



CHARTING NEW COURSES

THE CFO STRATEGY ROUNDTABLE

5-7TH OCTOBER 2018, GOA

AGENDA

Friday, October 5th, 2018

Registration

3:30 pm

At the main hall, Alila Diwa

Raise a toast to the weekend in the company of friends and peers from across the country. Situated amidst lush paddy plantations, Alila Diwa is located in South Goa along Gonsua Beach.

The Global Economy and Trade Wars

4:00 pm – 5:30 pm

Adit Jain, Editorial Director, IMA India

Global growth is today strong and well-balanced. In 2017, the world economy grew by 3.8%, its fastest since 2011. The IMF forecasts similar growth this year and 3.9% in 2019. Barring Japan, all major advanced economies are growing at over 2% with the US at 2.3% in 2017 and the Eurozone at 2.4%. Emerging markets are also rebounding and EM Asia is currently at over 6.5%, led by India and China. However, economies move in cycles and the current upswing has already lasted a long time. It will take just a trigger or two for the cycle to turn again and currently, there are several such triggers. These include rising nationalism, geopolitical tensions and a reversing dollar carry-trade led by US monetary tightening. However, there are a few threats more worrying than the prospect of a breakdown in the global trade architecture. The rules-based order established over many decades is at the risk of being undermined by the actions of a few nations. How are these trade wars likely to evolve and what impact could they have on the global and Indian economy?

The CFO Strategy Roundtable will open with **Adit Jain**, IMA India's Editorial Director, providing an overarching outlook for the global economy in the context of trade and security tensions. Adit has authored over a thousand articles over the years on issues relating to the global and Indian economy, politics and business best practices. In the past, he has been called upon to depose at Parliamentary Committee deliberations to provide inputs towards policy formulation. In addition to his editorial responsibilities, Adit speaks at a number of business forums across India and Asia as well as Board meetings and strategy offsite discussions.

Discussion Break

5:30 pm – 6:00 pm

Elections: Devising a Winning Strategy

6:00 pm – 7:30 pm

Rajat Sethi, Political Strategist, Bharatiya Janata Party

The BJP's electoral successes of Lok Sabha 2014 and several state assemblies thereafter have put the spotlight on the role of data and analytics combined with marketing and communication capabilities. The victory in Assam in 2016 was particularly important as the state had been dominated by the Congress for decades and the BJP barely had a presence. But thanks to its superior data analysis and electoral capabilities,

the party swept to power with an overwhelming majority – 86 of the 126 seats – eventually paving the way for larger inroads in the North East.

Rajat Sethi, a public policy graduate from Harvard and an engineer from IIT, was instrumental in this process. Rajat and his team, through innovative approaches and the use of new-age analytical tools, took the election management game to the next level. The idea of establishing a unique citizen engagement series to initiate a dialogue with people and reflect on their aspirations became the basis of a ‘vision document’ for the BJP instead of a conventional manifesto. Intensive mining of data, for each constituency, on socio-economic indicators such as health and education lent valuable insights. Engage with Rajat as he shares an insider’s perspective on the mechanics of modern-day electoral battles with a specific reference to some of the recent encounters he has been involved in.

Cocktails and Dinner

7.30 pm

Saturday, October 6th, 2018

The Role of Finance in a Turnaround

9:00 am - 10:30 am

Gopal Mahadevan, President Finance and Chief Financial Officer, Ashok Leyland

When Gopal joined Ashok Leyland (AL), one of India’s largest commercial vehicle manufacturers, in 2013, the company faced an existential challenge – debt-equity ratio at 2.4, negative EBITDA, and the stock price at a low of Rs 12. The company’s turnaround – possibly the fastest in India’s corporate history – was made possible through re-engineering, re-thinking and re-imagining every aspect of the company’s operations. Gopal’s efforts to turn the story around, as it were, together with the rest of AL’s senior leadership team are worthy of a classroom discussion. The numbers tell the real story: today, net cash reserves stand at Rs 3,000 crore; EBITDA has been in double digits in 12 out of 14 sequential quarters; and the stock price touched a high of Rs 167 in May 2018, making it the best-performing auto stock over the last 4 years. This cannot have been possible without the most carefully thought-through strategy, from the Board down, executed across the business – in finance, across the supply chain and in operations.

The session aims to talk through this multi-pronged restructuring plan with Gopal in a candid discussion. The need for greater competitive capability has never been higher and Gopal’s experience and learnings offer an opportunity to identify what works, what does not and what the CFO’s own role must be in these volatile and unpredictable times.

Discussion break

10:30 am - 11:00 am

M&A: New Norms in a New World

11:00 am - 12:30 pm

Sugata Sircar, CFO and Country Finance Partner, Schneider Electric India
Vivek Gupta, Partner and National Head, M&A/PE Tax at KPMG

The CFO’s role has expanded beyond control, finance and compliance to include M&A to shape the corporate portfolio. His unique position to contribute significantly during an M&A transaction – from target identification through due diligence to post-close execution – requires well-rounded capabilities. **Schneider Electric’s** proposed acquisition of L&T’s automation and electric business for USD 2.1 billion – the biggest deal in India this year – and many others in the past hold many lessons: from the pressure to achieve the expected synergies to the complexities of integrating systems, processes, people, brands and corporate cultures. **Sugata Sircar**, CFO and Country Finance Partner at Schneider Electric India, will provide a practitioner’s perspective of the process and share his strategies and tactics for success at M&A.

Vivek Gupta, Partner and National Head, M&A/PE Tax at KPMG has advised some of India’s most complex M&A transactions. His understanding of compliance and tax issues at one level and wider, more strategic implications at another is extremely strong and crucially, current. Vivek will review global and domestic trends to provide a practical framework for M&A in today’s time.

The Digital CFO

12:30 pm – 1:30 pm

AV Dharmakrishnan, Chief Executive Officer, Ramco Cements

Balaji R, Global Head – ERP Pre Sales, Ramco Systems

Ramco Cements is not a typical manufacturing company. It took to IT years ago when technology was still not a buzzword in the cement industry. If that is an aberration for a traditional ‘brick and mortar’ firm, consider this: its CEO, AV Dharmakrishnan monitors his entire business out of a single iPad – in real time – from productivity to sales of finished products. Achieving such a high level of sophistication required the company's management to standardise processes across plants and establish the technology infrastructure to monitor and control costs effectively. To that end, it leveraged the extensive capabilities of its group company, Ramco Systems, to deploy its proprietary ERP system which was then improved upon and perfected over the years.

With over 30 years in the company **AV Dharmakrishnan** brings both industry expertise and finance experience to his role. He joined as a CA, rose to the position of CFO and subsequently took on the mantle of running the company. In this session, hear from the man himself how he runs a multi-million-dollar business from an iPad.

Balaji R comes with 25+ years in the areas of go-to-market, business planning, account management, IT consulting and product delivery. He has been instrumental in shaping the Ramco Financial Suite among other product offerings at Ramco. He will discuss the critical role of next generation technologies in driving business outcomes.

Luncheon

1:30 pm – 2:30 pm

India's Political Dynamics

2.30 pm – 3.30 pm

R Jaganathan, Editorial Director, Swarajya

A few months ago, any prospect other than a second term for the BJP was not on the horizon, given its successive wins at state polls and the continued magnetism of Prime Minister Narendra Modi. Today, however, there are signals of the opposition coming together under the umbrella of a ‘united front’ against a towering BJP that rules in 20 of India’s 29 states. The strategy has yielded mixed success so far; that too, only at the state level. Given how strongly policy continues to drive the economy, it is imperative to understand how the cards might play out. The implications for policy making in the immediate term, and post 2019 hang in the balance.

R Jaganathan serves as Editorial Director of Swarajya, an independent magazine. Before that, he was editor-in-chief of all Network18 publications including the online news website FirstPost.com, Moneycontrol.com as well as Forbes India. His understanding of the Indian political fabric and the subtler behind-the-scenes nuances that often influence outcomes, is extensive. He will provide his perspective on evolving political dynamics in India with a specific emphasis on the 2019 national election.

Discussion break

3:30 pm – 4:00 pm

Entrepreneurship: No Shortcut to Success

4:00 pm – 5:00 pm

Shashi Kiran Shetty, Founder and Chairman, Allcargo Logistics... in conversation with Adit Jain

Engage with **Shashi** as he shares his journey filled with ups and downs, the lessons learnt, milestones achieved, the wins hard fought, the culture created and the teams engaged and coalesced around a common goal.

Cocktails and dinner

7.30 pm

Sunday, October 7th, 2018

Cyber Security

9:00 am – 10:30 am

Jiten Jain, Chief Executive Officer, Indian Info-Sec Consortium

Tanushree Bagrodia, CFO and VP – IT, NRB Bearings

In this new era, it is no longer adequate for CFOs to just focus on financial or even business risks. Data breaches and cyber attacks can measurably affect the company's operations and bottomline. The exposure is not limited merely to loss of proprietary or confidential company data but, increasingly, includes legal liabilities as well. Under the EU's General Data Protection Regulation (GDPR), certain data breaches could lead fines to the tune of 4% of global turnover. The draft Indian Data Protection Regulation Bill, 2018, incorporates similar provisions. Given these stakes, CFOs need to partner with security leaders, including the CIO, to manage this risk by understanding the cyber threat phenomenon in more detail and investing in security frameworks that can cope with the realities of today's digital business landscape.

Jiten Jain is a Cyber Security Researcher having specialisation in geopolitical intelligence analysis and mapping the same to cyber security and cyber conflicts. He advises organisations and people in identifying and plugging loopholes in their cyber security. He is the Co-Founder of The Hackers Conference and is currently heading Indian Infosec Consortium (IIC), an independent non-profit consortium of leading ethical hackers, cyber experts and cyber security communities in India. Join Jiten in an engaging conversation on a relevant and compelling subject where he shares insights to prepare for an uncertain and insecure world. His co-panellist will be Tanushree Bagrodia from NRB Bearings. NRB was recently exposed to a serious cyber attack. Tanushree, who has dual responsibility for Finance and IT, spearheaded the company's response strategy and successfully overcame the threat. She will share her experience and provide a practitioner's real-life perspective on cyber challenges in the modern day world.

Discussion Break

10:30 am – 11:00 am

FX and Currency Markets

11:00 am – 12:00 pm

Ananth Narayan, Associate Professor, Finance, SP Jain Institute of Management & Research

Despite reasonably good macroeconomic conditions, India's currency has declined by over 11% since the start of 2018. The reasons for this, arguably, stem largely from global considerations including the tightening of US monetary policy and the Trump administration's tax reforms. However, the alarming fall of the rupee below Rs 72 levels is a cause of some concern, especially to CFOs, as many worry that this might prompt the RBI to raise interest rates, thereby increasing the cost of funds. Going forward, emerging market currencies including the rupee are likely to remain volatile as the risks of escalating trade tensions and the reversal of the dollar carry trade weigh upon the global economy.

Ananth Narayan is an international banking and financial markets specialist. Prior to his current position at SP Jain Institute of Management and Research, he was Standard Chartered Bank's Regional Head of Financial Markets for ASEAN and South Asia, managing foreign currency, interest rates, commodities, derivatives and debt capital markets businesses across 12 countries. He has been part of several working groups and committees of the RBI, including one on Financial Benchmarks. The session with Ananth aims to decode the factors behind the rupee's nervousness, provide a perspective on likely policy responses, and their potential impact on the currency market.

Luncheon and close

12:00 pm
