrious career aside, **Krishna Kumar Sureka** went on to become the principal glue that kept the PGP 1969 batch connected through five decades, and based in Ahmedabad, was the main conduit of its interactions with the alma mater. His yeoman efforts to develop the coordinates of, and maintain communications with, all classmates despite this long passage of time can hardly be overstated.

When, in 2010, following the first-ever organized reunion for the batch, at IIMA, the classmates anonymously contributed about Rs. 1 crore towards a scholarship fund to benefit two incoming PGP students each year, it was KKS who developed the requisite legal and procedural documents and oversaw the grant awards thereon.

KKS enthusiastically coordinated the batch's campus visit for its 50th anniversary festivities and participation in the March 2018 convocation. As if it were his last gift to his classmates in this mortal world; he passed away, on Sept 1, 2018.

His self-deprecating personality never overcame his long-held diffidence for not having attended an English-medium school to acquire the associated vocabulary and diction. Nevertheless, he wrote with cogent effectiveness while totally underplaying his superb organizational ability and task execution. He was an outstanding advisor to so many of us for a myriad of functional areas, a shoulder to lean on, a sympathetic ear, and always with a ready smile despite any personal health adversities.

But KKS was not perfect. His life's biggest blunder - for which I gave him frequent grief - was studying engineering as opposed to medicine. However, he did try to make amends by acquiring near-encyclopedic knowledge of the Indian pharma industry, particularly



the generics, and helping several through his long career in the field.

With Shyama, he created a beautiful family. His daughter-in-law is so endearingly proud and happy to be a Sureka!! The story goes that being a beauty and a University topper to boot, arranged marriage proposals aplenty came in for her to her parents. Her logic for choosing Amit Sureka was simplicity itself: how can the son of the genial, bright, and benevolent "Papa KKS" not be like the dad and be a good husband and partner for her? What more can a man, a father, ask for in life? Life well lived, my Friend. We miss you.

--

"I recall my first meeting with KK, when we all arrived in Ahmedabad, both wet behind our ears, with no understanding of what was ahead of the nine of us assigned to Faculty House #317.

The memories of those days, reading those cases, sweating it out with Profs. Meenakshi Mallya's and Praful Anubhai's homework, and MN Vora's grilling ("How many insertions?") come flooding in. I recall KK's smiling face, always alert but never up in your face. He knew much more than he let on, and I soon realized the wisdom that he wore on his head, ever so lightly. Our conversations in those days always made

me reflect on something he said that I was unaware of.

One incident that KK never ceased to remind me of was a Written Analysis and Communication assignment with Prof. Malathi Bolar. The dreaded Saturday submissions, following which she would come to each of the houses (groups?) to discuss how poorly we had done our jobs.

Being somewhat cocky about my own turn of phrase, I challenged her on a particular phrase that I had used, which she thought was incorrect. We argued for a bit, when KK mischievously suggested that we take a bet. If I were right, she would treat us all to a movie. It turned out that I was, and the whole house, all nine of us went to Relief Cinema with her, with snacks thereafter. KK was highly tickled about our good luck in getting a free movie and snacks.” - Marti Subrahmanyam

--

“I will always cherish fond memories of KKS, especially because of his role in organizing the 2009 reunion. As I had a lot of difficulties attending that reunion, KKS went out of his way to help me out. I will be indebted to him forever for that. What a great loss. May he rest in peace.” - Alex Joseph

--

“The proposal to establish a fund to provide school supplies to a hundred or more school children who cannot afford them is indeed a very befitting tribute to a very deserving soul. I can visualise KK hearing about it in his heavenly abode, giving his inimitable, low chuckle and saying something to the effect that he does not deserve the honour.

KK found time for all of us and his suggestions were always well thought out, meaningful and useful. God Bless his soul! We miss you KK.” - Amrish Sahgal

We Will be Eternally Indebted to Him

As our father left for the heavenly abode, and we now sit and reflect on his life, we feel humbled to have had the opportunity to learn from him at such close quarters over the years. He was a pillar of support not only for his family, be it immediate or distant, but also for his friends, rather any person who needed his help, be it even a stranger. For the years to come, all of us will fondly remember the many life lessons he had taught us, and the values and moral code he strongly instilled in us.

The one distinct quality of his that we all admire the most was his insatiable thirst for knowledge. What was most impressive was how he used this attribute to lift himself from his humble and modest background in Ratlam and built a life for self and his family; all with his own willpower, perseverance and hard work; not forgetting the unstinted support of our mother, Shyama Sureka. Whenever any of us, his children, or his grandchildren were in any sort of dilemma or needed any form of advice, he unquestionably was our first point of contact. His keen eye for details made him our biggest critic. Even a small inquiry on a subject and short discussion would be reverted back with a thorough search on the subject. Call him with any question, and in a short period of time, he would go deep into the topic and master it to be able to discuss and offer sound advice on the same.

Another admirable skill of him was to establish a quick connect with individuals, irrespective of their background, age, educational or societal level, instantly making them feel comfortable. Any opportunity to offer

guidance and encourage youngsters to enhance their learning would gratify him, and elevate his energy to the highest levels.

He was extremely proud of his lineage of IIM Ahmedabad and was very fond of his friends and community from the institute. He enjoyed a special relationship with the community; he was always more than happy to invest long hours in cultivating these relationships and always gave it the utmost importance. We are touched by the overwhelming support that his friends have provided us in these difficult times.

We will be eternally indebted to him for the beautiful memories that he has left us with; we were lucky to have a mentor and friend like him. He was extremely involved in our lives, and we will all yearn for his strong, guiding presence in the days to come. We will fondly remember his smile and calming presence. Papa, you will always be in our prayers.

- Amit, Shivani, Anshu, Shishir, Ayushi, Ananya, Siddhant and Amishi

THE PIONEER OF BUSINESS HISTORY IN INDIA: PROFESSOR DWIJENDRA TRIPATHI

Considered as the doyen of Indian business history, Professor Dwijendra Tripathi passed away at the age of 88 on Teacher's Day (5 Sept, 2018) in Ahmedabad. He had a close association with the institute from 1964 to 1990 - a span of three decades. Having served as a former faculty, dean for four years, in the Board of Governors for three years, as the General President of Indian History Congress in 2002-03 and more - he was definitely the torch bearer of the subject. May his soul rest in peace.

“This is to convey the sad news that Prof. Dwijendra Tripathi (1930-2018), former faculty at IIMA (1964-1990) and doyen of Indian business history, passed away on September 5 (Teacher's day) at 11pm.

His biography of Kasturbhai Lalbhai (1981) and the Bank of Baroda (1985), and the seminal volumes - *Oxford History of Indian Business* (2004) - and *Oxford History of Contemporary Indian Business* (2013), are classics, among many others. He was PGP Chair (1968-72), Dean (1972-76), Chair of the Economics Area (1986-88) and on the IIMA Board of Governors (1987-90). He was also the General President of the Indian History Congress in 2002-03.

Over the years, former students, faculty, and business leaders have recounted numerous instances where they were touched by his warmth and wisdom. In March 2018, he was also the first interviewee of the IIMA Archives Oral History Project and the video-interview and transcript will be made available for the public in due course. A picture from that interaction is attached. He also donated some of his papers to the IIMA Archives, including his 24-page CV (as of June 2006), which is also attached for your reference.

I got the news from his longtime family friend and co-author based in Ahmedabad, Jyoti Jumani. May his soul rest in peace.”

- **Prof. Chinmay Tumbe, Assistant Professor, Economics Area**

“Ohh what a loss! Rich in life, glorious in departure - may his light shine forever.”

- **Prof. Ranjan Kumar Ghosh, Assistant Professor, Center for Management in Agriculture**

“It is a real sad and shocking news. I saw him the other day at our campus as he was visiting post office



and he said that he was not very well and, therefore, did not talk much. I had known him since 1992 due to his involvement in the Jrl of entrepreneurship which he edited from EDII.

we would miss the great man, the bisham pitama of entrepreneurial history research in India.

any idea when and where is the cremation?”

- **Prof. Sukhpal Singh, Professor, Centre for Management in Agriculture (CMA)**

“I have known him since the mid-1980s. A remarkable person with a great sense of wit. Will miss

YOU ARE MISSED

him. The cremation is at 9 am today at the crematorium behind Sardar Patel Institute of Economic and Social Research at Thaltej. Will let you know when the Besna day and time gets fixed.”

- **Prof. Rakesh Basant, Dean, Alumni and External Relations**

“6.9.2018

Dear Colleagues,

From a phone message received early morning from his family, I learnt of the passing away of Prof Dwijendra Tripathi.

This is almost like the end of an era. Dwijendra was a dear friend and colleague and we had worked together on many projects over decades.

Dwijendra leaves a huge void...academic colleagues like him are hard to find nowadays. I had continued to relate with him after his retirement, both professionally and personally. He had a great contribution as a member of Samar Singh's TAC and I also got from him personally the real story of the harmony sensing matrix on campus which is different from the IIMA official archival history! His hearing was troubling him and he was no longer keen to give lectures or interact with students in the last two years. He has left behind a lot for us to be grateful for.

My wife and I grieve and mourn the passing away of an academic giant and join you all in remembering and cherishing the spirit he sparked and nurtured.”

- **Prof. Ajeet Mathur, Professor in Strategy and International Business**

“I am sad to learn the passing away of Professor Dwijendra Tripathi popularly known as Dwiji. He was not only a senior faculty when I joined IIMA in 1980, but rapidly became a friend and a well-wisher. Dwiji was one of the early faculty members of IIMA who contributed to its growth and excellence. He played a stellar role in strengthening / complementing the academic leadership in the Institute until his retirement. Dwiji is a classic example to illustrate that excellence can stand alone (in the context of his academic interest and the stated objectives of the Institute). He was recognized as a father figure in business



history in the Indian context. I warmly recall the administrative support Dwiji provided in his capacity as Chair, Economics Area, when Professor Dr. Martin J Beckmann from Technical University of Munich visited IIMA. Dwiji was an outstanding conservationist. There is always something new about the Institute that will come up in each one of those interactions. His writing skills are exemplary. Once I met Dwiji in VSL, which he visited to verify a particular reference. During that particular conversation, he mentioned to me that the author of an article / book / monograph is obliged to the reader, because it is the reader who is spending his time, energy and money to read the work of the author. Therefore, every attempt should be made by the authors to make his work complete, reliable and readable. I learnt a great deal from his conversations. On an occasion, I remembered Dwiji arguing for a faculty member's academic career advancement and convince the leadership to arrive at a decision in favor of the faculty member based on merits. While he was a friend for all, he could stand up and advise the leadership based on merits what is appropriate for the Institute. Dwiji's departure marks the end of an era. I was fortunate enough to interact with him on several occasions which I would cherish in my life time. Condolences to the bereaved family.”

- **Prof. N. Ravichandran, Professor, Production and Quantitative Methods**

FORMER DIRECTOR AND LEADING IR & PERSONNEL MANAGEMENT SCHOLAR: PROF. N. R. SHETH

Soon after Professor N. R. Sheth took over as the Director of Indian Institute of Management, Ahmedabad in 1984, he was quoted saying in a special interview with then IIMA Alumnus that "Alumni are our ambassadors at large." He was the doyen of industrial relations and his immense contribution to the institution will remain inscribed in multiple facets of IIMA. Our deepest condolences lie with his family and loved ones.

"Dear Community members: With profound sorrow, I share with you the news of demise of Prof. N. R. Sheth, Director IIMA (from 13 July 1984 to 3 May 1991). Prof. Sheth left for the heavenly abode this morning at his home (C/54, Someshwar Complex-I, 132 Ring Road). He is survived by his son, Sanjay and daughter-in-law, Gopi. Despite his great scholarship, Prof. Sheth was humble to the core. He was a Gandhian in his outlook on life and always had empathy for others whilst being hard on their opinions."

- **Professor Errol D'Souza, Director - IIMA**

"This is indeed a sad news. This fortnight has been particularly bad for IIMA. The demise of Dwiji, Vijay Shankar Vyas and Narayan Sheth all happened within this fortnight. I have fond memories of Narayan Sheth as Director. The power of the office did not consume him. He was a simple person who stood his ground for what he thought was appropriate for the Institute. He was easily approachable. He addressed the genuine issues of the faculty and staff, as rapidly as possible. He was never shy of revising his decisions, if additional evidences supported revision. He stood for protecting the dignity of every employee of the Institute. It is well known how he dealt with deviations related to the same. He will be remembered for his simplicity and warmth. My personal condolences to his son and daughter-in law."

- **Prof. N. Ravichandran, Professor, Production and Quantitative Methods**

"I got to know Prof Sheth after he retired from IIMA and joined Gujarat Institute of Development Research where I worked before joining IIMA. I had recently come back from the US and was trying to figure out if I can join some place and teach courses that are not 'conventional' economics courses! Being in research institutions all through, I had never taught before and was consequently not 'fit' for a teaching institution. Prof Sheth along with Prof Oza encouraged me to apply at IIMA arguing that it is NOT a typical teaching institution. In fact, he read through my 'SOP' as well as



the CV and provided very useful comments. He was very happy when I got the job and assuaged my fears about being in a management school. We continued to interact after I joined but subsequently he became a bit of a recluse. He was humility personified. He worked very closely with the Swadhyaya movement but moved away I suppose after the death of Pandurang Shastri as politicking started within the group. I do not know if he was disappointed. I had a few discussions with him about this movement and other similar movements and their role in Indian society. I was quite cynical about such movements and their 'Hinduness'. He was extremely patient with my cynicism and I realized over time how inclusive he was despite his 'religiosity'. Over the years, it is only through interactions with people like him that I have realized that religiosity and secularism can co-exist. We need many many more such people. RIP Prof Sheth!"

- **Prof. Rakesh Basant, Dean, Alumni and External Relations**

PADMA BHUSHAN AWARDEE AND NOTED AGRICULTURAL ECONOMIST: PROF VIJAY SHANKAR VYAS

Professor Vijay Shankar Vyas (21 August 1931-12 September 2018) passed away at the age of 87. He was awarded Padma Bhushan in 2006 and also served as the member of Economic Advisory Councils (EAC) during the tenure of former Prime Ministers - Manmohan Singh and Atal Bihari Vajpayee. He was also Deputy Chairman of the first Rajasthan State Planning Board and a member of the Central Board of Directors of the Reserve Bank of India. Professor Vyas served as the Director of IIM-Ahmedabad, IDS Jaipur and Senior Advisor, Agriculture and Rural Development Department, the World Bank. He was also an Emeritus Professor at the Institute of Development Studies, Jaipur. He also served as Chairman and Member of Boards at the international, national and state Level. The entire community is saddened by the loss.



“Dear Community members: With profound sorrow, I share with you the news of demise of Prof. V. S. Vyas, Director IIMA (from 01 Jul 1978 to 30 Sep 1982), Former Chairperson IDSJ, Member of the Governing Boards of NABARD and RBI, Padma Bhushan, Member, PMEAC. Prof. Vyas left for the heavenly abode this morning. He will be remembered for his outstanding academic contribution and sterling personal qualities. He faced his last moments with the same resolve that faced the rest of his personal and professional life.”

- **Professor Errol D'Souza, Director - IIMA**

“Extremely sad to hear about this - it is a huge loss for us and the country. Before becoming Director he was a faculty member at the Institute, brought in by Ravi Mathai - and a teacher, guru and mentor to me for a long time. He was a thorough gentleman and an exceptional human being.

Through his outstanding leadership at AERC Vallabh Vidyanagar, the Agriculture Prices Commission New Delhi, the Centre for Management in Agriculture IIMA, and various other bodies, his contribution to the agriculture policy in the country is immense. The Asian Development Report under his chairmanship was extremely highly regarded and put him on the international stage. After leaving the Institute he soon became a Senior Advisor at the World Bank in Washington where he remained for many years before returning to India to settle in Jaipur and mentor the Institute of Development Studies Jaipur. He continued to write regularly and contribute at various high levels to strengthening economic policy in the country. It is a great loss and he will be missed immensely. In kind remembrance and wishing peace to his soul.”

- **Prof. Vasant P Gandhi, Center For Management in Agriculture**

GEMS OF PUREST RAY SERENE

Edited by Sanjiv Phansalkar (PGP 1979; FPM-PSG, 1989) and Dr. Ajit Kanitkar

Reviewed by Astad Pastakia (PGP-SPA 1980; FPM-PSG, 1996)

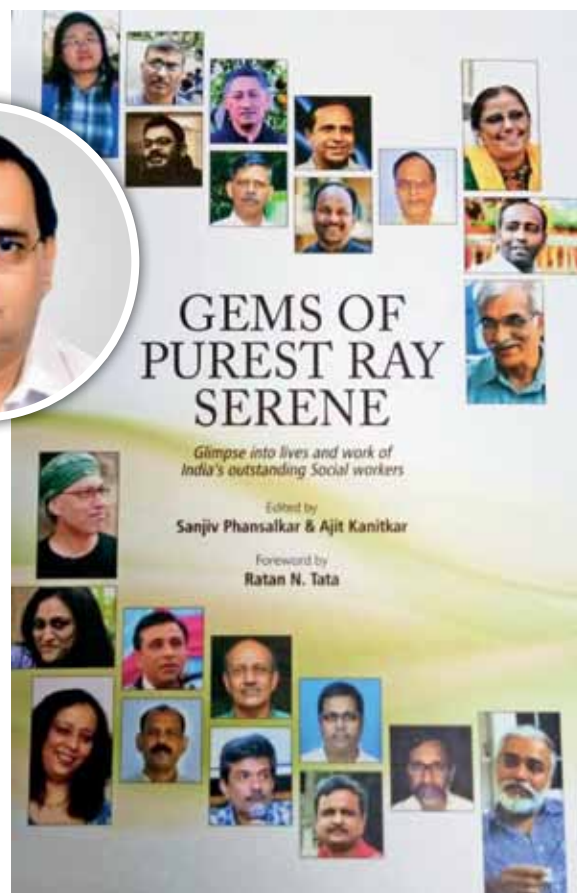
I recently had the opportunity to catch up with Sanjiv, who after almost a decade with the Tata Trusts, as Programme Director, has embarked on a new venture. VikasAnvesh Foundation, based in Pune, is an organization focused on doing serious research on the social sector, with financial support from the Tata Trusts and Sanjiv as its head. The book under review is among the first to be published out of this stable. It brings out the stories of 22 change agents drawn from different parts of the country, working on some of the most challenging social issues of our times.

In his foreword dated December 2017, Ratan Tata, Chairman, Tata Trusts, alludes to a model of society which is as caring as it is commercially progressive:

“Working hard to create and run commercial enterprises helps bring in prosperity for individuals and the society. Working hard to alleviate the sufferings of less fortunate people helps create a caring society. Progress on both these fronts creates a balance in society.”

Some of us who were fortunate enough to be on campus during the late seventies and early eighties, had the privilege of interacting with and getting inspired by Prof. Ravi J. Matthai, IIMA's first full time director. Those were the years when he was fully involved in the 'Jawaja experiment' to demonstrate that management education could be applied equally to tackle developmental goals of the nation. Profs. Neharika Vohra and Errol D'Souza (18 May, 2018)[1] pointed out in a recent blog that many of the institute's initiatives starting with the Jawaja experiment, right down to the Bharat Inclusion Fund (BIF) being planned by the CIIE in collaboration with various trusts, are consistent with the institute's broad goal of 'Vidyaviniyogadvikasah' (development through the application of knowledge). The BIF is focused on supporting 'inclusion focused entrepreneurship' also referred to as social entrepreneurship (SE). SE occupies a middle ground in the continuum of philanthropy/charity on one end of the spectrum and commercial enterprise on the other. The tools of management can be applied across the continuum.

The volume under review focuses on social workers in the conventional philanthropy mode. It addresses issues such as social exploitation on the basis of caste,



class, gender, vulnerability of mentally and physically challenged citizens and children; exploitation of migrant and other workers; poverty and lack of access to basic amenities and education; and lack of sustainable livelihoods. In addressing these issues social animators found themselves taking to rights based activism on one hand and building human and social capital of the targeted populations on the other. A rough profiling of the social animators showed that 5 out of the 22 or almost one out of five were from the target communities

themselves. This is an interesting finding in itself. Do we have the mechanisms to spot and support such social animators? The educational background of the rest showed that about 30% were from management background. The rest were from science and technology (30%), arts (23.5%) and social studies (17.5%).

Of special interest is the case of one of our alumni, Pramod Kulkarni PGP (1981) who founded Society for Assistance to Children in Difficult Situation (SATHI) in 1997 to work on child rights issues. The NGO has been working on repatriation and home placement of children who had run away from homes and were found on railway platforms. Collaborating with 35 other NGOs across the country, it has successfully rescued over 50,000 children and reunited them with their families. Pramod asserts that the idea of home placement when he first proposed it, was against the espoused theory of child rights and protection and hence many were opposed to it. However, data over the years has vindicated his stand. The data showed that children reunited with their

families have stayed back at home in 80% cases.

Pramod acknowledges that “it was at IIMA that I realized that it is possible to work in the development sector. I knew I must work for the poor, be in direct contact with them through voluntary organizations.” Regarding the commitment to the social sector and his work he states “Once you witness the joy of a family who is united with the child, the happiness is so immense that you want to do more!” Similar sentiments are voiced by many of the other social animators who figure in this book. Each story is unique and serves as a polestar to inspire other budding social workers/animators.

A word about the case writers is in order. The cases were researched and documented by a team of sixteen authors including the two editors. These were mainly employees of the Tata Trusts at that time. The cases published in the book are only abridged versions. The original cases are still undergoing a process of rigorous analysis the findings of which would be available soon.

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

Ahmedabad,
October 2018

Victor Pereira
Publisher, The WIMWIAN

THREE BOX SOLUTION: A STRATEGY FOR LEADING INNOVATION

Authored by Prof. Vijay Govindarajan

Publisher: Harvard Business Review Press, in the year 2016

Reviewed by: Shashi Kant Sharma (PGP 1973)

Prof. Vijay Govindarajan (popularly known as VG) has been teaching at the Tuck Business School of Dartmouth College for many years now. VG has an India connection; he was born and brought up here. In some ways more relevant for THE WIMWIAN audience, VG has a strong IIMA connection, he taught there during the mid-70s and his brother V. Rangarajan (very unfortunately no more) was a PGP '73 graduate!

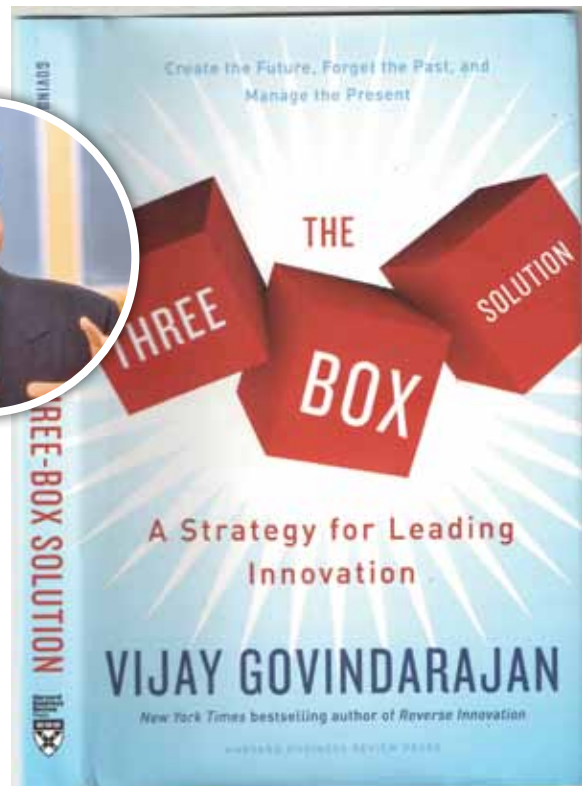


Though living and working in the US for the last several decades, VG has deep roots in the Indian culture and tradition. For example, this book "THE THREE BOX SOLUTION" (TBS) is dedicated to his grandfather, Tagore Tatha (a pious Iyengar brahmin as depicted in the photograph in the beginning of the book). VG also draws a strong analogy between his 3-box framework and the Indian "trimurti" - Brahma (the creator), Vishnu (the preserver and the nurturer), and Mahesh or Shiva (the destroyer). A very lucid description of this analogy is provided on pages 14 and 15 of the book.

His contention is that for any organization to effectively function, particularly in an innovative mode to take on the unavoidable vagaries of time, due importance must be given to creation, preservation, and destruction (in a cyclic manner) within the dynamics of past, present, and future.

It has been said that a true management guru synergistically combines research, consulting, and teaching. It is very evident that VG has diligently followed this paradigm and the book has several case studies to illustrate this.

Among the companies studied and mentioned in the book are (in no particular order) - Hasbro, IBM,



United Rentals Inc., Willow Creek Community Church / Association, TCS etc.

There is a rather detailed study and analysis of the Mahindra group which transformed itself from a "me too" organization to one with world-class products and processes strategized under the leadership of Mr. Anand Mahindra, a Harvard MBA.

With the application of the TBS approach to such diversity of organizations in terms of geography, size, business domains, and leadership styles, VG demonstrates that the approach devised by him has pretty much universal appeal.

Inter alia, VG has coined a very evocative phrase - "Planned Opportunism". This depicts flexibility in forecasting and meeting the challenges emerging due to the changes in a given organization's environment (usually understood through the pneumatic - PESTEL).

Very briefly, Box 1 relates to managing the core business in the present; Box 2 relates to learning from the past and utilizing those lessons; and Box 3 focuses on innovation and generating new ideas for the future of the organization.

The book has a very usable design with "Takeaways" and "Tools" at the end of each chapter and highlighting of prominent concepts through the use

of side-bars.

The production values of the book are also excellent with easily readable fonts, extensive notes, and a relevant bibliography (And an important quality, at least in my lexicon - no printing errors!)

In praising this very powerful and practicable book, I am in exalted company : Indra Nooyi of PepsiCo, Jeff Immelt of General Electric, Anand Mahindra of Mahindra Group, Brian D. Goldner of Hasbro Inc, Rama Bijapurkar - our own eminent IIMA alumna.... all have found the book to be of great interest and use. Why all this praise? Please read the book and judge for yourself!



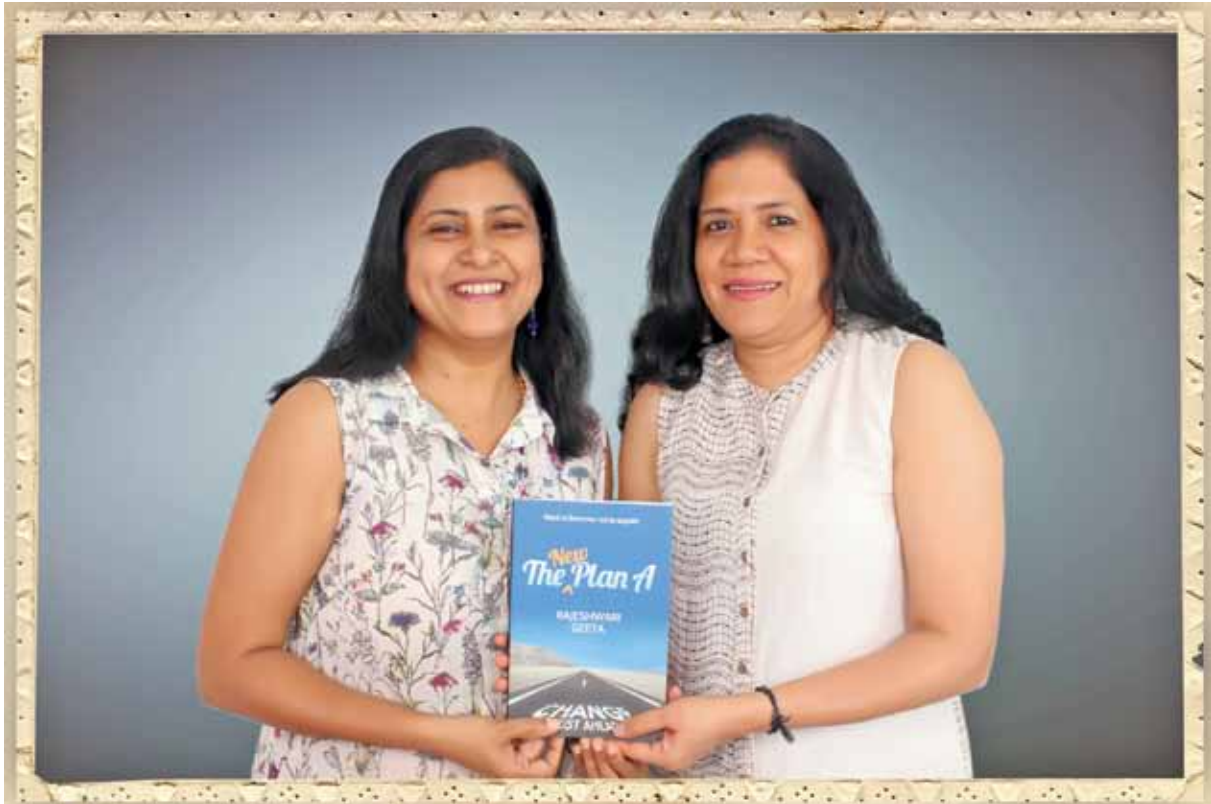
Naturography Content by Prakriti- The Nature and Sustainability Club at IIMA



WORK TO BECOME; NOT TO ACQUIRE: THE NEW PLAN A

Authored by K Rajeshwari (PGP 1994) and Geeta Ramanathan

Reviewed by KC John (FPM 1988)



Women play a vital role in organizations, yet world-wide remain under-represented in key leadership positions. India is no different. Professional women are 'opting-out' of the talent pipeline further reducing the pool of women available to step in to senior leadership roles. While there are few entry points for women, the exit gates are many - marriage, maternity, child-care and nurturing, elderly care, lack of family support, and unsupportive work environment. These create a leaking pipeline that hinders women from reaching leadership positions. For instance, only 27 per cent women join the workforce, 48 per cent drop out within four months of returning from maternity leave, 50% drop out mid-

career before the age of 30 because of gendered-roles - reproductive and nurturing, only 16 per cent of senior leadership roles are held by women in India. If these leakages are not plugged, achieving the global goal of 50:50 by 2030 will be a daunting challenge.

Motherhood and career or, elderly-care and career are often pitted against each other. But Chennai-based authors, K Rajeshwari and Geeta Ramanathan have challenged the notion that women have to take a step back from career goals at the critical inflections points in their life cycle stages. "Work to become; not to acquire: The New Plan A" is auto-biographical reflection of their individual doctoral journey. They demonstrate

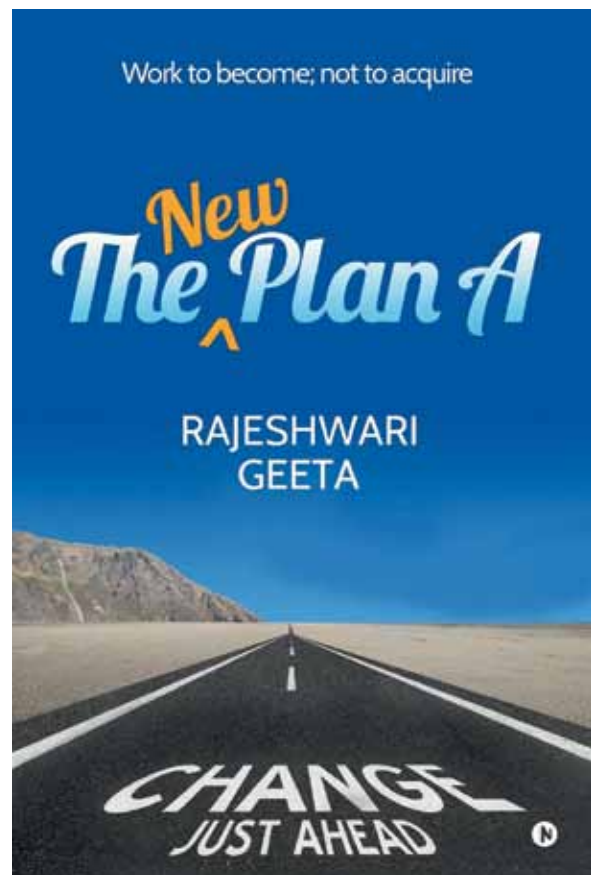
“ Female adult students face distinctive challenges that are experienced in their daily lives. ”

that far from hindering growth, motherhood or elderly-care can be viewed as a comma, rather than the full-stop. It is a time to pause and reflect on the professional journey; a time to reimagine and actually boost a lady professional's career. It's an individual choice.

The authors have an unusual relationship with the academia. After a successful corporate career of some 15+ years, they returned to higher education to pursue and secure Ph.D. degrees in Management from Indian Institute of Technology Madras. They share their lived experience of re-entering academic world to obtain admission into Ph.D. program and secure credentials to conduct independent research. While Rajeshwari was sure of exactly what she would with one, Geeta was sure that she wanted to follow in her father's footsteps and pursue doctoral study. However, she was ambivalent about full-time teaching position. But it was a now-or-never challenge that both thought they should accept, moving away from their respective zones of comfort.

As lady professionals returning to institution of higher education later in life they overcome many of the role-conflicts, responsibilities, labels, barriers and challenges in their academic journey to Ph.D. completion. They have their moments of truth, rewarding inspiration, meeting up against cynical doubts and discords.

Lady professionals are often motivated to return to school after a significant life event - child birth and elderly care, in the present situation. However, what brings the adult female students to, or back to, the doors of higher education does not guarantee their successful academic journey to degree completion. For instance, only 8-10 per cent of the scholars enrolling in a doctoral course manage to complete the program in India. Female adult students face distinctive challenges that are experienced in their daily lives. Support from family and social network played a significant role for the authors toward their academic experience. Absence of such support system could be a major reason for not achieving degree completion.



Prospective lady professionals, intending to return to higher education later in life, after placing their dreams and goals on the back burner for another place and time, due to other responsibilities that ended up spanning 15-20 years, may be plagued with thoughts like,

How will I handle all the various roles I fill in my every day personal and professional life?

What if I don't succeed?

What if I am too old? Will old dogs learn new tricks?

What do I have to offer in an academic setting that I had been absent from for over 15-20 years?

How will I fit in?

Am I too old to chase an unfulfilled dream?

The readers will find rich informative lived experiences that illuminate these questions. The interwoven stories describe individual circumstances of the authors that some may define as disadvantages, were in hindsight emerged as privileges that provided strength, growth, and new beginnings. Their journey into Ph.D. was one that swings from trepidation to excitement, from isolation to inclusion, from loss to

“ We make these decisions, I suspect, not because we’re rational, but because we’re curious. We want to know. ”

opportunity, full of possibilities.

The value of Ph.D. study hinges, to a large extent, on what comes next. The fact that many Ph.D. students don’t go into academia, but pursue other jobs, like Geeta, who resumed her corporate career, might only mean that a greater proportion of the value of doctoral program must be revealed with time. Ph.D. program might be best understood as what George Eliot, at the end of “Middlemarch”, calls a ‘fragment of life’, and the fragment of a life, however typical, is not the sample of an even web. The breadth of doctoral study, the sheer number of years it encompasses, makes it hard to think about. But, finally, it’s challenging because of its depth, too. Ph.D. study is a life-changing commitment. Less like taking a new job and more like moving, for entirety of your mid-life, in the authors’ case, to a new country. It will shape your schedule, your interests, your reading, your values, your friends. Ultimately, it will shape your identity. That makes it difficult to know, in advance, whether you will thrive, and difficult to say, afterward, what you would have been like without it.

These sorts of big life decisions Laurie Paul eloquently described as ‘epistemically transformative’ decisions. Sometimes, you can’t know what something is like until you try it.

You can guess what these things will be like; you can ask people; you can draw up lists of pros and cons; but, at the end of the day, “without having the experience itself” you “cannot even have an approximate idea as to what it is like to have that experience.” That’s because you won’t just be having the experience; the experience will be changing you. On the other side, you will be a different kind of person. Making such a decision, you will always be uninformed.

We don’t really have a good way to talk about these kinds of life-changing decisions, but we still make them. It’s hard to say how, exactly, we do it.

We make these decisions, I suspect, not because we’re rational, but because we’re curious. We want to know. This seems especially true about doctoral studies. It’s designed, after all, for curious people - for people who like knowing things.

The two auto-biographical lived experience stories are overwhelmingly optimistic. The authors are aware that there are too many unknowns. There are too many ways in which a person can be disappointed or fulfilled. One thing is certain, however, from the authors’ Ph.D. journey. It gave them a habit of intellectual isolation that endowed them with strength and originality.

In India, we come across only a few empowered women who have successfully and proactively evolved coping mechanisms to deal with critical inflection points in the life cycle stages and transition back into a more meaningful and impactful work life. Rajeshwari and Geeta belong to that rare tribe who overcame challenges at four levels - individual, family, workplace and social norms - to reimagine their career transitions.

The authors show that the break gave them the push they needed to take the ‘road less travelled’. It is a narration of their leap of faith to uncharted territories, embark on a doctoral study and emerge more ambitious to strike work-life balance and do something impactful.

The book is an incisive examination of career transition challenges and a skillful mingling of socio-cultural, domestic and intellectual themes. It is a compelling story of two lady professionals, doesn’t sacrifice nuance or sensitivity. It is vulnerable but authentic account of grappling with mid-life challenges. It is piercing and precise, rich in details, journey mapping of two different individuals. It is cerebral but still taut with the suspense, uncertainty of pursuing a doctoral study at a leading institution of higher learning. It is inspirational that could provide a do it yourself [DIY] template for not only lady professionals but male peers to plunge into journey of unknowables, step-by-step. It also spells out career transition decisions - corporate to academics as well as re-entering corporate after a long hiatus.

The GDPR and Purple Cows

Prashant John (PGPX 2006), Co-founder and CMO at www.kwench.com

*I never saw a Purple Cow,
I never hope to see one;
But I can tell you, anyhow,
I'd rather see than be one.* (Gelett Burgess, 1895)

In 2003, Marketing guru Seth Godin published a seminal book 'Purple Cow: Transform your business by Being Remarkable'. In the book he argued that businesses will find it more challenging to stand out in today's cluttered world of advertising where people are frustrated with mass targeting and largely avoid advertising as far as possible.

On 25th of May 2018, Regulation (EU) 2016/679 of the European Parliament and of the Council on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC came into force. A bit of a mouthful, like most regulations, but this one set a cat among the birds. Most of us know it by its more popular title 'General Data Protection Regulation (GDPR)'. Marketers in moments of candor refer to it as the spam-killer.

At the core of it, the regulation is a set of rules put in place to give EU citizens more control over their personal data. While at this point in time, the GDPR applies only to those in the European Union, companies across the globe are gearing up to deal with the impact of this change - especially because of the onerous fines they could possibly face for violations.

So what does a seemingly draconian set of rules giving people control over their data possibly have to do with companies being remarkable?

While it seems difficult to imagine, the GDPR just might be the best thing that happened to brands and companies in general for a long time. If more countries adopt these regulations (or some variant of it), the present approach of spreading the data collection net far and wide to snag prospects will soon simply cease to exist. The only option will be get people really interested in brand offerings so that they willingly part with their personal information and then work hard to keep them interested so they don't ask you to delete the information you have.

More is no longer necessarily great: For marketing



and product teams everywhere now the focus is going to shift from filling a field with more brown, black or white (product) cows to standing out and creating a wow experience for their customers. And again, in the desperation to be noticed, it doesn't make sense for companies to just do whatever it takes. In fact, Seth himself, writing in the Guardian a few years after his book came out, said "Running down the street naked will get you noticed, but it won't accomplish as much. It's easy to pull off a stunt, but not useful.....No use being remarkable at something that people don't care about."

Throwing big money at campaigns is akin to Seth's analogy of running down the street naked. You will get noticed but it won't be particularly useful in the long run if your product or service isn't remarkable.

"Most of us have experienced wow moments. We just haven't taken time to think deeply about them." - Michael Hyatt

Increasingly consumers are looking for authenticity, transparency and honesty from the brands they interact with. Think about it - In a world where people are clueless about how companies are collecting and using data about them, being compliant with the spirit of GDPR, even if companies are not required to in the geographies they operate in, can go a long way in making the brand stand out.

There are three core areas companies will now have to work on:

(a) **Work harder to stand out:** In the new paradigm, brands will have to work harder to get people's attention - they now have to explicitly opt-in rather than opt-out of marketing campaigns. This puts serious pressure on product teams to develop things people really need and on marketers to communicate

value propositions in innovative ways that people will want to pay attention to. Lazy copycat campaigns will expectedly die a quick death since they will fail to add any value to the end consumer.

In the book *'Positioning: The Battle for your Mind'*, authors Al Ries and Jack Trout explain how consumers have limited 'slots' in their brain for products and services. Companies that are able to push the right buttons of the consumer psyche have a better chance at positioning its offerings in the right slot of their target customers.

The data minimization clause in the GDPR will require companies to better understand and optimize the entire customer journey rather than individual touchpoints. Since mapping customer journeys and optimizing them is a far more challenging task than looking at individual touchpoints, the focus will shift to journeys that really matter. Most companies will find that it is just one or two journey's that really impact the Customer Experience (CX) and reimagining those through design thinking can ensure that the data collection requirements be focused on making those paths count to deliver "wow" moments.

(b) **Establish trust through transparency:** Transfer of control over one's own data from the company to the consumer is at the core of the GDPR. Companies and brands that understand and respect this will stand head and shoulders above their competition. Organizations looking to move up the Data Maturity Model and be a trustworthy brand that consumers trust, should view compliance as an opportunity to stand apart from the crowd.

For most companies the biggest challenges will be in getting the organization mindset to shift from the current Consent Model to a Rights Model.

In the discussion document "Beyond Consent: A New Paradigm for Data Protection" Rahul Matthan outlines the fundamental difference thus - In the Consent Model, once the consumer's consent to collect data is obtained, the controller is free to use the data for the specified purpose and is not liable for the consequences - thereby putting the onus on the consumer to know what she is providing her consent to. The Rights model flips this around and gives the consumer total control over her data. The collector must then ensure that the way they collect and use the data does not violate this fundamental right.

Making this shift isn't easy, but companies that

can make the leap will be respected and receive a disproportionate amount of consumer trust.

(c) **Use CTRL-ALT-DEL to Reboot:** As a happy coincidence, the key combinations used to reboot Windows based computers is also a nice way of summing up how GDPR expects data to be handled. The ConTRoL of data now resides with the consumer (the data subject). Companies (the data controllers) now have to find ALternative data storage, security and use mechanisms. Consumers now have the ability to make companies DElete their data forever (The 'right to be forgotten' clause in GDPR).

GDPR thus is going to force companies and brands to raise the bar on how they reach out to and interact with people over the entire customer lifecycle. Marketers will need to essentially reboot their strategies and innovate. A much needed rethink will almost certainly lead to more creative and thoughtful campaigns that what we are bombarded with today.

Instead of viewing the GDPR as yet another heavy handed regulation, companies and brands should embrace it as a harbinger of much needed change on a topic that has been simmering for far too long. The Cambridge Analytica scandal exposed how data can be seriously abused by companies in ways that the data subject may not even be able to comprehend.

It is time for brands to use GDPR compliance to think beyond email and phone and make the leap to laser-sharp prospecting and permission marketing in order to stand-out.

References:

- Godin, S. (2007, January 6). How to be remarkable.
- John, P. and Panda, B. (2018, May 25). GDPR: Commentary from technology leaders.
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- Palmer, D. (2018, May 23). What is GDPR? Everything you need to know about the new general data protection regulations.

Call for IIMA Alumni Memories

IIMA Archives

“Archives are to society what memory is to human beings”

Email: archives@iima.ac.in



Dear IIMA Alumni,

Greetings! The IIMA Archives team is delighted to announce the launch of the IIMA Archives Project that serves to systematically document the history of IIMA. We have begun the project by setting up a physical archive space on campus and an oral history project capturing the experiences of people associated with the Institute since its inception. An exhibit space will also be opened soon.

We are reaching out to you to invite you to send in your contributions to the IIMA Archives with your memories and memorabilia. We would be delighted if you can send any or all of the following,

- Up-to-date CV, Admission letters, letters of correspondence, student yearbooks, student magazines, newsletters, banners, trophy, certificates, any other memorabilia
- Photographs [preferably with notes in a separate file- Month, Year, People, Place]
- Video Anecdote: 1-minute video clip introducing yourself (Name and Batch) and a memory about IIMA. You can simply take this on a mobile phone and send it to us. We plan to place these video snippets in the exhibit space of the campus. Feel free to send more than one clip, but not more than one minute each!
- Details about the Student Affairs Council (SAC) members of your batch [Name and Position]
- Essays on your time at IIMA and/or life before and afterwards. This could also be in the form of a lengthy video captured on your phone.

You can send digital copies by email, with a line about your name and batch year (eg. PGP1980), to: **archives@iima.ac.in**

You can send physical copies by mail to: IIMA Archives, IIMA Library, IIMA Old Campus, Vastrapur, Ahmedabad, 380015

In return for your contributions, the IIMA Archives will create a folder in your name that will store these details for posterity. The IIMA Archives strives to be a unique resource to understand the history of IIMA, business and management in India. Your contribution will be invaluable! If you would like discuss details of this project further, feel free to directly write to me at chinmayt@iima.ac.in

Best Wishes,
Chinmay Tumbe, Faculty, Economics Area
Chairperson, IIMA Archives

Innovation for Next Phase of Developmental Agenda

On strengthening IIMA's core focus on overall excellence - Head of Development Office, Mr. Ajit Motwani



Big contributions from IIMA Alumni is relatively a recent phenomenon considering more than five decades of institutional history. Being a late entrant or follower has its own advantage, just as being the Pioneer or an early mover. Innovation, however, is at the heart to every meaningful activity and every stage. Fortunately, innovation is in the DNA of IIMA right since its inception.

Innovation is not just relevant in the tech and social sectors, where the big brands, such as Apple, Google, Facebook, Amul, Grameen Bank, Indian Telecom revolution of 1980s, that were products of innovation driven by absolute passion of their founding leaders, but is equally relevant in all our pursuits.

The IIMA Alumni, key stake holder and major donor group supporting various priorities at the institute, have been close partners in our journey of fund raising and innovation in the developmental agenda. We prioritized funding for new developmental initiatives with Alums that include Swimming Pool (construction should start within a few months), facilities for differently abled, funding to support the junior staff medical emergencies post-retirement, Child Care Center on campus, Staff Recreation Club, and most recently "Prof A K Jain

Marketing Gold Medal".

Alumni contribution has been as much with the funding as with the innovatively defining the priorities. The institute's initial fund raising was relatively easy, just like any low hanging fruit at the start of a new initiative where priorities are often set by the crying needs and reasonably well defined. At IIMA, this was the aging heritage infrastructure of Louis Kahn buildings - the legacy on campus. Besides, the other initial funding to support teaching and research through Faculty Chairs/Visiting Faculty/Case Research support; student support through scholarships and awards; Faculty recognition through awards, etc. were all quite obvious. We are gradually moving towards 'not so well defined' developmental agenda, such as top research international conferences on campus; initiatives to promote overall excellence through alumni and external engagements that are important for IIMA ecosystem.

Globalization of higher education coupled with increasing costs, in part due to recruiting & retaining quality faculty and international students' expectations of infrastructure/facilities, have put the competing demands on the available philanthropic funding. This is especially true of the corporate philanthropic funding. However, it also applies to Alumni funding since the Alums want to see the value proposition in the funding support they commit to. We have seen the similar trend among the IIMA Alums, where the large contributions have also been made to the academic institutions that they didn't study at, but closely relate to their priorities.

It's been our endeavor to regularly share the institutional priorities with Alumni at Chapter meetings and also at reunions. We seek the innovative inputs from Alumni to support major funding for strengthening IIMA's core focus on overall excellence. The response has been very encouraging and we look forward to deeper engagement with Alumni community across geographical regions for active collaborations.

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General Management for Shipping	Feb. 24- Mar. 2
Rural Marketing	Feb. 25 - Mar. 1
Doing Business in Nordic Europe (DBNE)	Feb. 26-28



Professor Arvind Sahay
Chairperson, Executive Education

Dear Alumni:

I am happy to offer my greetings for the upcoming Diwali. I invite you to consider the executive education programs that are scheduled at IIMA over the coming months for possible participation by yourself and by other managers and leaders in your organisation. We are also a globally ranked executive education provider (FT rank 66 for open programs and FT rank 57 for custom executive education in 2018). As you can see we have a bouquet of offerings available. We are also happy to customise programs for your requirements.

Do reach out to the Head,
Executive Education
(head-eeep@iima.ac.in)
or
Chair, Executive Education
(chr-exed@iima.ac.in)

For further details, please contact Executive Education Office:

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The sand is exactly as white as shown in this picture.
The ocean of white sand stands out stark and pristine in its
colourlessness, interrupted only by passing hoards of camels.
On moonlit nights, the desert reveals another colour.
Something that can hardly be described in words.

Which colour of Kutch will catch your eye?
Maybe one that I couldn't find!

Amitabh Bachchan

Amitabh Bachchan

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