

YLC News

MONTHLY NEWS LETTER

From the Chairman

It is my pleasure to reach out to you. We appreciate your continued commitment and support in previous editions. We are happy to inform that Young Leaders Council now has crossed a small milestone of 100 Young leaders from various walks of life. While we look back with pride at our achievements, we also look forward to building and strengthening the Platform of YLC to catalyze more value creation for its members and also achieve its aims to mentor and nurture young leaders to prepare for the next wave of national transformation.



Vineet Agarwal
National Chairman YLC, AIMA

With a growing number of local members covering a broad range of industries we will be soon able to activate more chapters. I urge all chapters to interact and organize events regularly. YLC secretariat will be happy to support. We are also planning to organize Mumbai - 22nd April and Bengaluru Chapters - 13th May.

One of my biggest hopes for the future of YLC is to find a way to offer more opportunities and to engage its members across business, art and culture and to strengthen AIMA's mandate of to be a leader in Management Development Movement across the country. I encourage and request members to give feedback on the newsletter and proactively contribute to make it even more interesting and beneficial to readers.

YLC Office Bearers

Vineet Agarwal
National Chairman YLC, AIMA

Pranav Pai
National Vice Chairman

Radha Kapoor Khanna
Forum Chair

Suraj Dhingra
Chairman – Events

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Management Report

Industry 4.0 India Inc. Gearing up for Change

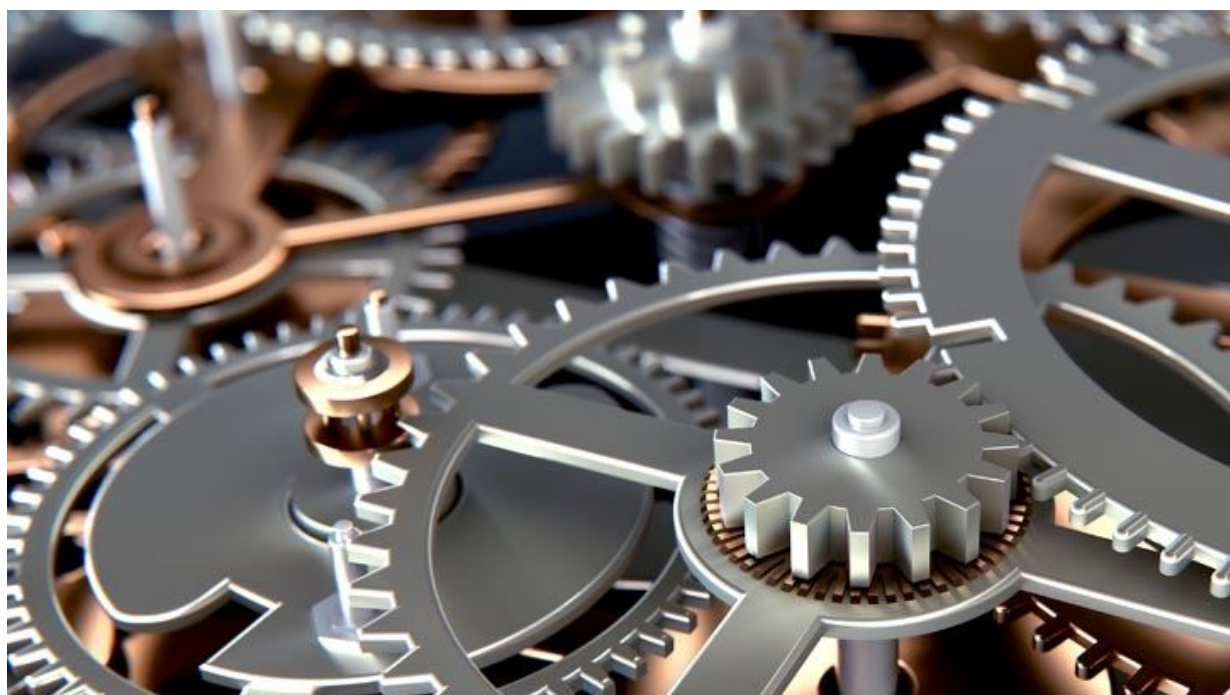
This is a report by AIMA & KPMG

Preface

In India, the adoption of Industry 4.0 is at a nascent stage. Widespread implementation still looks to be some years away due to challenges such as the need for high investment outlay, inadequate knowhow, lack of infrastructure and lack of adequate cybersecurity norms. However, with benefits such as cost reduction, higher efficiencies, safer factories and faster speed to market, Industry 4.0 can provide the country's manufacturing sector the much-needed platform to stay competitive in the global market. Furthermore, with the government's focus on manufacturing through programmes such as 'Make in India' and policies such as the 'National Policy for Advanced Manufacturing', Industry 4.0

could play a key role in boosting the manufacturing sector's share in the country's GDP to 25 per cent by 2022 from the current 17 per cent. That said, for the true value of Industry 4.0 to be unleashed, it has to transcend large manufacturing companies and become accessible to the 50 million plus enterprises that make up India's MSME sector, accounting for about 45 per cent of total manufacturing output and 40 per cent of total export.

This is where the Indian government assumes the role of a critical stakeholder. Putting the Indian MSME sector at the forefront of the fourth Industrial revolution will need significant push in terms of funds, infrastructure, technical knowhow and exposure — areas where the government's intervention can make a significant impact and make the benefits of Industry 4.0 accessible to the bottom of the pyramid. Furthermore, the government's role in India's Industry 4.0 story goes much beyond just enabling the MSME segment. With a large manufacturing base, a significant IT industry and a burgeoning consumer base, India is in a unique position to fully harness the potential of Industry 4.0, provided there is strong governing force orchestrating the ecosystem and bringing these individual components together.



Given the strong role of advanced technology in Industry 4.0, there is also a need to demystify the core skill requirements of Industry 4.0 through education and enablement. Best practices from nations that have succeeded with Industry 4.0, such as Germany, show that the government has a strong role to play here too by mandating relevant curriculum in educational institutes as well as in the vocational training infrastructure. Partnering with the industry, the government can use its vast research infrastructure to encourage innovation and learning around Industry 4.0.

This report looks into the state of Industry 4.0 adoption in India. Starting with understanding what Industry

4.0 entails, the report explores the various technology levers enabling the phenomenon, compares India's Industry 4.0 landscape with that of global peers, assesses benefits and challenges for India's manufacturers, and analyses the key enablers that are required to take the Industry 4.0 landscape in the country to the level of maturity it has the potential to attain. The report looks at building a supporting ecosystem combining forces from the government, enterprises and academia, highlighting the role that each of the stakeholders can play to make Indian manufacturing flourish on the back of advanced technology and next-generation leadership and talent.

The report is built on key themes identified and deliberated on jointly between the All India Management Association (AIMA) and KPMG in India. Along with data sourced through desk research, it also includes input and opinion from senior industry leaders and partners.

What is Industry 4.0?

After going through three industrial revolutions that brought about significant technological developments over a period of more than two centuries, the world is currently witnessing the fourth Industrial revolution, which is taking technology adoption by the world's factories to a whole new level.

This fourth industrial revolution, or Industry 4.0 (I4.0), is bringing together the different silos in a production system via a network, allowing real-

time data sharing and facilitating machine-to-machine and human-to-machine interactions of unprecedented speed and scale. This is giving rise to seamlessly integrated value chains with interconnected cyber and physical systems, enabling decentralised decision-making and unprecedented levels of automation. The digitalisation of the entire manufacturing value chain starting from the procurement of raw materials and extending right up to customer service using mobile devices, communication networks, sensors and actuators is completely transforming how the world's factories operate.

Widespread adoption of I4.0 is likely to benefit manufacturers in several ways:

Cost reduction and efficiency: Cyber-physical systems can monitor the factory processes and make decentralised decisions, enabling faster processing. For instance, a connected factory is capable of taking automated self-correction measures in the instance of errors. Technologies such as 3D printing and laser technology allow better utilisation of resources such as the shop floor, thereby adding to the operational efficiencies. This leads to cost savings, better productivity and faster time to market.

Value add: Digital manufacturing technologies, such as 3D printing, laser cutting, CNC-milling and robotic assembly, allow manufacturing of products in small batches, thereby allowing for better customisation, quality and value add.

Health and safety of factory workers: By eliminating the need for human presence and intervention in certain high-risk tasks and environments, I4.0 can help manufacturers avoid exposing workers to health hazards and reduce fatalities on the factory floor.

To read full report

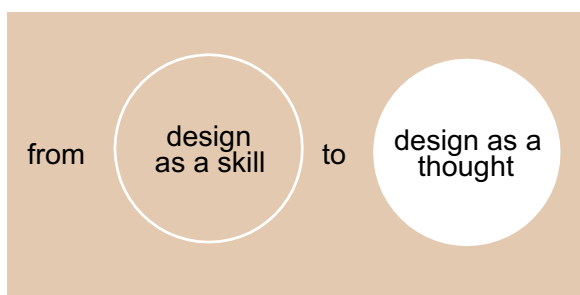
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Management Article

The New Alchemy

For design thinking to be meaningful, it should not be considered as a mere technique. It is a challenge, which could be solved only by co-creation with design professionals.

A few years back, while working on a project with a giant Indian MNC, we, as designers, were surprised to hear from the young managers (from the client's side) that they follow design thinking to innovate and they have been trained to do so. It was a pleasant surprise, because 22 years back when I started design practice, it was more of a design evangelist's job rather than a designer's.



"Dig deep, deeper, deeper..."

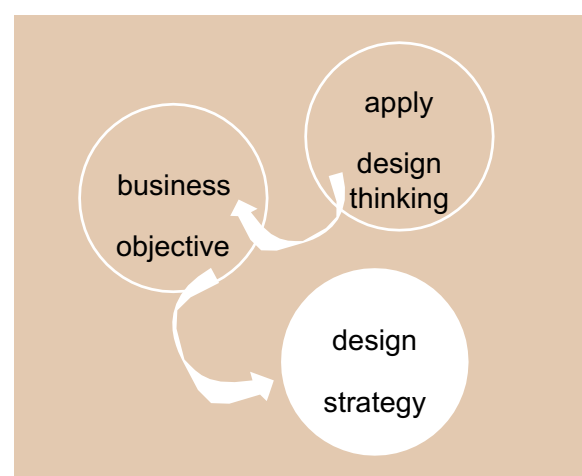
Well, at the outset of the project we were given an open-ended brief to discover the latent needs of the user and then formulate the design brief. This was a dream project, because this is what designers have been taught to do for decades. We soon realised that design thinking is not just our own tool but it has become a management tool for innovation and business success.

Over the years, design has evolved to be a prime mover in the success of consumer-facing companies. They have been using design to create great products to entice the consumers albeit in some cases solving their own problems too. Design, as taught in design schools, is a problem-solving technique where aesthetics are just an important subset. Though, in its fledgling state,

only aesthetics was recognised as a virtue of designer skills

Design thinking is being rediscovered and evolved by the managers as a smart tool to reach out to the customers and provide solutions that have an emotional connect with them. An emotional connect builds relationships, which is good for businesses.

Fortunately, universities like Stanford and organisations like IDEO have been instrumental in spreading design thinking as a problem-solving tool that can be used by anyone to delight the user/consumer through solving overt and covert problems.



"Design thinking is a business tool, used to provide genuinely delightful and long-term brand experience to the user"

What is design thinking? Some of the key words and phrases that appear with this expression are user-centric, user insights, empathy, lateral

thinking, exploratory, frequent prototyping, context, iterative, and multiple possibilities. If these words are put in the right order, an interesting process emerges. This process helps in finding a creative and optimum solution to any problem.

For spiritualists, the big question is 'who am I?' For design thinkers, it is 'who is the user?' Unlike the former, where the answer is tough to find, latter needs a sensitivity to define and empathise with the user. So, first and foremost is to know who the user is, understand her behaviour, stereotypes, unmet needs, and sociocultural background through certain research methodologies.

So, when you have a problem to solve, always define the user and the context and try playing her role. Then invoke the child in you and explore. Explore laterally. One will see a plethora of ideas churning out, with a few potential ones. These ideas could be validated by making some quick prototypes and testing with the users. While resonating the ideas with the users, there are bound to be some unexpected discoveries, which may lead to finer solutions with deeper thoughts. Iterate, detail out, and converge consciously to reach to the best solution. Continuous refinement during the process polishes the idea and makes it lean and attractive.

Design thinking is evolving and is now relevant for solving larger problems related to social change, environment, and systems. From an appearance and object-oriented design process, managers are now using design thinking techniques to solve more complex problems, which have far-reaching benefits for people and societies. It has become interdisciplinary and is being used by professionals from many other fields.

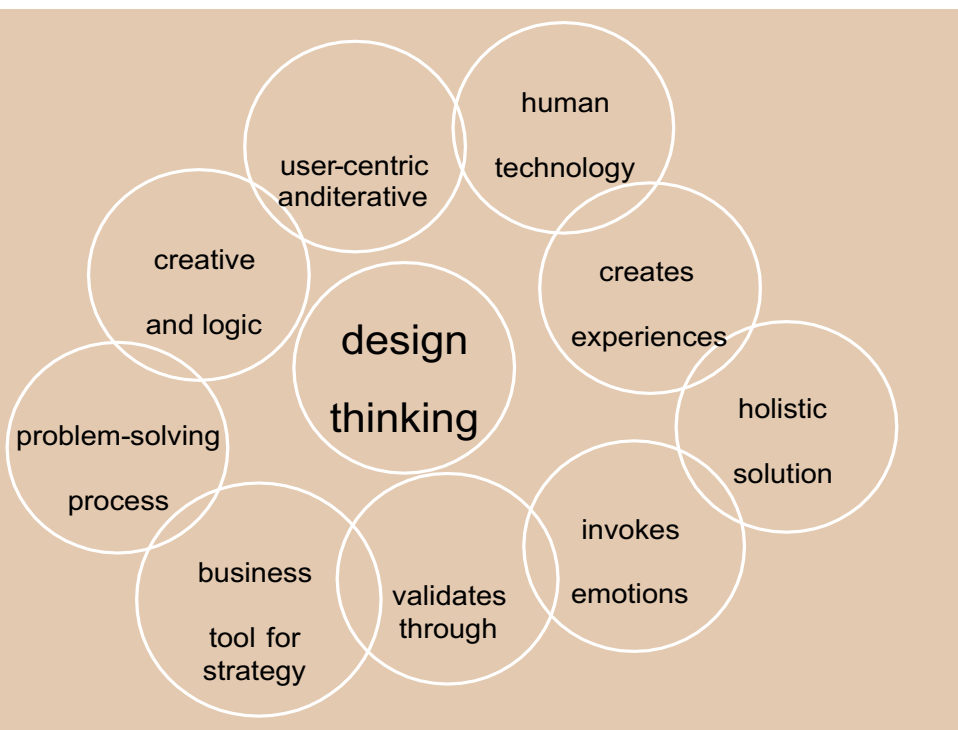
Design thinking is a strategic tool that employs techniques from sociology and psychology, to dig deeper into the user's mind and map them on a larger landscape. Technologies like 3D printing, IoT, and big data analytics will supplement the design thinking process for deeper penetration into the consumer's mind.

Design thinking helps in innovation, differentiation, cost optimisation, user experience and viral branding. If we go deeper, we discover that each organisation is pining for all of above, for business success. Design thinking, if imbued with belief, delivers each one of above. A quick equation can easily summarise the thought:

Design thinking = innovation + differentiation + cost reduction + user experience + viral branding = Very high probability of business success

Every organisation, whether it is an NGO or a large corporate, whether it is in manufacturing or in services, there exists a big opportunity for design thinking to solve complex problems. A bank needs to provide customer experience through ease in transactions, whether physical or digital. Design thinking will help in mapping the customer behaviour, cognition stereotypes and then converting them

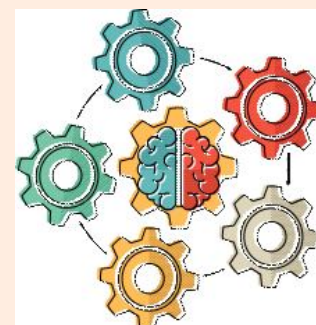
into solutions. The solutions can help in easy navigation in a physical space or digital navigation in an app space.



A well-articulated thought is worth millions of ROI and savings

Here is a good arithmetic of design thinking:

- Identify problem + research the user and her ecosystem + ideate = many innovative concepts
- Shortlist potential concepts + iterations + quick prototyping = proof of concept
- More prototyping = more quality
- Design + detailing + final proto = validation
- Test + revisit design + last mile details + manufacture = ready to launch



The modern-day manager has a deep belief in user experience because it is the main catalyst in building brands. If an air conditioner gives you pure air and kills mosquitoes, then why should a consumer choose any other brand? If the brand is truthful and does not create gimmicks, then such features escalate the spread and volumes.

A smart urban mobility solution or an effective waste management system can be deployed by using design thinking and collaborative problem solving. The needs of people are unique to culture and history. A solution implemented in Peru can not be transplanted in India. We have to find our own solutions through design thinking. Even a small activity like hair care is vastly different across continents. Hair care in Africa and India is totally different, because of the sheer difference in hair textures. Even within a diverse country like India, consumer choices change with each mile.

A large plethora of opportunities exist, and design thinking can help in finding apt solutions. But along with opportunities come the challenges. With the popularity of design thinking on the rise, we find many professionals using it just as a jargon. When used only as a technique, it gives a good presentation, but at a superficial level. Organisations are now driven by their CEPs to get trained in this area. Whereas, design thinking and doing is a challenge, which could be solved only by co-creation with design professionals.

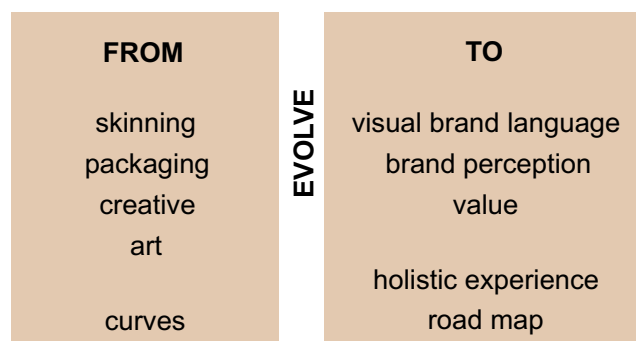
Managers should endeavour to understand the depth of design thinking. Understanding the fundamentals will lead to belief that can give infinite benefits. Use of design thinking will result in meeting several business objectives such as:

- Invoking consumer loyalties
- Frugal engineering
- Supply chain optimisation

- Eco-centric design
- Creating visual brand language (DNA) of the brand
- Business strategy from innovative and futuristic ideation
- Employee participation in co-creation

...and many more

Creativity is exciting and so is design thinking. Use it to enjoy problem solving.



“Vocabulary determines the thought”



ABOUT THE AUTHOR

Anuj Prasad is
Founder and CEO
Desmania

Disclaimer:

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Member's Column

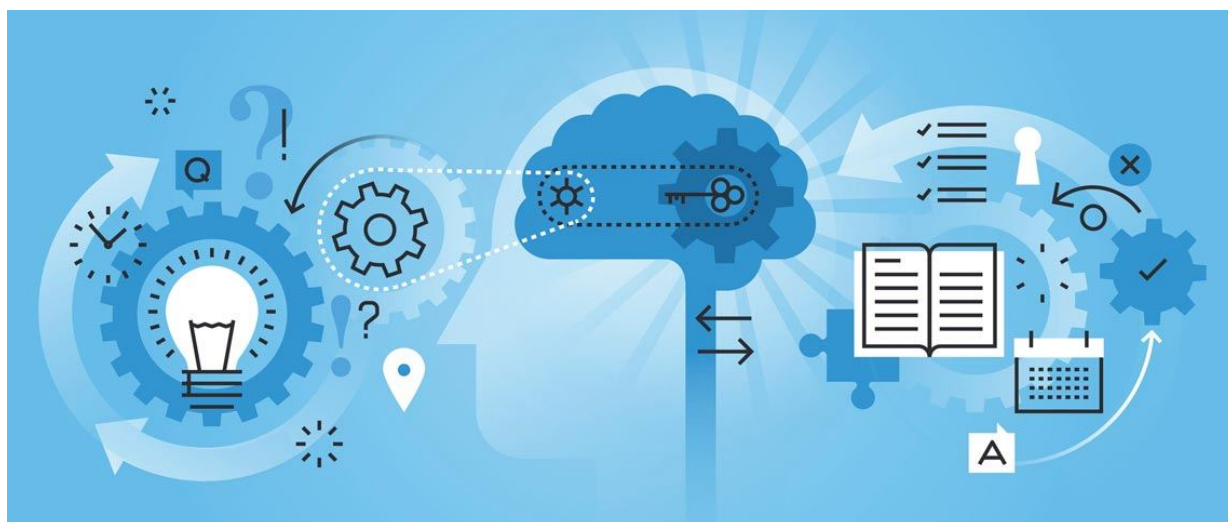
How AI is impacting training, learning and development in workplace

This article is contributed by YLC member Mr Kartik Sharma

Coined by John McCarthy back in 1956, AI was initially described as machines that can perform tasks that replicate human intelligence. A few years later, in 1959, Arthur Samuel defined AI as the ability of a machine to learn without being explicitly program. A few more years down the line, and the first AI Chatbot, Eliza, was "born" in

1966. Today, AI is seeping into our workplaces and daily lives as a tool that augments tasks and streamlines monotonous labor. From pricing and estimated arrival time of your cab to your recommendations on Amazon and Spotify, to even more complex interactions in customer service, AI is reshaping everything. Some companies are even listening to customer service calls and assigning an empathy score based on how compassionate agents are and how fast and capably they settle complaints. AI is running in the background, recognizing patterns and interpreting data more quickly than humanly possible. According to the CEO of Google, Sundar Pichai, the importance of AI is way more profound than the impact of electricity or fire. The McKinsey Global Institute predicts that AI is likely to create between \$3.5 and \$5.8 trillion in annual value each year, in the global economy. The rise of AI is such that even governments, which are generally known to lag behind when it comes to technology, are making use of AI to serve the citizens better. The US government, for instance, established the Joint Intelligence Center that unifies its AI research and development and speeds up the adoption of AI tools. For these very reasons, the domain of HR, corporates, and workplaces in general have also experienced significant changes in the last decade. Advanced data-driven technology is rapidly making its way into the HR industry as businesses





focus more on creating an employee-oriented corporate culture. Recruitment no longer remains a tedious process for HR practitioners as it doesn't entail time-consuming manual activities such as screening the resumes of the prospective candidates, making phone calls, or replying to candidates via emails. These mundane errands are now managed by smart technologies designed to replicate human conversation, thus enabling HR experts to contemplate the bigger picture. According to the India Report of Deloitte's 5th Annual Global Human Capital Trends, 53% of companies are revamping their HR programmes to deploy digital tools, while 22% have already leveraged AI to deliver HR solutions. Today, employee engagement is crucial for every business agenda because it plays a key role in boosting productivity and helping businesses stay competitive in the market. Gone are the days when HR experts relied on burdensome annual surveys to evaluate employee engagement that often generated erroneous results. In order to redefine performance management, the progressive HR leader can count on real-time data to measure employee engagement and identify problem areas to improve work culture by predicting workforce trends. Moreover, real-time data enables HR experts to take prompt action in a personalised manner. The insights put forward by AI/ML generate suitable data to help HR practitioners retain and motivate existing employees and to also recruit new ones. Moreover, AI and ML-powered suggestions utilise historical records to recommend the best solutions to resolve expected problems, thus helping HR leaders develop HRM programmes based on smart data.

Artificial Intelligence in Corporate Training As the global corporate training market exceeds \$300 billion, learning platforms have begun to mimic the successful qualities of consumer content platforms like Netflix and Spotify. Organizations are transitioning from the legacy learning management systems (LMSs) traditionally designed and used for HR, compliance and formal training to learning experience platforms (LXPs or LEPs) to accommodate for the digital, remote and on-the-go workplace. Similar to how Spotify "suggests" playlists personalized to your music tastes and delivers the music with a simple interface, accessible wherever you have a device, LXPs use experience API, artificial intelligence and machine learning to aggregate data and curate personalized content. Just as AI and automation will undoubtedly make some jobs redundant, using AI, LXPs can reskill employees to new roles by delivering relevant learning content. LXPs have begun to contextualize content, delivering it from millions of sources based on individual



preferences, behavior, background, interests and skills. AI is helping to improve corporate training in many ways. One way is it is offering individualized experiences for employees. Training programs are more successful when employees are more engaged and seen as unique individuals. AI responds to individual needs making employees feel like they aren't just a cog in a giant machine. AI also responds and adapts to an employee's individual learning style. The use of AI in training programs produces more detailed reports on effectiveness and ROI. The main focus of any training program is to achieve a measurable return for the business and evaluate how employees are learning and the impact that learning has on their future ability to work. AI measures employee engagement more effectively and compares the results to determine if the program is doing its intended job. AI also offers tests and quizzes for employees to recap what they've learned and to measure the effectiveness of the program. This increases employee enjoyment of the training program and the program's capacity to teach. AI is improving training programs a great deal and the next step is to develop smarter, more intuitive interfaces that employees can use to engage with each program more effectively. AI in Corporate Training and Development AI is adding context, relevance, and personalization to learning experiences when it comes to corporate training. AI is growing the knowledge businesses and employees have when it comes to completing

their jobs successfully. AI is also improving feedback training programs provide to employers and is creating unparalleled opportunities for employee development in the workplace. The future of AI in corporate training will include more 3D experiences to train employees. As the cost of virtual reality training comes down, employers will be able to use it to provide hands-on training for any scenario they want to simulate instantly. AI will also begin to be used as virtual mentors more to increase the number of experiential learning employees are put through to ensure their comprehension and retention of the learning material is effective. AI creates the ideal learning experience for employees to ensure they meet business and performance objectives. AI also allows employees to be more connected to the work environment and creates a personalized experience to retain employee's attention better. When employees are more focused throughout the learning experience, they retain the information they've learned better. Artificial Intelligence in E-Learning Systems AI makes data-driven analysis and decisions faster than humans and is already making huge impacts on medicine and transportation. AI is beginning to have a major role in training for adults. AI is allowing teaching software to be adaptive to individual learning types to increase positive outcomes of online learning. AI also emphasizes areas that need improvement in teaching software. This is allowing online systems to generate better



material and more comprehensive testing. AI is not only adaptive to problem areas of users, it's more comprehensive than typical classroom learning structure. AI can create immersive exercises that help users learn better than just lessons. Meaningful lessons help learners learn better than just material that helps them pass quizzes. AI creates meaningful lessons by identifying particular learner needs and comes up with models that focus on methods and reason to improve problem areas. AI has the ability to evaluate, learn and adopt new strategies to come up with solutions for problem areas users may be facing. One of the best benefits of AI in e-learning is that learners can learn at their own pace to retain the information better. AI is being used in many aspects of businesses and improving the way companies are training and developing their employees. The future of corporate learning is improving with AI and the use of AI in training. Artificial intelligence in learning and development is allowing people to retain and understand information in more comprehensive ways. Businesses that use AI are improving the way they teach their new employees, train new and existing employees and business operations in general. Companies are finding that AI is allowing them to succeed more than their competitors that don't use artificial intelligence. The Future of AI in the Workplace The rise of AI in learning, development, training, and the workplace in general has come in at just the right time. It is forecasted that by 2020, millennials would have made up at least 75 percent of the workforce. According to another research conducted by Gallup, 87 percent of this generation says professional development or



career growth opportunities are very important to them in a job. So, with a vast majority of the future workforce craving professional developments, businesses are already offering learning opportunities and skill development in order to attract and retain quality employees. Not only is AI helping create learning experiences delivered at a pace suited to one and all, but it is also learning the data in order to reskill the workers whenever needed.



Contributed by
Member:

Kartik Sharma Director
AgnitioBot
www.agnit.io/bot

Invite Contribution to Member's Column

We invite YLC members to contribute to the Newsletter by sending in articles, case studies, reports in the area of Business Management. Insights from new initiatives / changes incorporated in systems, processes, teams and organisation are also welcome. Please note that self-promotional or brand promotional content is avoidable and will not be published.

YLC Members Wall of Fame

We are happy and proud to share the details on our Members receiving recognition in their fields of work.



Sheetal Gautam Karajgi
Social Entrepreneur and CEO
Maharogi Sewa Samiti

We are happy to share that D.Y.Patil University, Kolhapur (Deemed University, NAAC A) has bestowed Dr Sheetal Gautam Karajgi with the highest academic degree, D.Sc. h.c. (DOCTOR OF SCIENCE Honoris Causa) on 8th March at Kolhapur during the convocation. The conferment of the honorary degree Doctor of Science [D.Sc. (Honoris Causa)] is the highest and most distinguished honor that a particular university can bestow on an individual. This honour of the Institute is to be conferred on a distinguished person who has consistently made outstanding contributions over a considerable period of time in the pursuit of knowledge and achievements in human progress, mainly in the academic and/or research environment in the field of Science and Technology.



Mr Shriyans Bhandari, Director Greensole & Heritage Girls School Udaipur Recognized as social entrepreneur of the year by Entrepreneur India and Franchise India for Greensole and Heritage Girls school.

Meet YLC New Members

Mr Rupesh Kumar

Northern Arc Capital
Director

Mr Anirban Chatterjee

UBS
Knowledge Management Lead

Ms Mahua Mukherjee

Femmevista Technologies Pvt Ltd
Co Founder

Mr Ramakrishnan V

S B R V and CO
Partner

Mr Shashwat Goenka

Phillips Carbon Black Limited
Director

Preyas Sathiandran SNU

Deloitte Touche Tohmatsu India LLP
Assistant Manager Financial Advisory

Mr Amitava Roy

TGI Hotels and Hospitality Services Pvt Ltd
Founder CEO

Mr Kevin A Joshi

Meera Jewels
CEO

Mr Alay Shirishchandra Mehta

Skill Capital
CEO

Mr Noufal Ahmed

TC One Properties & Projects Pvt. Ltd
Director

Mr Rajat Dhingra

IFCI Ltd
Assistant General Manager

Mr Mitesh Anup Rathod

Swastik Group of Companies
Business Development Manager

Ms Uma Rani Kasoji

Femmevista Technologies Private Limited
Co Founder

Mr Dhanesh Rathod

The Western India Genuine Ghee Co Pvt Ltd
CEO

Mr Nishant Anilbhai Mittal

Mittal Lighting & Solution
Director

Mr Prashant Jain

JSW Energy Ltd
JMD and CEO

Mr Arjun Patel

Sona Extrusion Pvt Ltd
Head BDM

Ms Geetanjali Shivdasani

Enel Green Power
Vice President and Head HR

Mr Shikhar Gupta

EY (Ernst & Young)
Assistant Director

Mr Pratik Shivjibhai Patel

Shree Surya Packaging
Owner

To see all members

[CLICK HERE](#)

Above list is as updated on 20 March 2019

Upcoming Events

Young Leaders Council Session at 5th National Leadership Conclave

'Now or Never: India's Mission for the New Decade'
09 April, 2019: Durbar Hall, Hotel Taj Palace, New Delhi

Young Leaders Council AIMA, Mumbai Chapter Event on 22 April, 2019 Monday

Young Leaders Council AIMA, Bengaluru Chapter Event on 13 May, 2019 Monday

The National Leadership Conclave is a thought leadership platform which brings together various stake holders for constructive dialogue on the way forward for the Indian economy and the well-rounded growth of the nation.

A special panel with young leaders at the conclave on "Millennials' India: Managing Transfer of Power to the Young", scheduled on Tuesday, 09 April, 2019."

India is getting younger and the millennials are set to play a more dominant role in the nation's affairs over the next decade. India's digital economy is led by young entrepreneurs and the country's politics and culture are being redefined by a new generation with 21st century experience and sensibility. The millennials are comfortable with traditions but they also want to create a different world for themselves. Their outlook towards work, business, technology, environment, liberty etc is quite different from the previous generation that was shaped by scarcity and constraints.

India needs to prepare for a disruptive change in leadership and the young need to prepare to deliver.



IT IS OUR PLEASURE TO INVITE YOU FOR AIMA'S FLAGSHIP EVENTS

10TH MANAGING INDIA AWARDS 8TH APRIL (EVENING)

&

AIMA'S 5TH NATIONAL LEADERSHIP CONCLAVE

9TH APRIL

DURBAR HALL, HOTEL TAJ PALACE, NEW DELHI

Over the years, AIMA Managing India Awards have become one of the most coveted leadership honours in the country and are greatly valued.

The awardees this year are :

- Azim Premji, Chairman, Wipro
- Prathap C. Reddy, Founder-Chairman, Apollo Hospitals
- Sanjiv Mehta, Chairman & Managing Director, Hindustan Unilever Limited
 - Sanjiv Bajaj, Managing Director, Bajaj Finserv
- Devi Prasad Shetty, Founder & Chairman Narayana Hrudalaya
- Mahendra Mohan Gupta, Chairman & Managing Director, Dainik Jagran
 - Sanjiv Singh, Chairman, Indian Oil Corporation Ltd
 - Uday Shankar, Chairman & CEO, Star & Disney India
- T Krishnakumar, President India & Southwest Asia, Coca-Cola India
 - Pawan Goenka, Managing Director, Mahindra & Mahindra
 - Rajkumar Hirani, Director, Producer, Writer & Editor - Sanju

NLC Agenda

<https://resources.aima.in/event-uploaded-file/march2019/agenda-NLC-2019.pdf>

Participation is through "Invitation only", RSVP to ryadav@aima.in

Kindly block your Calendar and be with us for the events.

YLC Membership

The membership of Young Leaders Council (YLC) of the AIMA shall comprise of young people, with maximum cut off age limit of 40 years. The members could be Young Promoters, Founders of Startups, Young Professionals, Leaders in Art & Culture/Music, NGOs, Politicians. Bureaucrats, Diplomats. The membership will be at National level (Mandatory) and at Chapter level (currently there are six chapters).

For More Information Contact:

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AIMA Young Leaders Council

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Visit Us @ <https://ylc.aima.in>

Become a YLC Member

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