

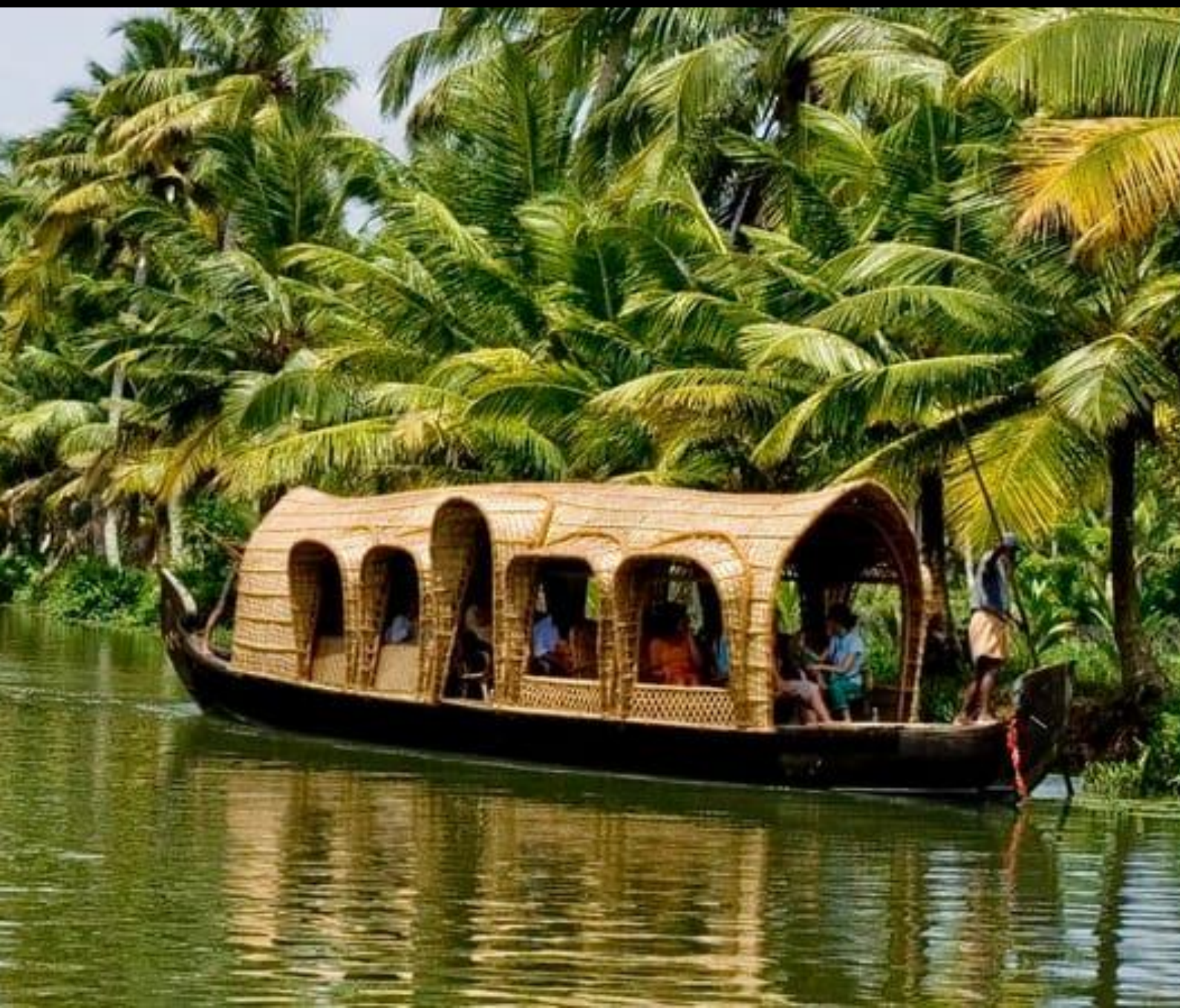
IMA

Insight beyond information

SHIFTING GEARS FOR THE NEXT PHASE OF GROWTH

IMA India's 23rd Annual CEO Roundtable

5th - 8th December 2019, Grand Hyatt Kochi Bolgatty



Thursday, December 5th 2019

Welcome Dinner

7:30 pm

At the Colony, Rooftop restaurant, Grand Hyatt Kochi Bolgatty

Come together over dinner to kick-off the 2019 offsite, a weekend of shared learning or – as we prefer to call it – collective wisdom

Friday, December 6th 2019

Registration

10:00 am – 10:30 am

At the Grand Ballroom

Rise of Titan

10:30 am – 12:00 pm

Bhaskar Bhat, *Former Managing Director, Titan Industries*



Since its founding in 1984, Titan has gone from a niche watchmaker to a leading speciality retailer that sells everything from gold jewellery to bags, belts and wallets. Back in 2002, the company was in the doldrums, saddled with debt from a flailing jewellery business and an expensive foray into Europe. That is when the new Managing Director, **Bhaskar Bhat**, took over the helms. Under Bhaskar's leadership, Titan transformed completely as a company - reflected in its approach towards markets, products and most significantly its market valuation, which rose from a few hundred crores to over Rs 1 lac crore under his watch. This session will tell the story of how a CEO was able to think ahead of the time and predict changes in consumer preferences.

The IndiGo Story: The Role of Finance in Driving Excellence

12:00 pm – 1:15 pm

Anil Parashar, *President and CEO at InterGlobe Technology Quotient*



IndiGo is today India's largest airline by passengers and fleet size, holding a market share of over 48%. Since its establishment in 2006, it has grown from a single-plane carrier to a fleet of 238 aircraft operating across 78 destinations, including 20 abroad. Over the years, IndiGo has built a reputation for high operational reliability and outstanding customer service. Critically, it has managed to stay profitable for 10 years running - no mean feat, given the industry's reputation for low margins or even perennial losses. A key differentiating factor has been the Finance team at InterGlobe Enterprises - IndiGo's parent company - which has helped enable both cost efficiency and operational excellence. **Anil Parashar** was previously Group CFO at InterGlobe Enterprises. There, he oversaw a number of key transactions and leveraged his financial acumen to lead InterGlobe through the various stages of its evolution, providing both strategic and financial leadership across the Group's businesses.

Engage with Anil, and learn from the challenges he and his team at Finance overcame while helping to take a once-fledgling airline to the very top of its industry.

Luncheon

1:15 pm – 2:00 pm

Governance: The CEO's Remit

Dr Mukund Govind Rajan, Chairman of ECube Investment Advisors

2:00 pm – 3:15 pm



Governance has been in close focus over the past year as some of India's most venerated corporate institutions have been through trials by fire, highlighting the need for comprehensive measures around the role of executive and independent directors, and higher levels of transparency and fairness. The issue is not just about complying with the Companies Act or SEBI's Clause 49, but about protecting the corporate brand and ensuring business continuity and, in some cases, even survival.

Dr Mukund Govind Rajan served for 23 years with the Tata group, where he held a number of senior positions including that of Brand Custodian and Chief Ethics Officer of the Tata Group. During his tenure, he experienced cases not only of the highest standards of ethics and integrity that one has to come to expect of the Tata group, but challenges and dilemmas, too. He also had the opportunity to witness first-hand one of the biggest Board conflicts in India's recent corporate history. Mukund will examine the role of the CEO and the Board in ensuring governance and share anecdotes and practices for business leaders based on his extensive experience.

Sunset at Brunton Boatyard

Fireside chat with Jose Dominic, Co-founder and Director, CGH Earth Group

4:00 pm- 5:00 pm



Brunton Boatyard in Fort Kochi is inspired by the city's colonial history. A former shipyard in British times, it has been converted to faithfully reflect the symbols and signs of a historical period known for its stately grandeur and good taste, as expressed through its ambiance, amenities, service and food. We will meet Jose Dominic, a pioneer of responsible tourism, at Brunton Boatyard as he shares his fascinating journey of creating a profitable business that is focused on preserving our ecology, heritage, culture and community. Jose, a Chartered Accountant by qualification, joined his father's business in 1978 at Casino Hotel, Kochi, leaving an accounting firm in Mumbai. He took over the reins of the enterprise, which grew into a group of hotels that came to be known as Casino Group of Hotels.

Note: Assemble at Grand Hyatt jetty by 3:45 PM to depart at 4:00 PM. Please plan for comfortable clothing, walking footwear, sun shades and hats.

Responsible Tourism

5:00 pm – 7:00 pm

Jose Dominic, *Co-founder and Director, CGH Earth Group*
(This will be hosted as a joint session with delegates)



CGH Earth, a five-decade-old hospitality group, stands for creating experiential holidays and rests on core values – sensitivity to the environment, inclusion of the local community and adoption of the local ethos. This eco-friendly hotel chain is often credited as one of the major contributors to Kerala's tourism industry. With a portfolio of 17 hotels comprising 409 rooms spread across Kerala, Tamil Nadu and Karnataka, CGH Earth has been selling the concept of unique holiday experiences to both domestic and expat travellers. Jose Dominic, a Chartered Accountant by qualification, joined his father's business in 1978 at Casino Hotel, Cochin leaving an accounting firm in Mumbai. He took over the reins of the enterprise, which grew into a group of hotels that came to be known as Casino Group of Hotels.

Meet **Jose**, a pioneer of responsible tourism, at Brunton Boatyard as he shares his fascinating journey of creating a profitable business that is focused on preserving our ecology, heritage, culture and community.

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Dinner

At Thai Sol, next to pool side

8:30 pm

Saturday, December 7th 2019

The Economy: India in the Context of a Changing World

9:00 am – 10:15 am

Adit Jain, *Editorial Director, IMA India*



After nine straight years of growth, the global economy is showing signs of fatigue and a recession is possibly round the corner. Advanced economies are under stress and whilst the US appears to be in good shape, its inverted yield curve would suggest that there are darker undercurrents to be watchful of. All of this assumes greater significance in the context of global trade wars, shifting geo-political equations and continuing stress within the Chinese economy. Within India, a slowdown is now firmly in place and is likely to take several quarters to play itself out. CEOs will need to reexamine business strategies and develop suitable responses.

Adit Jain will provide an assessment of global mega-trends and their implications for business. He will also comment on India's medium-term economic prospects and offer a perspective on how companies can adapt to maintain growth and protect margins. Adit is IMA's Editorial Director and has authored over a thousand pieces on business and policy issues over the years.

Creating and Protecting Brand Value

10:15 am – 11:30 am

Kiran Khalap, *Author, Teacher, Co-founder and Managing Director, Chlorophyll Brand Consultancy*



Creativity, intellect and customer insight must all come together to create brands and their vehicles of outreach. This is even more complicated in a digitally networked consumer community where nothing can remain hidden. The brand's narrative is shifting from its legal custodians (brand managers) to stakeholders such as employees, shareholders and activists. This requires processes and mindsets within businesses to change to ensure that the strength of their brands is protected. Ultimately, it is the CEO who is tasked with protecting and growing this valuable asset.

Engage with **Kiran Khalap**, one of India's leading brand practitioners and consultants, as he outlines the imperatives of brand creation and protection in the digital century.

Discussion Break

11:30 am – 12:00 pm

Making Sustainability Part of Business

12:00 pm – 1:15 pm

In association with Ecolab Food Safety and Hygiene Solutions

Panel discussion led by Mukund Vasudevan, Managing Director, Ecolab

Sanjeev Sharma, Country Managing Director, ABB India



Businesses across the world are gearing themselves towards a more sustainable, less energy-intensive growth path. The Indian government's proactive stance on these issues is welcome but in the short-term, it may create new challenges for industry.

This panel discussion seeks to explore the issue of sustainable manufacturing and will be led by **Mukund Vasudevan**, Managing Director of Ecolab Food Safety and Hygiene Solutions, a company that offers solutions to manufacturing enterprises towards making their processes more efficient and environment-friendly. **Sanjeev Sharma**, Country Managing Director, ABB India, will offer perspectives on how companies are incorporating sustainability into their processes; the policy and regulatory issues that come in the way, or indeed aid them; the trade-offs they have to make; and the payoffs they are seeing.

Luncheon

1:15 pm – 2:15 pm

From Balakot to Article 370: India's Strategic Shift

2:15 pm – 3:30 pm

Pramit Pal Chaudhuri, Foreign Editor at the Hindustan Times



The NDA government's decision to abrogate Article 370 and split Jammu & Kashmir into two Union Territories caught many by surprise. Looking ahead, this will have implications, not just for India's domestic politics but also for foreign relations. How might events play out in the medium-term and over a longer horizon, particularly with the US, Pakistan and China? Might the Valley be expected to return to 'normalcy', or something like it, in the foreseeable future? And how, once the dust has settled, will the move impact the governance and development of this region?

Pramit is the Foreign Editor at the Hindustan Times. A specialist in the analysis of Indian foreign policy and political economy, he has served as a senior journalist for over three decades. He is presently a Fellow and Head of Strategic Affairs at the Ananta Aspen Centre of India, and an advisor to two consultancies, Rhodium Group and BowerGroupAsia. Pramit was a Member of the Indian government's National Security Advisor Board for four years. He will present his views on what led the government to take this bold step, how it is likely to play out on the ground, and it's possible 'fallout', both local and international.

Tri-Sector Professionals: The New Stars

3:30 pm – 4:30 pm

Anuradha Das Mathur, *Founding Dean, Vedica Scholars Programme for Women*



In our complex and interconnected world, solving any of society's large and compelling problems will require *all* three of its major actors – the government, businesses and civil society – to work together. Regardless of scale or power, none can accomplish success without the active engagement and collaboration of the other two. But for such a partnership to work, leaders have to be able to work across all three sectors – private, public and nonprofit. They have to become 'tri-sector athletes'. What are the characteristics of such leaders and how does one hone and imbibe the relevant skills?

In this session, **Anuradha Das Mathur** will explain about how the future belongs to tri-sector professionals and how every business leader should aspire to become one.

Sunset Cruise

4:30 pm – 6:30 pm

(This will be a joint activity with spouses)



Enjoy a sunset boat cruise in Cochin Harbour, with spectacular views of Marine Drive, the Chinese fishing nets and Bolgatty Island. See the sunset from a point where the Kochi Lagoon opens out into the Arabian Sea.

Inspiring Change

7:30 pm – 9:00 pm

Pradeep Sangwan, *Founder and Promoter, Healing Himalayas Foundation*
(This session will be hosted over snacks and cocktails)



Pradeep Sangwan is an adventurer who trekked the Himalayas as a youngster and was appalled to see the mounds of litter left behind by careless travellers, and by the official apathy he encountered. He founded the 'Healing Himalayas Foundation' with a mission to restore India's prized mountain range to its pristine glory. The idea took birth a decade ago and today, several campaigns later, his organisation has cleared almost 400,000 kg of waste from the Himalayas. Pradeep will share the challenges he faced and the successes he achieved in his difficult but fulfilling journey.

Dinner

9:00 pm onwards

At Ballroom pre function area

Sunday, December 8th 2019

Leadership Lessons from the Armed Forces

9:00 am – 11:00 am

Captain Raghu Raman, *Author, Columnist and Visiting Faculty*
(This will be hosted as a joint session with spouses)



The military offer lessons in leadership like no other form of human organisation. Virtually any situation that individuals or organisations might face have already been encountered and resolved within the armed forces. The Army grooms its leaders to take men into battle without pay hikes, ESOPs or material incentives. They are expected to deliver each and every time and the price of failure is high. Former Army officer **Captain Raghu Raman** will share lessons in leadership forged in the unforgiving climes of the Siachen glacier, considered by many as the hardest military posting in the world.

Discussion Break

11:00 am – 11:30 am

Living Fully and Longer

11:30 am – 1:00 pm

Rahul Bhasin, *Managing Partner, Barings Private Equity Partners*
(This will be hosted as a joint session with spouses)



Healthy living and a balanced lifestyle are about a lot more than complicated diets, rigorous exercise routines, 'balancing work and life', and so on. It begins with a first-principles-based understanding of how the human body functions – why it weakens and how it can be strengthened. Disillusioned with the conflicting and often ineffective advice thrown about by self-styled experts and even medical doctors, **Rahul Bhasin** has invested considerable time and energy researching this subject. He will share insights from his work that can help us all live better and longer.

Luncheon and Close

1:00 pm



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To know more or to register for the Roundtable, write to

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