



Bangalore Chamber of Industry and Commerce

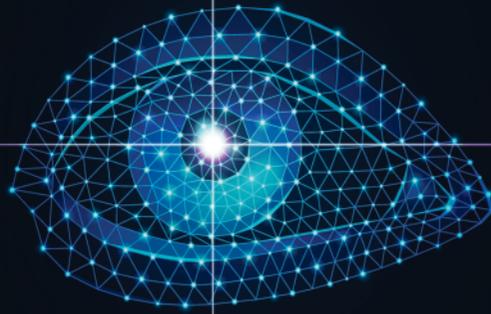
e-Synergy

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BCIC LEADERSHIP CONCLAVE' 2023

India-Its leadership
and the shift underway



MISSION

Namma Karnataka-
Gateway to Future India

VISION

Look Beyond

Together We Should

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Wealthmax Group of Companies

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Dear Members,

It gives me pleasure to be part of the proceedings of the 2nd BCIC Leadership summit but held physically for the first time.

The galaxy of stars as speakers have really enthused us.

At BCIC, with over 900+ corporate members, vast majority of leaders are visible in every meeting, get together, events and forum.

The hands on experience that each leader brings to any meeting is splendid and the learnings immense.

What characteristics make a successful leader? We asked executives in varying industries and created a list of the top 20 answers:

1. Ethical and Corporate Social Responsibility (CSR): Leadership sets the standards and culture for ethical behavior.
2. A Leader is there to serve: A truly successful leader understands that you are there to serve your team, not to be served.
3. A vision of commitment to the organization: Leadership is about creating a vision that inspires those who work for and around you to participate actively in key goals, objectives and the overall mission.
4. From the top to the bottom: Leaders must be able to quickly assess the gap between top management and all employees, and think of innovations of how to encourage the team to act and feel satisfied as winners or contributors to the success of the company.
5. Excellent communication: Leaders must have an astute clarity of expression, communicating thoughts entirely synchronized with the messages delivered AND received. A leader must have the ability to communicate effectively at every level in your organization.
6. Ability to listen and debate: Rather than simply 'delivering' ideas, prepare to engage in debate around ideas and really listen to every suggestion.
7. Teamwork: The ability to create and maintain trust and respect between team members quickly and effectively is vital. A leader should be able to spot key problems and empower management to iron out any issues.
8. Delegation: A senior executive leader must have confidence to delegate work to his or her team and



Dr. Ravindran L

President BCIC and
Managing Director & CEO
Wealthmax Group of Companies

- step back - leaders are there to empower others to become leaders and managers themselves.
9. Management is not the same as leadership: As your leadership grows your necessity for managing greatly decreases as people become self-driven towards the vision. Leadership itself is NOT about operational procedures, metrics, or work styles it's about "vision" and "empowerment."
 10. However, many leadership positions often require management skills: Many executives must learn to perform as both leaders (visionary) and managers (ability to define strategy and drive execution). This requires a great versatility that allows the executive to set clear goals, objectives and targets, and communicate these in an effective way.
 11. Be a Leader not a micro-manager: Give employees room to breathe while monitoring their performance from behind the scenes. Encourage managers and employees to hold one another accountable against their plans and focus on achieving collective results.
 12. Talent Management: Ability to inspire teams and to bring the best out in people. Recognize where further training and education can be used to develop skills of team members. It is about providing the empowerment necessary to guarantee people can succeed.
 13. Change Management: Adapt quickly to changes in the marketplace and communicate these to all members of the organization. Get the entire company behind changes necessary through visionary leadership.
 14. Forward thinking: Beyond adapting to external changes, a leader must enact their own – an executive

leader should be able to see current and future trends, apply them to his or her organization and stay ahead of the competition.

15. **Resilience, perseverance and motivation management:** Particularly in today's climate, leaders have to be able to withstand lows and still motivate their teams. This requires a commitment to positivity even in times of extreme hardship; leaders must encourage teams to think and act positively and instill passion in their work.
16. **Honesty and integrity:** Although leaders must be positive, when things are not going well, the truth must be communicated. Subsequently, leaders must provide the vision and encouragement to bring the organization forward.
17. **A Problem Solver:** Leaders must always find solutions or (at least) suggest alternatives to every problem.
18. **Focused:** Keep the team on the right track on goals and strategies – ask for reminders of projects / goals and maintain focus on critical objectives despite endless obstacles.
19. **Confidence Without Arrogance:** Senior executives must lead by example, not just by words.

20. **Learn and Evolve:** Leadership positions require a constant learning process to adapt to the latest developments. Programs of executive education and further training should be continually completed.

We are sure our members are well served by the characteristics that they display in ample terms.

Wishing each of our leaders their best of motivation to their team and in staying ahead of the curve.

Yours,

Dr. L. Ravindran.
President
BCIC



Welcome Remarks and setting the agenda by Mr. Niranjan Mandayam and Mr. Krishna Kumar

BCIC Leadership Conclave 2023

was held on May 31, 2023 at THE PARK HOTEL, M G Road, Bangalore.

The Leadership Conclave had eminent Industry leaders who spoke at the Conclave. It was a power packed session with the leaders who gave the insights on how leadership traits come to the fore in manoeuvring the businesses of today. The shift from being rigid to being nimble and frugal. The Leadership Conclave brings Leaders from various sectors sharing their experience and thought-provoking ideas that are relevant to the ever-changing business environment.

- Confronting challenges in the VUCA World
- How digital adoption and transformation can help?
- How business reworked strategy to keep business afloat.
- Support from Government through policy support to keep the business going.
- How to preserve and protect existing resource



The session started with Welcome address by **Mr. Niranjan Mandayam**, Asst. Secretary General, BCIC



Mr. Krishna Kumar R, Founder and MD of Simbus Technologies set the context and moderated the event for the day.

The Conclave was inaugurated by lighting of the lamp from the dignitaries.



Left to right: Mr. Vineet Verma, VP BCIC; Dr. L Ravindran, President BCIC, Dr. S Devarajan, SVP BCIC, Shri K Jairaj, IAS Retired, former Additional Chief Secretary, GoK, Padmashri Nivedita Bhide, National Vice President, Vivekananda Kendra Kanyakumari, Mr. Sudhanshu Mani, Innovator of Vande Bharat Express (Train 18) and former GM, Integral Coach Factory, Mr. Kandaswamy Bharathan, Joint Managing Director, Kavithalayaa Productions Pvt Ltd, Mr. Chandru Kalro, Managing Director, TTK Prestige Ltd.

EV Summit E-Synergy Magazine was launched during this occasion. The special edition of E-Synergy was in continuation of EV Summit which was held on April 10, 2023.



Left to Right: Mr. Krishna Kumar R, Founder and MD, Simbus Technologies Pvt. Ltd. Mr. Vineet Verma, Vice, President, BCIC; Mr. G Prakash, Chairman, Manufacturing Expert Committee, BCIC; Dr. S Devarajan, Senior Vice President, BCIC; Dr. L Ravindran, President, BCIC; Mr. K Jairaj, IAS, former Additional Chief Secretary, Govt. of Karnataka; Padma Shri Nivedita R Bhide, National Vice President, Vivekananda Kendra, Kanyakumari; Mr. Sudhanshu Mani, Lead - Innovation team of Vande Bharat Express (Train 18) and Former GM, Integral Coach Factory; Mr. Rabindra Sah, Chairman, Publications & Corporate Branding Expert Committee, BCIC; Mr. Kandaswamy Bharathan, Joint Managing Director, Kavithalayaa Productions; Mr. Chandru Kalro, Managing Director, TTK Prestige Limited.

Mr. Jayaraj is an active member of BCIC and a strong advocate of BCIC initiatives. He is the Retired Additional Chief Secretary and committed bureaucrat who has been instrumental in materializing much of the infrastructure. After retiring as an IAS officer from the Karnataka Government, he is now a member of numerous boards in the private sector and educational institutions.

In his welcome address at the Leadership Conclave of BCIC termed it as a Leadership Laboratory and thanked the President Mr Ravindran for his drive and vision to bring forth this initiative. The very purpose of the conclave, he said, was to disseminate ideas about leadership and the proven performance of the participating leaders at the conclave. It is also to create a leadership culture that BCIC can sustain and foster in India of the 21st century.

He spoke of his time as BBMP Commissioner when he got to interact with Jack Welch, Chairman of GE. A conversation that made a lasting impression on him. According to Jack Welch, a leader must have 4 E's - must be Energetic, must Energize people, must have Execution Excellence and must have a strong sense of Ethics.



Shri. K. Jairaj IAS Retired
Former Additional Chief Secretary,
GoK

He announced with great pride, that the speakers had been carefully chosen from public service to public sector, Not for profit and the Corporate world to share their leadership experiences. He urged the audience to imbibe the key takeaways from the conclave and move the agenda forward constructively and progressively, all while getting the best out of people around them with the resources available at their disposal and make maximum contribution to national development.



The Welcome address was delivered by **Shri K. Jairaj**, IAS Retired, former Additional Chief Secretary, GoK.

Competition with oneself is more crucial than with others

Padmashri Dr. Nivedita Bhide has selflessly devoted her life for the public good and nation-building. She is the National VP of Vivekananda Kendra, Kanyakumari. Her main focus is capacity-building, as in training the trainers. For her stupendous effort, in 2017 she was conferred with Padmashri, India's 4th highest civilian award.

Leadership in Sanskrit is termed Netrutva. The root word of which is Naiya, meaning 'to carry'. 'Carry' here doesn't mean carrying physically or herding. Here Netrutva means transmitting the vision and values with which we work. The leader transmits his vision and values and his subordinate owns it and charts his own direction which is not in conflict with the leader's direction. With the resulting freedom, a lot of innovative practices are created in the process. Transmitting the vision and values is the basics of leadership. How is that achieved? Firstly, we practice it. Secondly, boundless affection for the person with which vision and values get transmitted. The channel for transmission consists of Love and Respect. At Vivekananda Kendra we lead by example and love all. India is based on the vision of oneness. The term another is an extension of oneself. Our family is an expansion of Us. The society and Nation are our expansion too. Hence we have the duty of caring for our families, society, Nation and the creation. Fulfilling this duty is not a service. As individuals we are not immortal, but collectively we are certainly immortal. This is another important aspect of Leadership. When one leader steps down, it is the duty of the leader to create more leaders who can take the vision and values forward. We can achieve Atmanirbhar Bharat by creating more leaders. Being rooted in the vision and values can help yield great leadership. These are the salient aspects that are in the core of training at Vivekananda Kendra. The memorial of Sri Vivekananda cannot be limited to a granite statue but the true memorial would be to inculcate those values within each young man and woman of our Nation. Vivekananda Kendra through its extensive and intensive work in Arunachal Pradesh has realized that real sustainable development is possible only if it is based on cultural values.



Padma Shri Nivedita R Bhide

National Vice President,
Vivekananda Kendra, Kanyakumari



Padma Shri Nivedita R Bhide, National Vice President Vivekananda Kendra, Kanyakumari gave the Inaugural Address on "Gaining Leadership with Services to Mankind".



The session was well attended by senior industry professionals.

Gaining Leadership with Services to Mankind



Mr. Sudhanshu Mani

Innovator of Vande Bharat Express (Train 18) and former GM, Integral Coach Factory

From conceptualization to the manufacturing and successful execution of Vande Bharat, Sudhanshu Mani has been the force behind this landmark project. He had an illustrious career of 38 years in the Indian Railways Mechanical Engineering services culminating as the General Manager of Integral Coach Factory of Perambur, Chennai. He is also a Fellow of the Institute of Mechanical Engineers, London. He also had a stint at the Indian Embassy in Berlin, where he had the opportunity to interact with most advanced train systems in the world and to wonder what it would take to materialize such a system in India. His time in Berlin, his commitment and the support of an able team, led to the success of Train-18 or the Vande Bharat project.

At the conclave Mr Sudhanshu Mani began his talk with words of people's President Dr APJ Abdul Kalam - 'A dream is not that you see in sleep. Dream is something that does not let you sleep.'

He spoke of the Indian Railways as the stratagem of the

British to control, manage and subjugate India, but which was used by Mahatma Gandhi to unify the country and kindle the spirit of liberation among Indians. Indian Railways is on its way to become future ready, moving away from coal for Energy production.

A gem of a takeaway that Sudhanshu Mani shared for the participating leaders was 'Love the people you work with, Love what you do and Love your organization and you can achieve greatness for the country.' His passion for his organization, the Indian Railways was very visible in speech. Such passion is the primary ingredient for a project like Vande Bharat.

He said with conviction that 'No organization would prosper if it does not respect its women as complete equals, not as lip service but in practice.'

He concluded a million projects like Vande Bharat are possible in a Nation like India. All it requires is leadership with Empathy, Passion and a Sense of Purpose.



Mr. Sudhanshu Mani, Innovator of Vande Bharat Express (Train 18) and former GM, Integral Coach Factory delivered the Keynote address on "Railway Rolling Stock: Changing Dimensions in India."

Leadership in Consumer Durables- Discretionary and non-discretionary spends in a growing market



Mr. Chandru Kalro
Managing Director,
TTK Prestige Ltd

Mr Chandru Kalro, Managing Director at TTK Prestige, has taken the brand TTK from being an underleveraged player to a National brand. Mr Kalro has a solid career of 38 years in the electronics and appliances industry. Under Mr Kalro's leadership TTK grew 20x, a feat which most leaders aspire to deliver.

Mr Kalro brought out beautifully through the TTK analogy, the challenges and opportunities in the current market scenario and how leadership plays a key role in achieving success in this day and age. India being a captive domestic market, has several advantages. At one point, TTK Prestige's 30% revenue was coming from goods traded from China, and 3 years ago the very same company was the first in the industry to abstain from

buying finished goods from China. The geopolitical stress, although a stress, is also an opportunity for India is truly non aligned and setting its own agenda.

TTK bringing out smart products is an act of adding value to the lives of the Indian middle class and not just a gimmick. This is the kind of leadership that drives the company and nation towards success.

A true leader listens and finds the pain points and finds innovative solutions to them, create segments and growth categories. TTK's philosophy is communicating and establishing sustained value. To go beyond being transactional and put customer first is imperative to see success in projects.



Mr. Chandru Kalro, Managing Director, TTK Prestige Ltd addressed on Leadership in Consumer Durables - Discretionary and non-discretionary spends in a growing market.

Making In India – Why and How India holds an edge and potential in Manufacturing

Mr Kamal Bali, is the President and Managing Director of a company that transformed technology, transformed the way Indians travel and transformed the way Indians transported goods on road, VOLVO group. An engineer from IIT Rourkee with four decades experience in the automotive industry. For his excellent services to promote trade between Sweden and India, Mr Bali was knighted The Commander, by their Majesties, the King and Queen of Sweden. Many institutions including the Times of India have recognized his excellent contribution to the growth of the manufacturing sector in India awarding him the Missionist Lifetime Award. He also serves on the board of many institutions like XIMB Bhubaneswar, IIT Gandhinagar, the Swedish Chamber of Commerce and CII.

Speaking about why and how India holds an edge and potential in Manufacturing, he noted that manufacturing has always been at 15-17% of GDP for the last 25 years despite successive governments trying to push it to 25%. India to become a powerhouse of manufacturing is no more an ambition but a necessity now more than ever. Where the Services sector is vulnerable to economic downturns, although 52% of India's economy comes from Services, the onus is on Manufacturing to take it up a notch. With a population of 1.4 billion, India cannot afford its economy to be working on one leg. Agriculture, Manufacturing and Services- India has to fire on all these cylinders to create 90 million jobs in the next 7-8 years. He rightly pointed out that one job in manufacturing creates 2-3 jobs in services. While India was crippled with its inherent challenges, our Asian counterpart China beat us to the game and became the world's favourite manufacturing hub. Though India realized too late and opened up to the world and made Indian companies compete on the global platform in the early 90's, our peers were already far ahead of us. To fix the issues with Manufacturing sector, he noted that reforms with respect to ease of doing business and Logistics Infrastructure to move goods were to be addressed first. While external



Mr. Kamal Bali

President & Managing Director,
Volvo Group, India

reforms did happen in 1992, internal reforms with regards to GST, VAT, PLI schemes took a backseat. The 3 pillars that would drive Manufacturing to 25% of GDP growth he said were Domestic ecosystem (Physical, digital and local level infrastructure, policies, ease, cost and speed of doing business, Firm level competitiveness (great MSMEs which don't scale up which have challenges like cost of capital, access to technology and no appetite to grow.) Supporting MSMEs big time is the way forward; and the third pillar being Global Ecosystem where the government is required to work with other countries to sign FDAs, market excise opportunities. Developing skills and imparting the knowledge to MSMEs is crucial in the path to success in the Manufacturing sector.

He summarized with the following points:

Focus on ecosystem and collaborations * Move from products to solution approach * Benchmark ourselves with countries on various parameters and compete * Global quality * Build Brand India * Skills * Ensure sustainability and energy transition * R&D and Innovation * Support MSMEs



Mr. Kamal Bali, President and Managing Director Volvo Group, India addressed on Making In India – Why and How India holds an edge and potential in Manufacturing.

“**Transformational leadership - Toyota - A Case Study for the world**”

When talking about a company like Toyota and the leadership it has enjoyed since the 30's make it one of the most talked about companies. Iconic as it is, it has enjoyed a reputation that straddles every stakeholder beginning with the all important customer, dealer, supplier partner, government regulators and the investor.

The start : moving from loom making to motor car manufacture.

Toyota started in prewar Japan as essentially a textile industry champion but given national priorities and the need to achieve self-sufficiency at Japan and to be free from dependence on the united states of America's car making industry the entrepreneurial Toyoda family ventured into the making of motor cars. This called for transformational leadership to give confidence to everyone that Japan needs to achieve this and that the making of motor cars called for following the precepts set by the founding fathers of Toyota in the making of looms.

Made in Japan to made by Toyota: the internationalisation of Toyota.

After Toyota had established itself as a car maker of repute in many countries such as the USA, Europe and Thailand it needed to establish that a car made in Japan and a car made in the USA were of the same high-quality standards that Toyota had set for itself. The made in Japan label did establish Toyota as a reliable car maker with increasing internationalisation of its operations. In the canvas of Toyota's international operations, Toyota Kirloskar India stands out having met all the benchmarks for quality standards set by Toyota for its supplier partners and also its finished



Mr. Shekar Viswanathan
Former Vice Chairman & Whole Time Director, Toyota Kirloskar Motor

goods shipping quality standards.

Toyota executives are often asked the question if a car made in India enjoys the same quality standards as a similar car made in Japan. The answer is an unequivocal yes! This naturally has led to the catch phrase made by Toyota replacing the made in Japan tag. This phrase got momentum when Toyota first launched its IMV series of vehicles which had never run in Japan but was engineered and manufactured outside of Japan. This also helped Toyota in the cost structure of the new vehicle being kept under control that made the vehicle affordable. This was yet another clear example of Toyota's leadership to transform itself and to put itself in a new growth orbit.

Substituting Japan's famed engineering prowess with equally capable engineering talent from other parts of the world (while keeping costs down) called for a calculated leap of faith in global talent and leadership from Toyota Japan. The IMV series of vehicles is testimony to Toyota's transformational leadership.

Changing technologies but keeping the momentum - the transformation challenge

Toyota needs to continue to invest in all technologies – Gasoline, Diesel, Hybrids, pure electric vehicles, Hydrogen, flex fuel, solid state battery technology, CNG, and others - as it is globally uncertain as to which technology will find favour with cost conscious consumers, environmentalists, regulators and other stakeholders of the automobile industry.

Different markets will have preferences for specific types of technology based on their access to natural resources to power the chosen technology.

While pure play electric vehicles (EV) is the flavour of the

season. How Toyota negotiates this once in a century happening of moving away from internal combustion engine (ICE) vehicles to a partial or full battery operated vehicle or will be able to introduce hydrogen vehicles as a mainstay or continue to rely on its present strategy of going completely hybrid (gasoline energising the battery so there is no need to charge the vehicle) is the puzzle everyone is trying to solve. How they make the transformation from pure ICE vehicles to other environmentally friendly vehicle technology is the

challenge they face. Knowing Toyota's leadership abundance both in terms of technology and human resources, they are poised to lead the auto world in the years to come. Single technology companies may need to rethink their strategy if they aspire to lead the auto world.

Taxation policies of different governments will also play a role in shaping the choice of technology but governments must remain tech agnostic while favouring those technologies with tax policies that are indexed to a carbon footprint.



Mr. Shekar Viswanathan, former Vice Chairman & Whole Time Director, Toyota Kirloskar Motor addressed on Transformational leadership - Toyota - A Case Study for the world.

Lessons in Excellence from Creative Industries- a leadership perspective



Mr. Kandaswamy Bharathan

Joint Managing Director,
Kavithalayaa Productions Pvt Ltd

Mr Kandaswamy Bharathan, Joint Managing Director of Kavithalayaa Productions, is the man primarily responsible to make Thalaiva Rajanikanth a southeast asian sensation much before K-pop and J-pop. Mr Bharathan is on a mission of professionalizing the entertainment and creative industry. He has created a course about the creative industry that is taught in IIMs. He is an alumnus of IIM Ahmedabad.

Mr Bharathan's effort has been instrumental in creating professionals who can manage India's billion dollar entertainment industry and play a pivotal role in its growth. He has brought many systems and processes in the industry. His decade long experience in the corporate sector before he could start his journey in the entertainment industry have helped him establish these with ease.

Mr Bharathan gave some gem of words for the leaders

present to take back and mull over. Biggest strength of a leader is Courage. There is a mindset for leadership. Leadership consists of the following traits - People Management, Strategic Excellence, Marketing Excellence, Production excellence, Business Excellence. A great leader has the ability to make an ordinary team extraordinary. Diversity in educational and socio-cultural backgrounds need to be efficiently managed. It requires great leadership for a director to manage and hold everybody equal in a project.

Motivating one another leads to excellence. Immediate and effective feedback is a prerequisite for a good leader. A leader has to mine the gold in every person, opportunity and crisis. A leader must have adaptability, flexibility and resourcefulness.



Mr. Kandaswamy Bharathan, Joint Managing Director, Kavithalayaa Productions Pvt. Ltd. addressed on Lessons in Excellence from Creative Industries - a leadership perspective.

National Education Policy (NEP) - How India aspires to grow leadership qualities in the budding minds

The National Education Policy of India 2020 (NEP 2020), approved by the Union Cabinet of India on 29 July 2020, outlines the vision of the new education system of India. It replaces the previous National Policy on Education, 1986. The vision of the policy is to build an education system rooted in Indian ethos that contributes directly to transforming India by providing high-quality education to all, thereby making India a global knowledge superpower.

National Education Policy (NEP) 2020 envisages a 'new' and 'forward-looking' vision for India's higher education system. The core policy objective of NEP-2020 is "Revamp the higher education system, create world-class multidisciplinary higher education institutions across the country - increase GER to at least 50% by 2035". The NEP-2020 emphasizes moving towards a more holistic and research-based undergraduate education and a higher education ecosystem consisting of large, multidisciplinary universities and colleges. Enable faculty and institutional autonomy and revamp curriculum, pedagogy, assessment, and student support. In addition to setting up more HEIs, the NEP-2020 identifies the importance of technology and distance education to increase the Gross Enrolment Ratio (GER) to 50 percent.

To make India the preferred destination for higher education, the NEP-2020 recommends the strategy of internationalization at home – the 'study in India' program, which is further linked with reforms in the regulatory system and infusing substantial autonomy to HEIs. The policy reaffirms the integrity of faculty positions and institutional leadership. To promote research and innovation across disciplines and HEIs, the NEP-2020 recommends the establishment of a National Research Foundation (NRF) and the State Research and



Dr. Chetan Singai

Academic Lead, and Associate Professor,
Chanakya University, Bengaluru

Innovation Council (SRIC). At the institutional level, the NEP-2020 recommends the governance of HEIs by independent boards with substantial autonomy while ensuring appropriate checks and balances.

The NEP-2020 recommends autonomy at the institutional level by ensuring 'light but tight' regulatory mechanisms at the systemic level. Going forward, every HEIs will prepare its Institutional Development Plan (IDP), which will be the blueprint for its vision/mission and governance. With autonomy at the institutional level, HEIs could prioritize their core functions into teaching, research, and service. The National Research Foundation (NRF) will provide a dedicated annual grant for research with unbiased selection and mentoring for the sciences and the social sciences in public and private institutions.

Aligned to the NEP-2020, the National Curriculum Framework for Foundational Stage (NCF-FS) is an essential dimension in implementing the National Education Policy (NEP) 2020. It is likely to have a profound impact on the education and overall well-being of children. The NEP is reconfiguring our system of schooling. It has created a 4-stage '5+3+3+4 curricular and pedagogical structure' - the Foundational Stage, and then ages 8-11 (Preparatory Stage), 11-14 (Middle Stage), and 14-18 (Secondary Stage). The four stages constitute school education and have been determined by children's physical (including the brain), social and emotional development trajectories, determining the most effective educational approach for that stage. The NEP 2020 visualizes three paradigm shifts in School Education that guide the NCF - (1) Transitioning to a more multidisciplinary and holistic education; (2) Transitioning to an emphasis on critical and analytical thinking rather than rote learning, and (3) Transitioning to a new curricular and pedagogical structure.

Translating the vision of the NEP-2020 to action depends on the successful execution of this policy which calls for dramatic simplification of decision-making structures and re-prioritization of budgetary resources in months and years to come. Some of the immediate challenges for implementation relate to appropriate funding, overcoming decade-old silos and departmentalization, creating a large pool of trained teachers, and ensuring effective center-state relations.

The National Education Policy 2020 augurs a new era in Indian higher education. It is an outstanding vision statement and an inspiring policy document that seeks a fundamental transformation in the landscape of

higher education. To realize the dreams it contains, we must overcome substantial execution challenges in a sustained manner for years and decades to come.

The National Education Policy 2020 is undoubtedly a turning point in the nation's history. It is an excellent initiative that addresses numerous problems that have influenced the education sector throughout the years. From teacher education to pedagogy to digitization to equity and accessibility, NEP 2020 ensures no stone is left unturned. The policy will benefit the nation's overall development in the long run. Students will gain new skills and become future-ready with the implementation of this policy.



Dr. Chetan Singai, Academic Lead and Associate Professor, Chanakya University, Bengaluru spoke upon National Education Policy (NEP) - How India aspires to grow leadership qualities in the budding minds.

Transformation of startups – Evolution and Leadership of startups in India

A graduate of IIT Madras and IIM Calcutta, Mr TN Hari, is the co-founder of Artha School of Entrepreneurship. He has authored 8 books and writes regularly for the center page in Mint. He has been a part of 5 high growth startups and helped them shape their journey including a listing on NASDAQ.

His topic for the leadership conclave was Transformation of startups - Evolution and Leadership of startups in India. He pointed out the developments that resulted in the tipping points responsible for creation of iconic brands that we see today like Flipkart, Urban Company, Ola, Uber, PhonePe, PayTM, etc. The evolution of the internet in India took the path of enabling microtransactions. A confluence of Aadhaar, broadband in the form of Jio and smartphones enabled microtransactions to take place. The success experienced by VCs and hedge funds in China prompted them to be ready for the Indian market when the wave



Mr. T N Hari
Co-Founder, Artha School of Entrepreneurship

took over. The dreams of entrepreneurs were bankrolled easily by the abundant VC funds.

Prior to this India had great B2B IT services companies which created an awesome corporate culture and created a huge talent pool of tech folks. These tech folks laid the foundation for the next generation of Internet entrepreneurs. Building and scaling startups is not the sole preserve of young founders and VC money.

Entrepreneurship for the right reasons like a deep seated urge to solve an existing problem is essential. Basics of building a business is that it should be profitable. He went on to point out that frugality is a very undervalued ideal. Good governance and good habits go a long way in making a business profitable.



Mr. T N Hari, Co-Founder, Artha School of Entrepreneurship addressed on Transformation of startups – Evolution and Leadership of startups in India.

India's Sustainability and Clean Energy Leadership

Reduce Reuse and Recycle

India has understood the importance of Sustainability since ancient times but post liberalisation we have been consumption lead and waste generative. We need re-examine what kind of future we want for our next generation. Consumption Lead or Sustainability Lead especially in the light of the climate crisis that is upon us.

Challenges for India

Climate:RBI in its opening chapter on Report on currency and Finance 2023 titled , "The Climate Strikes Back," recounts the country's recent experience of extreme weather: hottest, wettest, and driest months have all been experienced in Indian states in the last few years.

- The RBI reports that, "The country experienced extreme weather events on 314 of 365 days of 2022." These events claimed 3,026 lives and affected 1.96 million hectares of crop land. Macroeconomic analysis by the RBI indicates that extreme weather events in the last ten years have lowered output growth in affected states and raised inflation.
- Among the biggest projected impacts on GDP is extreme heat. Mckinsey says that India could become "one of the first places in the world to experience heat waves that cross the survivability limit for a healthy human being sitting in the shade."
- The country's recent experience is bearing this out. The World Weather Attribution project reported last week that the recent heatwaves in India, Bangladesh, Thailand, and Laos were 30 times more likely to occur as a result of climate change.



Mr. Harish H V

Founder and Managing Director, ECube Investment Advisors

Those cities and states that have heat action plans in place have seen lower fatalities, but these plans need funding mechanisms and provisions to particularly help vulnerable people.

We face huge challenges in the amount of waste that is generated by various sectors viz Municipal, Plastic, Construction and various forms of food, agricultural, electronic and Industrial waste in terms of their recycling, reusing and disposal in a environmentally safe manner.

The challenge for India is to how to continue its growth path in a sustainable manner given the challenges of climate and social issues. With a growing population and rapid economic development, India faces unique sustainability concerns. Should we go back to our roots where we were guided by the philosophy of "waste not want not" is a question that begs an answer.

India's Leadership Initiatives

Waste Management and Circular Economy: The country has implemented comprehensive waste management and circular economy strategies to tackle the growing waste crisis. The Swachh Bharat (Clean India) campaign, launched in 2014, aims to improve sanitation, promote waste segregation, and enhance waste management infrastructure across the country. This initiative has significantly contributed to a cleaner and healthier environment.

Furthermore, India has embraced the principles of the circular economy by promoting waste recycling and resource recovery. The government has implemented policies encouraging industries to adopt eco-friendly practices, reduce waste generation, and recycle materials. Initiatives like the Plastic Waste Management Rules and the Extended Producer Responsibility (EPR)

framework have been instrumental in promoting sustainable waste management practices and reducing environmental pollution.

Conservation and Biodiversity: India's rich biodiversity and fragile ecosystems require robust conservation efforts. The country has implemented several programs and policies to protect its natural heritage. The National Mission for Green India (GIM), launched in 2014, aims to increase forest cover, restore degraded land, and enhance ecosystem services. India has also established numerous protected areas, national parks, and wildlife sanctuaries to safeguard its diverse flora and fauna.

Moreover, India has taken significant steps towards reducing air pollution, which has been a major environmental concern. The National Clean Air Programme (NCAP) focuses on improving air quality in cities and reducing pollution from various sources, including industrial emissions and vehicular pollution.

Energy

Renewable Energy Revolution: India's commitment to renewable energy is a cornerstone of its sustainability agenda. The country has set ambitious targets and made substantial progress in this domain. The government's National Solar Mission, launched in 2010, aimed to install 100 gigawatts (GW) of solar power capacity by 2022. This initiative has positioned India as

the world's fourth-largest solar power market. One notable initiative is the International Solar Alliance (ISA), initiated by India and France, which aims to promote solar energy deployment worldwide.

Similarly, India is focusing on wind energy, aiming to achieve 60 GW of installed capacity by 2022. The country has harnessed its vast wind resources through the development of state-of-the-art wind farms and offshore wind projects. Additionally, India has tapped into its hydroelectric potential, with over 50 GW of installed capacity, and has incentivized bioenergy production to diversify the energy mix sustainably.

Another area that needs focus is energy conservation which is as important as generation and the Government and Industry have taken steps towards this.

Conclusion

India's sustainability leadership is evident through its significant achievements in renewable energy, waste management, conservation, and international collaborations. By setting ambitious targets, implementing innovative policies, and leveraging partnerships, India is paving the way towards a greener and more sustainable future. However, challenges remain, and sustained efforts are needed to overcome them.



Mr. Harish HV, Founder and Managing Director, ECube Investment Advisors addressed on Role of India in sustainability and clean energy.



Role of India in sustainability and clean energy



Mr. Manu Saale

Managing Director & CEO,
Mercedes-Benz Research and
Development India

Mr. Manu Saale is the CEO and Managing Director of Mercedes-Benz Research and Development India and leads the largest R&D setup for Mercedes-Benz outside Germany. He is an Electronics graduate from Malnad College of Engineering, Hassan. He has nearly three decades of experience in innovation in the automotive sector. Under his leadership Mercedes-Benz R&D has won several accolades viz, Engineering and Innovation Excellence award by Nasscom.

Mr Manu Saale's topic at the Leadership Conclave was 'Leadership- Global awareness and ability to foster an innovative culture in branding of premium segment'. The engineering excellence of Mercedes since 1886, with many firsts, thousands of patents and innovation at

every step of the way shows a great deal about the leadership there. He spoke of how replacing an IC engine with an electric drive is not just an engineering challenge, but also a societal, cultural and acceptance challenge. Taking a driver out of the picture with autonomous driving, potentially saves us more than a billion hours out of driving. Auto OEMs are right now the last unconquered screens with huge potential. The challenge of having the car hyper connected to the ecosystem and understanding the owner's relationship with the car and probably moving transactions from smartphones to the car, is the challenge of the hour. He spoke of the possibilities of AI aiding the improvement of safety functions and other utilities in cars.



Mr. Manu Saale, Managing Director & CEO Mercedes-Benz Research and Development India addressed on Leadership - Global awareness and ability to foster an innovative culture in branding of premium segment.

Vote of Thanks was delivered by **Dr. L Ravindran**, President BCIC







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