

The Annual CFO Strategy Roundtable 2022

GROWTH THROUGH DISRUPTION
RISK • RETURN • RESILIENCE



16th - 18th September, 2022



The Leela Palace, Jaipur

Friday, 16th September 2022

Registration and Welcome Lunch

1:00 PM - 2:00 PM

At the Ballroom, Hotel Leela Palace

Come together over lunch to kick-off the 2022 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

2:00 PM - 3:15 PM

Adit Jain, Chairman and Editorial Director, IMA India



A few important trends are shaping the global economy – some of these stem from economic changes, others from geopolitical considerations while some lie in the realm of business and management. These are all the more critical in the context of supply chain disruptions, an approaching slowdown in the advanced economies, rising inflation and geopolitical volatility.

We will begin the 2022 CEO Strategy Roundtable with an assessment of global economic megatrends as **Adit Jain** explains the shifts taking place and their implications for business. He will also comment on India's medium-term economic prospects. Adit is IMA's Editorial Director and has authored over a thousand articles on business and policy issues over the years.

Discussion Break

3:15 PM - 3:45 PM

Friday, 16th September 2022

The Evolving Mantra of ESG

3:45 PM - 5:00 PM

Dr Mukund Rajan, *Chairman, ECube Investment Advisors*



The pandemic has strengthened the credo of ‘people, planet, and profit’, prompting more and more investors to place their bets on businesses with strong ESG ratings. Globally, trillions are flowing into ESG funds and in India, the market regulator is pushing for more stringent ESG-related disclosures in response to growing investor interest. Is ESG becoming India Inc’s business mantra? What are the best ways to translate ESG ideals into concrete results, as well as the patterns to look out for?

Dr Mukund Rajan is the Chairman of ECube Investment Advisors, a pioneering platform to catalyse ESG improvements. Previously, in a 23-year career with the Tata Group, he served as Brand Custodian, Chief Ethics Officer and Chairman of the Tata Global Sustainability Council. The session will examine the trends in the evolution of the principles of ESG, best practices for building upon them and the way forward.

Camel Polo

5:15 PM - 7:00 PM



Among the world’s most ancient sports, the game of polo is ‘as exclusive as elusive’ in the city of Jaipur. The very name invokes a vision of aristocracy and excellence, of style and rare athletic prowess. The game stands for glamour, power, elegance, teamwork, class and above all – royal tradition. Immerse yourself in a friendly game of Camel Polo, a royal sport of the Maharajas of Rajasthan.

Dinner

8:00 PM onwards

Saturday, 17th September 2022

Power Play: India's Shifting Political Landscape

9:30 AM - 10:45 AM

Rajat Sethi, *Political Strategist and Adviser to State Governments*



The electoral success of the BJP reversed a decades-old trend of weak coalitions and wafer-thin majorities where reforms were sacrificed at the altar of populism in a never-ending battle for political survival. The rise of Mr Modi promised to change all that. But the reality is rarely so simple and deep into the BJP's second term today, India's political economy still remains something of an enigma. Many significant changes – the Aadhar-mobile-based financial revolution, subsidy reforms, the drop in political corruption, the provision of basic amenities to the bottom of

India's consumer pyramid and even the nation's revitalised military posture – have been implemented with a scale and efficiency India has never known. At the same time, other priorities in the domain of economic policy making – privatisation, fiscal reforms, tax reforms, ease of doing business – have received less attention. As one analyst put it, while the historical template of economic policy making in India has been firmly expelled, its replacement is as yet still evolving. How is this phenomenon likely to play out in the coming years?

Rajat Sethi, a key contributor to the BJP's political strategy as well as economic policy positions, will provide a perspective around these issues. Rajat has degrees from the Indian Institute of Technology (Kanpur), the Massachusetts Institute of Technology and Harvard University, and spent the first ten years of his career in the corporate world. Subsequently, he joined the BJP where he played a key role in its electoral successes through the use of new-age analytical tools. Thereafter, he has been an Advisor to the Chief Ministers of Jharkhand and Manipur, and is also a Senior Research Fellow at India Foundation, an economic and policy think tank.

Discussion Break

10:45 AM - 11:15 AM

Saturday, 17th September 2022

CFO Priorities 2022 and Beyond: Maximising the Impact

11:15 AM - 12:30 PM

VS Parthasarathy, Vice Chairman, Allcargo Logistics;
Debdeep Sengupta, President and Chief Revenue Officer, Cloud4C



VS Parthasarathy



Debdeep Sengupta

While Covid was a big disruption in the life of a CFO, the fact is, ongoing changes in the regulatory, economic and technology environment are leading to fresh disruptions and discontinuities nearly on a day-to-day basis. To keep pace with expectations, CFOs are having to reorient themselves at a pace that is almost impossible to match. Perhaps the only sustainable solution is to prioritise challenges correctly and leverage technology for maximum impact. Of course, technology is a means to an end, but CFOs who are clear about the end objectives will be able to generate far greater value.

The panel with a veteran CFO and a technology expert will explore the issues facing the modern-day CFO and how can they prioritise for maximum impact.

VS Parthasarathy (popularly known as 'Partha') is the Vice Chairman at Allcargo Logistics and has over 35 years of rich experience in leading businesses, functions and organisation transformations. Previously, he was with the Mahindra Group where he was the President of the mobility services sector, and also the Group Chief Financial Officer and Group Chief Information Officer. Before joining the Mahindra group, he had worked with Modi Xerox for 15 years. **Debdeep Sengupta** is the President and Chief Revenue Officer of Cloud4C, a subsidiary of CtrlS Datacenters. He is an industry veteran and has established benchmarks and sustainable growth standards in the Indian Information technology industry. Previously, he has held various leadership positions with global MNCs such as SAP, IBM and Digital Equipment Corporation.

Partha will leverage his many years of experience to provide a playbook for modern-day CFOs while Debdeep will provide a bird's eye of the factors that make technology adoption successful.

Lunch

12:30 PM - 1:30 PM

Saturday, 17th September 2022

Coping with the War for Talent: The CFO's Perspectives

1:30 PM - 3:00 PM

Kedar Upadhye, CFO, Renew Power;

Joy Basu, Chief Financial Officer, Times Internet;

Anand Venkateswaran, Vice President, Finance, Target Corp



Kedar Upadhye

CFOs' abilities and duties extend far beyond just managing the company's finances. With quit rates at an all-time high, wage growth unseen in decades, and continued uncertainty about the future of work, it is no surprise that CFOs are increasingly thinking about ways to retain employees. What role can CFOs play in driving the talent agenda of the organisation?



Joy Basu

The panel will examine how Finance leaders can help promote capability development but will also delve into wider issues relating to attrition and retention, productivity and performance, managing salary costs and building talent resilience within their organisations. **Kedar Upadhye**, Group CFO of ReNew Power comes with over two decades of diverse and global experience. Prior to joining ReNew, he was the President and Global CFO of Cipla, one of India's largest publicly traded pharmaceutical companies in India. **Joy Basu**, Executive Director & Chief Financial Officer at Times Internet Limited, has over 35 years of experience and has earlier served as CFO of GoAir, Sterlite Technologies and Rediff.com. **Anand Venkateswaran** is Vice President, Finance and Member, Board of Directors for Target in India, a fully-owned subsidiary of Target Corporation. Anand comes with over 20 years of diverse experience in corporate banking, controllership, business transformation & re-engineering, risk management and the setting-up of Finance Global Capability Centers (GCC).



Anand Venkateswaran

Discussion Break

3:00 PM - 3:30 PM

Saturday, 17th September 2022

Start-ups: adversaries or partners?

3:30 PM - 4:45 PM

Rahul Bhasin, Managing Partner, Baring Private Equity Partners
 India Private Limited



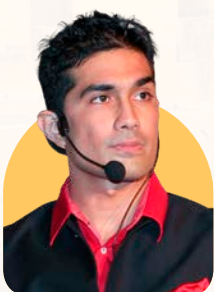
Established businesses often view start-ups as disruptors who bring in unthinkable business models, offer matchless customer experiences, unsettle the talent market and seemingly upend the basic principles of business with regard to profitability while still commanding ‘unreasonable’ valuations. While all of these may well be true, there is another side of the picture. Start-ups can offer valuable lessons on building a culture of innovation and entrepreneurship. They can become excellent partners to established businesses complimenting the latter’s experience, credibility and process with new revenue streams and new-age management practices. There is much to be gained by truly understanding the DNA of start-ups and engaging with them.

Rahul Bhasin, Managing Partner of Baring Private Equity Partners India and Senior Partner and Global Board Member of Baring Private Equity Partners International, has a unique insight into this subject. Having funded and worked with both established and start-up businesses over his 35-year career, he has gained immense exposure to the operating paradigms of each – how they differ and where they could converge. He will share lessons from start-ups that big firms can learn, how the two can engage effectively and view each other as ‘partners’ rather than ‘adversaries’.

Mind games: Inside the Mysterious World of the Mentalists

7:30 PM - 8:30 PM

Mohit Rao, Mentalist



Mentalism, in performance, involves the demonstration of seemingly evolved mental abilities, even paranormal ones. In practice, it entails psychological illusions that blend psychology, hypnosis, suggestion, cold reading, neuro-linguistic programming (NLP), misdirection, and a number of other subtle skills of observation to create the illusion of a sixth sense. In the written form, it all sounds technical and esoteric. In practice, the experience ranges from the astounding to the absolutely delightful!

Mohit Rao, a Mind Reader, Mentalist and Corporate Entertainer, has the ability to ‘read your mind, control your thoughts and even influence decisions’. Using his skills, he has predicted the exact closing of the BSE Sensex live on national television, hypnotised over 25,000 people worldwide and used telepathy to drive a car blindfolded! Experience an hour of sheer bewilderment, mystery, joy and thrill as he regales us with his inimitable skills.

Indulging in Local Delicacies

8:30 PM onwards

Enjoy the traditional delicacies of Rajasthan – *laal maas*, *daal baati*, *bajre ki roti*, and much more – in a sit-down dinner with friends and peers.

Sunday, 18th September 2022

Jungle Safari

5:00 AM - 9:00 AM

Jhalana Reserve Forest



Situated right in the heart of Pink City Jaipur, Jhalana is becoming a favourite destination to spot leopards in the wild. Besides leopards, you will be able to spot other smaller fauna including striped hyena, spotted deer, blue bulls and wild boars. Palm, babul, bamboo and acacia trees continue to be methodically planted throughout the quartz hills and flat-lands of the Aravalli that Jhalana is set in. For this reason, it has also become an ideal destination for migratory birds,

despite being in the heart of the city! An open gypsy safari, which takes about 2.5 hours, is the best way to explore Jhalana Forest Reserve. Don't miss the experience!

Note: The distance from the hotel to Jhalana Forest is about 40 minutes. The safari itself takes 2-2.5 hours to complete so the total timeframe for the excursion is ~3.5-4.0 hours. As safari timings are strictly regulated, guests must be ready to leave the hotel by 5:15 AM sharp. We will make travel and logistical arrangements. Jhalana Reserve regulations require all visitors to confirm their presence well in advance along with an ID document.

CFO as a Growth Driver: Confronting the Human Challenge

10:00 AM - 11:15 AM

Biju Dominic, Chief Evangelist, Fractal Analytics; Chairman of Final Mile Consulting



Most business leaders would claim to be rational decision-makers driven by logic and numbers – CFOs more so. Whether in the context of employees, customers, shareholders or investors, they focus on being rational, rule-based and consistent in their decision-making. The outcomes of decisions are also evaluated along similar principles. However, recent findings from the field of neurosciences tell us that this approach may not be correct, as most human

decisions are made at the emotional, not the rational level. If decision-makers want to anticipate, predict or influence behaviours (of customers, employees), a scientific understanding of emotion and instinct is essential. Neuroscience provides the tools for developing such an understanding and for applying them to specific contexts and decisions. Progressive organisations are already applying such techniques to make remarkably better decisions on both internal and external fronts.

Biju Dominic is the CEO and Co-founder of Final Mile Consulting, a firm that specialises in decoding the human decision-making process through Cognitive Neuroscience. Biju pioneered the concept of 'Behaviour Architecture' and today his approach finds applications in areas as diverse as reducing road accidents, increasing toilet use, mitigating girl trafficking, to helping business managers design better employee and customer strategies. In this session, Biju will share examples of these principles at work and the tools that CFOs can leverage to become better leaders and decision-makers.

Sunday, 18th September 2022

Discussion Break

11:15 AM - 11:30 AM

Because Life is for Living

11:30 AM - 12:45 PM

Avani Lekhara, Indian Paralympian and Rifle shooter



A major car accident in 2012 injured her spinal cord, making **Avani Lekhara** dependent on a wheelchair. Three years on, after her father's encouragement, she decided to try out her hand in professional shooting and archery. As luck would have it, she got inspired to take the former seriously after reading India's first individual Olympic gold medalist Abhinav Bindra's autobiography. In the 2021 Tokyo Paralympics, the 19-year-old Avani won the

'Best Female Debut' honour for her record-breaking gold medal. Her intense belief and her commitment to excel are inspirational. Meet the girl who did the nation proud and hear her experiences that provide inspiring lessons.

Brunch and Close

12:45 PM

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Contact Us:

For registrations:
tejaswini@ima-india.com

For sponsorships:
nirupama@ima-india.com