

YLC News

MONTHLY NEWS LETTER

From the Chairman

I am happy to present the February 2020 Edition of YLC newsletter. YLC membership is now 330 strong. It's great to see the Bengaluru Chapter, led by Bindu Subramanian and Santosh, proactively working towards strengthening the Chapter on Membership, Chapter Roles and events.

YLC has also released new podcasts with Abhishek Nath, YLC Hyderabad Chapter Chair & Jaideep Mehta, CEO News Corp Mosaic Digital and a YLC Mentor. Many more inspiring podcasts are in line. Hope to hear your thoughts and feedback on the same.



Vineet Agarwal

National Chairman YLC, AIMA

Our Calicut Chapter is being strengthened and they are working closely with the AIMA LMA Calicut Management Association. Forthcoming events include YLC Navsari Chapter event on 12th March with Ambassador Dr. Deepak Vohra as the Keynote Speaker and Bengaluru Chapter on 20th March 2020 on the theme "Management in VUCA world, are You Future Ready?".

YLC has also appointed Member Mr Kartik Sharma, Director Agnitio

as National Events Chair and are in process of filling up few more National and Chapter Roles. If you are interested in serving YLC at the National or Chapter level, please do reach out to Rajni Yadav. Hope you enjoy this edition of our newsletter and please do share your feedback and innovative ideas to make it a more interesting read.

YLC Office Bearers

Vineet Agarwal

National Chairman YLC, AIMA

Pranav Pai

National Vice Chairman

Radha Kapoor Khanna

Forum Chair

Kartik Sharma

National Events Chair

Santosh Kumar Gopala

National Membership Chair

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Inside

02 Young Leaders Council

03 Member's Column

06 Wall of Fame

07 YLC Podcast

08 Management Article

12 Meet YLC New Members

14 Upcoming Events & YLC Membership

Young Leaders Council

YLC Session on Growth from 1 to 100

Young Leaders Council, AIMA organised a Chapter event in Bengaluru on Saturday 1st Feb 2020, a session on "Growth from 1 to 100" with speaker Mr Mithun Sundar, CEO, Lendingkart and ex-Chief Revenue & Strategy Officer at Myntra followed by a Stand Up Comedy on Entrepreneurship with Mr Anmol Garg Founder, Sales5X | Sales Trainer, Coach & Consultant | Stand Up Comedian!. The session was very well received by YLC members



Mr Mithun Sundar, CEO- Lendingkart and ex-Chief Revenue & Strategy Officer at Myntra



Mr Anmol Garg Founder- Sales5X | Sales Trainer, Coach & Consultant | Stand Up Comedian!.



L-R: Mr Mithun Sundar, CEO- Lendingkart, Mr Anmol Garg, Founder- Sales5X, Ms Bindu Subramaniam, YLC Bengaluru Chapter Chair, Mr Santosh Kumar, YLC National Membership Chair and Mr Srinath Birur, Project Head- SGBS Unnati Foundation

Member's Column

Be Reformist No Protectionist

Contributed by: Kumardeep Banerjee, YLC Member

In view of the economics slowdown, populist, protectionist policy measures have to be discarded for a pro-market, pro-reforms mindset

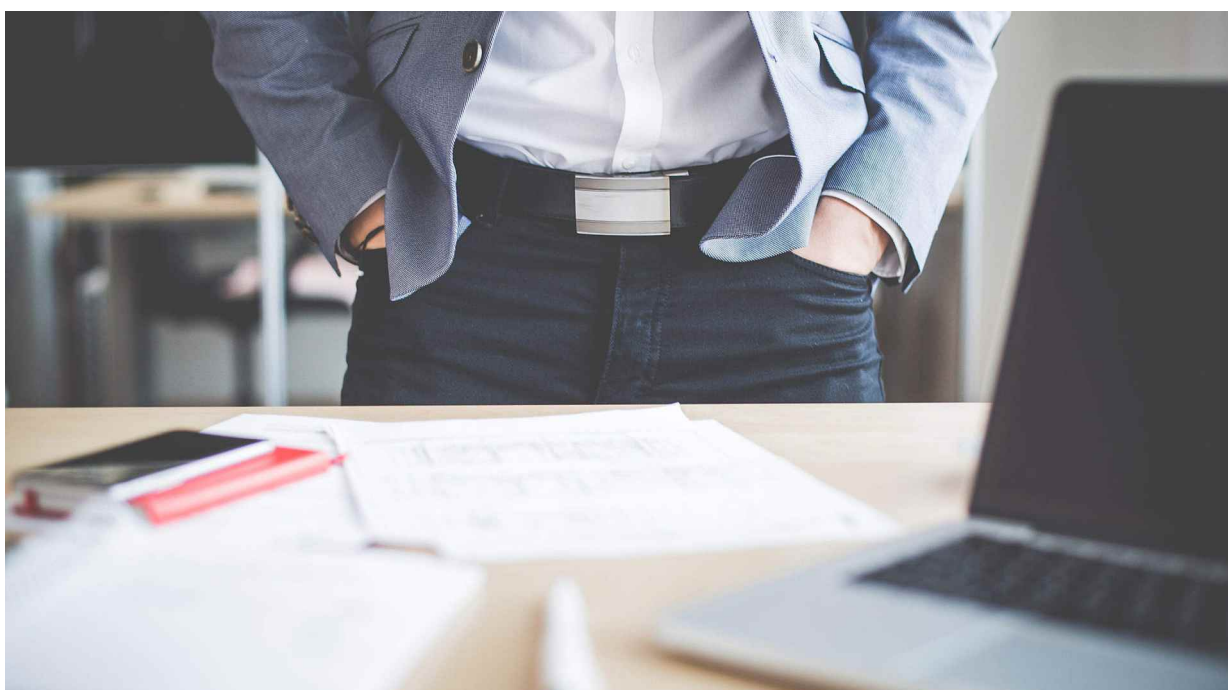
The Union Budget 2020-21 came at one of the toughest times the Indian economy is facing in recent times. Domestic demand for goods and services, export order books, India's gross domestic product and growth projections, are depressed, if not taking a southern dive. Add to

this the binary issues of inflationary pressure and burgeoning fiscal deficit. Finance Minister Nirmala Sitharaman did a tight, long, rope walk on a burning coal pit on February 1, while having a truck load of complex policy decisions on her head. She did manage to put up a show but spectators to this annual mega policy ombudsman event weren't impressed.

The question is what went wrong and is there scope for course correction during the year? In a nutshell, markets, specially those players who have significant cross-border transactions, didn't seem to think that the trade and industrial policy direction announced in the Budget was progressive, bold and reformist. Many would agree that despite the current regime coming in with a promise of making India investment, business and trade-friendly, it has gone ahead and erected tall, if not taller, wall of tariffs around its companies, markets, products and small and medium-sector enterprises. Coupled with this are a steady stream of ambiguous to opaque, regulatory and policy frameworks which leave little space for businesses and trade to prosper.

The usual rhetoric heard in many Government circles is India's small and medium sector





businesses need to be cushioned, indigenous manufacturing of products is mandatory and, with or without a life-threatening virus, China's march in domestic and regional markets has to be contained. Also, new-age data-driven economy is somehow a threat to, and against, national interests.

A brief pause here, and an assertion that many, and all of these narratives are global in nature, and India has simply caught on the winds, which may or may not be the best-fit solution for a recessionary world economic order.

However, an equally important policy document, which was drafted by the same Ministry officials and presented to the world a day prior to the Budget, the Economic Survey, somehow lies forgotten. Consider this edited excerpt, from the Economic Survey which makes a strong case for free trade, by stating "laser-like focus...as an India that harbours misplaced insecurity on the trade front is unlikely to grab this opportunity, our trade policy must be an enabler. In fact, contrary to recent fears, careful analysis that controls for all confounding factors shows that India has gained from trade agreements."

Even if one were to avoid getting into details of the Economic Survey, just reading the chapter headlines like Undermining Markets: When Government intervention hurts more than it helps,

Privatisation and wealth creation and finally, Wealth Creation: The invisible hand supported by hand of trust are clear indicators of a reformist out-of-the-box, economic welfare path to prosperity.

Contrast this with the Budget document, which states that imports under Free Trade Agreements will be scrutinised for adherence to rules of origin clause. Similarly, import tariffs on countless items have been scaled up each year, without a status check on readiness of domestic producers to supply similar quality products at same, if not, cheaper rates. Add to this, the promise of reviewing all customs duty exemptions list by year end. The Budget speech punched with terms like, "imports through free trade agreements" pose a "threat to domestic industry" and many instances of "undue claims of benefits" have been found, harbingers to open a new bureaucratic line of checks and penalty, plus an additional delay at ports of entry. Coupled with this could be significant retaliatory tariffs from countries, whose goods are directly impacted and it gets into a spiralling trade tariff, mostly unfruitful solution finding exercise.

What do successful companies, especially those operating in multi regulatory regimes do when faced with problem of this stature? First, they assess the problem statement, skim out extra or avoidable flab, hold a cross-functional in some



cases, cross-geography brainstorming session and perhaps create a war room. Finally, with a "Back to Market" strategy, they focus the best of talent to address key strategic issues within fixed timelines. If, the calibrated strategy fails, the cycle is repeated quickly to minimise loss of business and mostly get back on the growth path.

In the Government's case a similar policy goal has to be clearly chalked out with an inter-ministerial team headed by a Cabinet Minister. Policy experts and industry representatives have to be given a place on the table and their views counted. Political showers of choicest barbs have to be set aside while darting towards a new India with a \$5 trillion economy. Populist, protectionist policy measures have to be discarded for a pro-market pro-reforms mind-set. Equal partnership responsibilities along with sweet rewards once a while will do a lot more towards millions of jobs and billions in investments than appearing nonchalant to large investors. Investor guarantee, more important with strategic trade partner companies, coming up with tailor-made solutions for each will be a game changer. Most important, creating India's economic ambassadors from the business community, if necessary, providing them delegation status, will reassure "the hand of trust, behind invisible hands of market."



Contributed by
Kumardeep Banerjee
Country Manager, ITI Council
YLC Member

Disclaimer:

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February 2020

WALL OF FAME



YLC Member Vidyadhar Prabhudesai featured among T-Bird list of 35 alumni from the world, for leading workplace challenges in the 4th Industrial Revolution.



YLC Member Mr Parag Agarwal has been conferred an Honorary Doctorate by National American University for contributing and impact through social work by making safe water available to people.



YLC National Vice Chairman Pranav Pai awarded as 40 under 40 Alternative Investment Professional in India by Association of international Wealth Management of India

Invite Contribution to Member's Column

We invite YLC members to contribute to the Newsletter by sending in articles, stories on Business Management. Also share valuable experiences, reports from Management field and any recognition that you have received in various endeavors.

We welcome your insightful inputs that can add to growing base of Management transformation across country through various new initiative incorporated in systems, processes, teams and organisation.

YLC Podcast

YLC Podcast a new reach to Young audience aspiring to be future leaders launched with broadcasting of short interviews of Young Leaders and achiever from diverse domains. [WATCH NOW](#)



Abhishek Nath
Managing Director and CEO
Ixora Corporate Services and
YLC Hyderabad Chapter chair

[WATCH NOW](#)



TV Mohandas Pai
Past President AIMA
Chairman Manipal Global
Education Services

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Vineet Agarwal
National Chairman YLC
Managing Director TCIL

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Kartik Sharma
YLC National Events Chair
Director Agnitio

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Jaideep Mehta
CEO
News Corp Mosaic Digital

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Management Article

One custodian, many owners

Winner of this year's 'AIMA-Dr Ram Tarneja Award for Best Article in Indian Management 2019'

A brand is a living entity. It goes through several stages of ownership that involve many players.

HARISH BHAT, TATA SONS

Trademarks are owned by the companies which have registered them. The law on this subject is well defined. But who owns the brands that emanate from these trademarks? This is an interesting question for marketers to ponder over, because true ownership of brands goes well beyond legal ownership. It encompasses functional and emotional ownership that cuts across traditional boundaries.

So, pause for a moment and think about this. Who owns iconic brands such as Tata, Amul, Google, Cadbury, and Harley Davidson? Undoubtedly, the CEOs of these companies are

the prime custodians of these brands, nurturing the core ideas that the brands stand for, their reputation, and development. But then, the organisation itself is not just the CEO—it is a living ecosystem with a large number of internal and external members. The brand resides with all of them, and so many of them shape the brand, believe in it, and often take great pride in it. Therefore, where does true ownership lie?

This is a topic that deserves detailed research. My own initial exploration indicates that there are several stages of brand ownership in the life of a brand. Here is my hypothesis.



Stage 1: Founder owns the brand

When a brand has just been created, the founder is clearly the owner of the brand. He or she has just given birth to it, based on a key idea that has roots in his or her mind. For the first few years, the founder then shapes the brand personally and carefully, based on this core idea—even though the company he or she has established may have very few consumers or employees at that stage. For instance, when Jamsetji Tata founded the Tata Group over 150 years ago, with the vision of creating a business enterprise where the community and nation are centre stage, and not just another stakeholder, he carefully crafted the brand around this pioneering idea. In the first decade after its establishment, the Tata brand would perhaps have been known only to a limited number of people, but the founder would have poured his energy and passion into fleshing out the idea of the brand, and the first few dimensions through which this core idea was expressed. Think of other famous brands and their founders— Apple and Steve Jobs, Body Shop and Anita Roddick, Titan and Xerxes Desai. You will find similar parallels in these cases too.

Stage 2: An internal ecosystem of ownership

Very soon, employees who work in a company start feeling strong ownership of the brand. As employees get strongly engaged with their companies, they begin loving the brands they work for. Each employee plays some role in shaping the brand—whether you are part of new product development, manufacturing, marketing, sales, finance, or the human resources function, the work you are doing is actively contributing to shaping the brand, its assets, and its expressions. Many employees feel strongly for what their brand



stands for, particularly if they are working for a brand that has a sense of purpose or a point of view. From my own experience, I can say that this results in a great degree of ownership. For instance, many of my colleagues in the Tata Group and I are very possessive about the Tata brand, and we feel strongly for it. Equally, an internal ecosystem of distributors, franchisees, and vendors also begins experiencing ownership of the brand that they are dealing with. They take great pride in evangelising the brand, they cheer it on, and they are also intensely critical of it on occasion, all because they feel the brand also belongs to them.

Stage 3: Consumers become owners too

When a brand grows in popularity, and earns the trust and loyalty of its users, then consumers also become owners of the brand, in addition to employees and the internal company ecosystem. At this stage, consumers go beyond their transactional relationships with the brand, and begin experiencing a true sense of ownership. This does not happen to every brand—it only happens, in my view, when a brand has permeated deep into the consumers' lives, has added consistent



value to consumers across several years, and has gained their true affection. At this stage, a brand custodian will need to necessarily take consumers' views on board before making any significant changes to the brand—else consumers could well rise up in revolt because they feel that something belonging to them has been changed without their permission. The New Coke story is a case in point. Reputed brands that have been widely used for long periods of time typically function in this stage. Think of brands such as Coca-Cola, Colgate, Titan, Fevicol, and Lifebuoy.





Stage 4: The brand belongs to the nation

Very few select brands make an eventual leap to this stage, where the entire nation claims ownership—not just consumers, employees, and distributors, who continue to retain ownership too. This happens when a brand gets integrated into the fabric of a community and nation. People now view the brand as a national institution, rather than as a commercial mark. For this to happen, the brand should have contributed in a very meaningful and authentic way to the development of some specific area of national importance. And it should have done so over a sustained period of time. The brand should also be viewed as a positive symbol of national pride. In my view, iconic brands such as Tata, Amul, LIC, IBM, Sony, Marks & Spencers, and Samsung have made the leap to this stage, in their respective nations of origin. Suddenly, the custodians of these brands now have a much larger responsibility, which goes beyond their corporate mandates



Contributed by
Harish Bhat
Brand Custodian
Tata Sons.

Disclaimer:

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Meet YLC New Members

Mr Anmol Garg

Founder
Sales5X
Bengaluru

Mr Yash Haresh Desai

Business Head at Gourmet
Passport by Dineout
TIMES INTERNET LTD
Delhi NCR

Mr Rajeev Vidhani

Partner
Khaitan & Co
Mumbai

Mr Rishi Anand

Partner
DSK Legal
Delhi NCR

Ms Rohinirani Chitranjan Desai

Managing Partner
Centre of Strategic Mindset
Mumbai

Mr Girish Trivedi

Co- Founder Director
Monk Consulting Pvt Ltd
Delhi NCR

Mr Yatindra M Jha

Proprietor
Swasthya Sewa
Gujarat

Ms Suchita Vishnoi

Senior Director Marketing
Cognizant
Bengaluru

Mr Nitin Mittal

Market Head of Legal Compliance
and Company Secretary Indiasubcontinent
Australia and New Zealand
Signify Innovations (FKA Philips Lighting)
Delhi NCR

Ms Rashmi B Utal

HR Partner
Azim Premji Foundation
Bengaluru

Mr Mohan Pratheesh Benjamin

Country Head Volvo Group University
Volvo Group India Private Limited
Bengaluru

Mr Dayesh Angle

CFO Infrastructure Services
IBM India Pvt Ltd
Bengaluru

Mr Harsh Gupta

Managing Director
East India Udyog limited
Delhi NCR

Mr Anirudh Mandhana

Senior Associate
Tata Capital
Mumbai

Mr Prashant Bindal

Chief Sales Officer
Lodha Group
Delhi NCR

Mr Harish Pant

Managing Director
Advanced Technologies
Bengaluru

Mr Suresh Anubolu

Chief Human Resource Officer
GVK Biosciences Pvt. Ltd
Hyderabad

Mr Trishneet Arora

Chief executive officer
TAC Security
Delhi NCR

Ms Swati Singh

Senior HR Manager
PepsiCo
Delhi NCR

Mr. Venkatraman Girish

Head HR Smart World Communication
Larsen and Toubro
Chennai

Ms. Deepa Prakash

Data Scientist
Bengaluru

Mr. Jayant Khosla

Managing Director and Group Head
VLCC Health Care Limited
Delhi NCR

Ms Shalini Singh

Chief- Corporate Communications & Sustainability
Tata Power Company Ltd
Mumbai

Mr. Akash Ohri

Sector Financial Controller
CMI SA
Belgium

Mr. Ramit Bhatnagar

Chief Operating Officer
MJ Global
New Delhi

Ms. Ujjayini Mitra

Head Data
ZEE5
Mumbai

Mr Vipul Dubey

Principal Sales Consultant Digital Cloud Analytics
Big Data
Hitachi Vantara India Private Limited
New Delhi

Mr Midhun AT

Director
Cryo Stemcell Private Limited
Bengaluru

To see all members

[CLICK HERE](#)

Above list is as updated on 28 February, 2020



Dear Members,

Request you all to join YLC LinkedIn Group on <https://www.linkedin.com/groups/10488166/>

We have sent you a request kindly accept to join the group, in case you have missed that, please send in a request on link above to join.

Upcoming Events

YLC Bengaluru Chapter Event on the theme "Management in VUCA world, are You Future Ready?."

Date: Friday 20th March, 2020

Time: 6:30pm to 7:15pm

Venue: NUMA Co-working, 46/1, Church Street, Bengaluru

YLC Gujarat Chapter Launch

Session with: **Ambassador Dr Deepak Vohra**, Special Advisor to the Prime Minister, Lesotho and Guinea-Bissau and to Ladakh Autonomous Hill Development Councils, Kargil and Leh

Date: Thursday, 12th March, 2020

Time: 7:30pm onwards

Venue: Navsari Management Association, Kaliyawadi Bridge, Navsari

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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Become a YLC Member

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