

# SETTING COURSE FOR THE NEXT SPRINT

*IMA India's Annual CFO Strategy Roundtable*

13<sup>th</sup> -15<sup>th</sup> September 2019, JW Marriott Mussoorie Walnut Grove Resort & Spa



Friday, Sept 13, 2019

## Registration and Tea

3:00 pm – 3:30 pm

*At the Ballroom, JW Marriott Mussoorie Walnut Grove Resort and Spa*

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

## The Economy: India in the Context of a Changing World

3:30 pm – 5:00 pm

*Adit Jain, Editorial Director, IMA India*



A few important trends are shaping the global economy, stemming from economic changes, geopolitical considerations or business disruptions. These are all the more critical in the context of full-on trade wars, a slowdown in the advanced economies and continuing stress within China, all of which collectively threaten the global economic architecture as well as India's economy.

We will begin the 2019 CFO Strategy Roundtable with an assessment of the global environment as **Adit Jain** explains the shifts taking place. He will also comment on India's medium-term economic prospects in the context of a renewed mandate for the Modi Government and its first budget. Adit is IMA's Editorial Director and a keen analyst of global affairs as well as domestic economic and political developments.

## Discussion Break

5:00 pm – 5:30 pm

## Navigating Crisis: Ten Lessons of Strategy

5:30 pm – 7:00 pm

*Jay P Desai, Founder and Managing Director of UC STRATEGY*



How do you navigate a crisis that emerges from an that you have little control over? Some years ago, **Jay P Desai**, Founder & Managing Director of UC Strategy, a consulting firm, found himself battling a crisis that appeared to have no happy solution. On the verge of defeat, he turned to his professional skill-set, drawing upon critical lessons of strategy learned over 30 years of consulting. His narrative brings viscerally to life, the realities of governance in our country and demonstrates how the fundamental principles of structured thinking, negotiation strategy, decision-making and personal resilience can be applied in a practical, real world context.

Jay's story is both instructive and thought-provoking and reinforces important lessons of strategy and business.

## Cocktails and Dinner

7:30 pm onwards

Saturday, Sept 14, 2019

## India's Security Paradigm

9:00 am – 10:30 am

*AY Tipnis, Former Chief of the Air Staff, Indian Air Force*



Whilst India's superiority over Pakistan is clear, both economically and militarily, China is in another league. Some have argued that China has not fought a war in many years and its army has not been 'blooded', whereas India's has been fighting in some capacity or the other almost continuously. Nevertheless, there are many vulnerabilities in India's national security apparatus whether in terms of equipment, supplies, technology or infrastructure. In the recent past, the nation has adopted a bolder and more assertive stance over issues of national security but how and to what extent is this backed by financial, political and technological support?

**Air Chief Marshal Anil Yashwant Tipnis**, PVSM, AVSM, VM, ADC served as Chief of the Air Staff of the Indian Air Force from 1998 to 2001, commanding the Air Force to distinction during the Kargil War. He will provide a perspective on India's current defence and security preparedness, its strengths and weaknesses, and the prospects going forward.

## Discussion Break

10:30 am – 11:00 am

## CFO Focus: Time to Consider Liquidity Options

11:30 am – 12:30 pm

*Ravi Tanniru, Managing Director, Business Development, C2FO*

*Kedar Upadhye, Joint President and Global CFO, Cipla*



The liquidity crisis at non-bank lenders and higher interest rates seem to have rattled chief financial officers of India Inc. Tightening liquidity is pushing up the cost of borrowing. Going forward, apprehensions over geopolitical issues, rupee depreciation, input price pressures, and state and general elections are likely to make matters worse. The problem is aggravated for SMEs that, according to the latest report by alternate lender C2FO, have been struggling to access funds due to prevailing conditions.



The panellists will outline how liquidity is coming to the forefront as a key factor for determining business success; how the liquidity scenario will change in the next five years; and how businesses are navigating this environment. Ravi Tanniru from C2FO will provide an expert's view on cash management and optimisation of working capital while Kedar Upadhye from Cipla will provide the practitioner's perspective.

## Luncheon

12:30 pm – 1:30 pm

## Technology and The Future of Finance Function

*Prashant Garg, Partner, EY*

*Sambasivan G, CFO at Tata Sky Ltd*

*Sanjeev Churiwala, Finance Director, Diageo India and Chairman, RCB*

1:30 pm – 3:00 pm



For decades, offshoring, outsourcing and centralisation have driven the Finance function's productivity agenda. However, in recent years, cheaper, better and faster technologies have started to reshape the Finance function. Starting with the automation journey is conceptually easy but only a few companies are able to reap the desired benefits. How do CFOs to take advantage of this opportunity? What activities should be automated? How to leverage advanced technologies like machine learning, AI and NLP tools?



Engage on this hot but elusive subject with **a panel of leading CFOs** as they share their technology adoption journeys and explain how they overcame challenges and derived benefits. **Prashant Garg** will provide an overview of how technology is impacting the life of CFOs, what new technology trends are emerging, where best-in-class companies are focusing and the way forward.

## Cedar, Oak, Pine: In love with nature

*A late afternoon walk*

4:30 pm – 6:30 pm

One of the finer pleasures of life is to 'feel' the mountains and to experience their majesty and their permanence. Take a nature walk among towering Deodars and through quaint settlements with the Himalayas on one side and the beautiful Doon valley on the other.

## Excellence: Finding Success and Joy

*Bhaichung Bhutia, India's Former Football Captain*

7:30 pm – 9:00 pm



Former captain and the face of the Indian football for the major part of the last two decades, Bhaichung Bhutia had a fantastic 16 years of International football career. He captained India for over 10 years and scored 43 international goals, more than any other footballer of the country. He is also the only Indian and one among few international players to have played more than 100 matches for his country. Under him, India won the South Asian Football Federation Championships thrice, two Nehru Cup titles (in 2007 and 2009) and the 2008 AFC Challenge Cup which gave India the right to play in the Asian Cup this year for the first time after 1984. He has been decorated with the Arjuna Award and the Padma Shri.

Engage with the man himself as shares his life story which is one of grit, determination and inspiration against all odds.

## Cocktails and Dinner

9:00 pm



Sunday, Sept 15, 2019

## The Three Dimensions of Organisational Atrophy

9:00 am – 10:15 am

*Capt Raghuram*



Businesses across the world suffer from three major ‘ailments’ that hinder them from realising their true potential. A few decades ago, hiring a resource required minimal managerial intervention. Today, such decisions are taken only after getting the go-ahead from every possible layer of management. Corporations are forgetting their core values and turning less empathetic towards its employees. In such a scenario, what are the possible remedies that businesses need to urgently adopt? How do you prepare leadership for the future? How do you enable a culture that inspires and promotes collaboration?

**Captain Raghuram**, with a unique career spanning a decade in the Indian Armed Forces, another decade-plus as CEO of three companies in the Mahindra Group and several years of experience in the Government, will share strategies that businesses need to adopt to avoid redundancy.

## Change of hats

## India’s Internal Security: Law Enforcement and Justice

10:15 am – 11:30 am

*Maxwell Pereira, Former Joint Commissioner of Police, Delhi*



‘It is the certainty of punishment not the severity of punishment that creates deterrence’. This simple adage sums up the basic principle of law enforcement in any society. From jumping traffic lights to renegeing on contracts; from crime and hooliganism to organised rebellion and Naxalism, so many of India’s woes stem from the poor implementation of laws that exist to ensure order. It is easy to blame the administration but the problem is more complex. There are weaknesses in India’s federalist structure where law enforcement is a state subject while law enactment is a concurrent one. The judiciary is under-resourced with cases often taking decades to be resolved. Civil society is often apathetic and, most of all, the police force is hopelessly under-resourced. How does the nation’s law enforcement machinery cope and what will it take to fix things?

Known for his no-nonsense approach to curbing anti-social elements and rioters and for bringing order to chaotic conditions on city roads in Delhi, Maxwell Pereira belongs to the Union Territories Cadre of the Indian Police Service (IPS). By the time he retired, he had nine national and four regional awards adorning the lapel of his uniform, making him one of the most highly decorated police officers in India. A widely published writer, he has earned himself the title of ‘The Thinking Cop’. He will provide a perspective on India’s law enforcement challenges, the need for reforms and his outlook for the country’s future.

## Brunch and close

*At JW Cafe*

11:30 am



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

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