

# YLC News

MONTHLY NEWS LETTER

## From the Chairman

It is our pleasure to bring you the latest edition of the AIMA YLC newsletter, bringing you updates from the AIMA YLC and other management news.

Changes accelerated by the pandemic in consumer and business behaviours over the last year and a quarter, are likely to persist and eventually create new normals. Now as the crisis turns into a recovery, with economies gradually reopening and people returning to work; business leaders are gearing up to navigate their organisations in a post-COVID environment, by toggling between managing for the present and preparing for the future.

To help young managers and leaders navigate their businesses through these turbulent times, AIMA YLC organised several programmes and initiatives during the period.



**Vineet Agarwal**

*National Chairman YLC, AIMA*

AIMA YLC conducted webinar on 'The Tech Revolution of the Used-Car Market and Shared Mobility' with Mr Vikram Chopra, Co-founder & CEO CARS24 and Mr Nikhil Kant, Global Social Lead Mobility at Uber, which was moderated by Chief Manager Policy Reliance Retail and YLC member, Ms Tanya Singh. The webinar brought out the challenges currently facing the mobility segment, while highlighting the strategies deployed by young entrepreneurs and managers to bolster sustenance and growth.

The ongoing crisis has impacted not just the business industry, but the education sector as well. With education going online and classes

becoming virtual, students have been facing unforeseen and unprecedented challenges. AIMA YLC organised a topical session on 'Reimagining Learning in Online Environment' with young minds in the industry. The session provided useful insights on the theme, while providing an opportunity for all stakeholders - parents, students and teachers - to brainstorm on possible solutions for the road ahead.

In addition the AIMA YLC has also been working on restructuring its Council, roles and appointments with an objective to bring in fresh energy and also catalyse the Council's effort to grow and remain pertinent under these ever evolving circumstances. Further details will be shared shortly.

Let us hope that the ongoing vaccination drive will spell an end to the ongoing pandemic, as we prepare and equip ourselves to thrive in the new normal with good health and resilience.

## YLC Office Bearers

### Vineet Agarwal

National Chairman YLC, AIMA

### Pranav Pai

National Vice Chairman

### Ajay Nahar

National Forum Chair

### Kartik Sharma

National Events Chair

### Santosh Kumar Gopala

National Membership Chair

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## YLC ONLINE SESSIONS

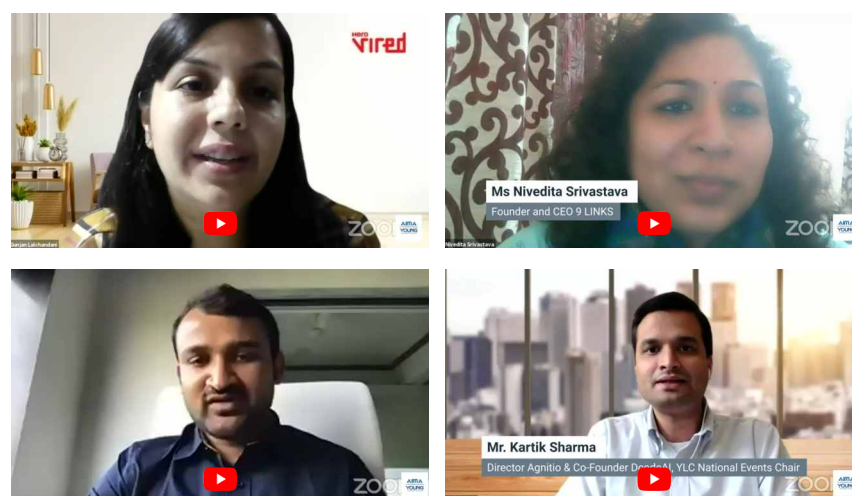
### 'The Tech Revolution of the Used-Car Market and Shared Mobility', 4th June 2021

A session on the theme 'The Tech Revolution of the Used-Car Market and Shared Mobility' on 4th June 2021 with speakers **Mr Vikram Chopra**, Co-founder & CEO CARS24 and **Mr Nikhil Kant**, Global Social Lead Mobility at Uber Moderated by **Ms Tanya Singh**, YLC member Founder i-devi.com; Business Consultant at GLG. Global Auto commerce industry in the last decade has seen an overhaul of some of our most structured consumer trends. Both the organized Used Cars and the Organized Shared Mobility companies have moved the needle for the Car ownership model globally and in India. While Vikram spoke on challenges they faced while transforming the Used cars landscape in India specially during Covid. Nikhil spoke on Uber customers on a digital platform and How did they create the Indianised voice for the Brand?



### 'Reimagining Learning in Online Environment' on 25th June 2021

A session on 'Reimagining Learning in Online Environment' on 25th June with panellists **Ms Gunjan Lalchandani**, Head - Strategy, and Growth at Hero Vired, **Ms Dr Nivedita Srivastava**, Founder and CEO 9LINKS-Employability Skill, **Mr Shriyans Bhandari**, Director Greensole & Heritage Girls School Udaipur and Session Moderator **Mr Kartik Sharma**, Director Agnitio & Co-Founder DcodeAI, YLC National Events Chair. The session covered challenges and strategies faced by students, faculties and the education system posed by Covid and some insightful strategies all stakeholder can utilize to make the best of available resources and stay updated, skilled and relevant.

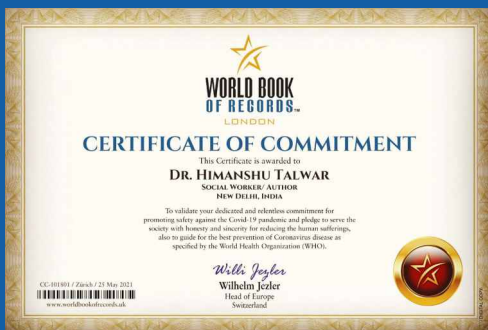


## Delhi NCR Members Interactive Session 3rd June 2021

Conducted and Moderated by YLC Delhi Chapter Chair **Ms Varija Bajaj**, Founder at Varija Lifestyles, O&Y Lela, Varija Home, Varija Life and The Career Talks. This Interactive session helped members get to know each other better and plan future events calendar.



## YLC WALL OF FAME



YLC Mentor **Dr. Himanshu Talwar** - Assistant Secretary General, The Federation of Hotel and Restaurant Associations of India (FHRAI) was acknowledged by the WORLD BOOK OF RECORDS (LONDON) for promoting safety against the COVID-19 pandemic and serving the society.



YLC Member **Mr Trishneet Arora** – Founder & CEO at TAC Security was recognized as a young leader by Fortune India and featured in the 40 Under 40 class of 2021.

## Member's Column

# Leadership lessons from Grand Slam tennis (French Open 2021)

*Contributed By: Mr. Ajay Nahar - YLC Mentor*

That sport is a good teacher of life lessons is a known adage. Sport inculcates discipline, teaming, and mutual respect in us. Be it an individual or team game, sport is also a good teacher of leadership lessons. I recently followed a full tennis tournament on TV after many years in the recently concluded French Open 2021 and took away a number of learnings, which I would like to take to my work as well as share with you all:

**Work hard through the process, but enjoy your game** – Build your skills, work hard on your discipline and work through a unique plan to combat each competitor as a matter of process. It is critical to prepare well and go into a game with the necessary arsenal. However, once you are in the game (an important meeting, a client presentation, writing the key components of a proposal), it is important to enjoy your time just being there. It won't pay well to get worked up in the key moments of the game. Play with intensity, play fair and enjoy the game.

**You need a small run of good play to break your opponent's momentum** – Irrespective of your opponent / competitor's consistent run, you need a small run of good play to break their momentum. The principle applies equally to tennis and business. You need to identify the right winning proposition – a marquee client, an unyielding sales person, a subject matter expert on your team, a unique solutioning approach – anyone or a combination of these can help you regain momentum.

**Knowing when and how to press the 'reset' button when you are down** – Win-loss, success-defeat are as much a function of one's state of





mind as much as it is about skills, process and capability. If one believes that they have'nt lost the match even if they are down one or even two sets, and treat it as a fresh game from that point, they can turn the table on competitors. One just needs to strike the balance between when to respect your competitor's good shot (conserve your energy) and finding that right moment of fatigue / over confidence/ weakness in them to make your kill.

**Winning is a habit, don't lose it!** – Upon facing a large and intimidating competitor who immediately pushes you back on the virtue of their skill, fitness or strength (read: scale, speed or other competitive strategies in business), we begin to question our abilities. Do not forget how you 'earned your stripes' and have faith in your own abilities. It is important that you do not let yourself lose 'winning as a habit'.

**No stage is too big** – The winner of the Women Singles event, BarboraKrej íková(from Czech Republic) reminded us that championships like French Open are not just meant for the favourites or seeded players (32 top ranked / high performing players leading up to the event) but can be won by unseeded players too. Self-belief and focus on the right process is the key. Both the singles winners (Novak Djokovic from Serbia being the Men singles winner) do not come from very

resourceful countries. It is their own focus and determination that has got them where they are.

**There's always a next time** – Sometimes, despite your best effort you may end up on the losing side. It is worth reminding yourself that there is no shame in the outcome. There will always be another bigger and better opportunity to turn around your mistakes and put up an improved show. Most sports (particularly tennis) teach you to take the loss in your stride, congratulate the winner with a smile and resolve to put up an improved performance next time, if there is a next time.



**Contributed by:**

**Mr. Ajay Nahar**  
Wipro Insights Leader, Wipro Limited and YLC Mentor

## Management Article

# Say. Do. Confirm.

## Brands with a purpose – do they deliver?

AMBI PARAMESWARAN, BRAND-BUILDING.COM

Toto Chan–Girl by the Window is reputed to be the largest selling Japanese book of all time. Written by Tetsuko Kurayonagi, a TV personality, it is a charming story about her childhood in post-World War II Japan. She attended a small school called Tomoe Gaukuen that had some unique practices that made the children fall in love with the school and its principal. One such practice was that children should come dressed in their oldest set of clothes. Why? Well, the school encouraged them to play in the dirt and sand. Clothes could get dirty and may even tear.

As I was reading this delightful book, I was

reminded of the Unilever's Persil 'Dirt is Good' campaign, now in its 13th year. In India the campaign was adapted for another Unilever brand Surf and the line was the evocative 'Daag Ache Hain'. Just as the kindly principal of Tomoe Gaukuen, Surf wants parents to encourage their kids to get their clothes dirty by playing in the open. Because Surf had the detergent power to remove the deepest of deep stains and dirt.

Surf and Persil are good examples of a brand that has transcended from rational and emotional benefits to a purpose-driven campaign.



### Why are purpose driven brands becoming more and more important?

In a highly cluttered market place, brands are getting more and more commoditised. They contain similar raw materials and provide similar benefits. In the 1970s and 1980s, for example, in the case of cleaning detergents, brands could stand apart based on their cleaning power. Once that bridge was crossed, brands started harping on emotional benefits—love care, bonding, and so on.

The new millennium has levelled the field for both rational and emotional benefits. And as Bob

Garfield of Ad Age observed about purpose-driven branding: “It is not positioning. It does not aim to be differentiating. Purposefulness is an ethic. A world view. A mentality.”

If Unilever did a fabulous 'Dirt is Good' campaign, Procter & Gamble, maker of Ariel, was not to be left behind. They unearthed a social truth in Indian society. Washing clothes, even in washing machine equipped upper market homes, was the woman's domain. Why can't men be roped into this? The campaign 'Share The Load' is now in its sixth year and every year they manage to add a new layer to the campaign.

Let us pause here for a bit. Why are these two campaigns case study material. Simply because they are strongly integrated with what the product does. It is not like a fashion label running a LGBTQ campaign, or an insurance company showcasing a girl with a disability.

Surf's 'Dirt is Good' is all about the product; it cleans, irrespective of the kind of amount dirt. In a different vein, Ariel 'Share the Load' is also about the fact that the detergent is so good that even an untrained man will be able to do the job. Not to worry.

If we were to analyse these two campaigns, we find that they adhere to what T Duncan and S





Moriarty [authors of the book *Driving Brand Value – Using Integrated Marketing to Manage Profitable Stakeholder Relationships*] suggested as the Strategic Consistency Triangle. Say. Do. Confirm. What are the planned messages you are going to say? What does your product and service do. What is the way you are going to get a confirmation from your customers/stakeholders.

If we examine Ariel and Surf we will see that their effort was not a whitewashing, or should I say 'purpose washing' exercise, but based on what their products actually deliver to customers. Thanks to this 'say-do connect' they actually got a very strong 'confirm' from all the stakeholders concerned. Their consumers loved the campaign, opinion leaders and influencers loved the campaigns, and the ads even won some awards.

Ariel and Surf are not the only two brands to have run successful purpose based brand campaigns. In packaged tea both Tata Tea and Brooke Bond Red Label have run successful purpose led campaigns.

Tata Tea's 'Jaago Re' was rooted in what a hot cup of tea does for you, it wakes up all your senses. And Tata Tea made it a call to activism. Brooke Bond Red label's campaign 'Taste of Togetherness' managed to use the bonding power of a cup of tea to building relationships across caste, creed,

and religion. Both these campaigns have had a good deal of confirmation from customers and media.

Among all the global purpose driven campaigns none has received more recognition than Dove's 'Campaign For Real Beauty'. This was lauded as the No. 1 Campaign on the Ad Age's top 15 campaigns of the 21st century. The brand has been able to adapt this concept to various cultures and geographies. In India this year they have started a campaign 'Stop the Beauty Test', to get parents to stop looking for fair and beautiful brides for their sons. Their campaign has been well received, and, instead of just doing a campaign, the brand is engaging with all matrimonial websites and newspapers to nudge advertisers to avoid beauty terms in their ads. We have to wait and see if it has an impact on behaviour, but it is a good effort. If you were to layer the fact that Dove is a premium soap that is almost clinically devoid of perfumes, it sits well with the 'real beauty' promise.

While these are all great purpose led brand campaigns, there is also the virus of 'jump on to the new purpose' gripping marketers. You may have seen aoneoff campaign from health insurance companies using differently abled children. Or a fashion label showing off an LGBTQ activist. Or a paint company touting women



empowerment. Girl child. Poverty alleviation. Eradicating illiteracy. Improving nutrition.

Many of these campaigns are one-off efforts and will be forgotten the moment they stop running. Building purpose driven brands is not the job of an advertising agency or a film maker. You need to examine what your brand does and then see how you can discover the purpose behind the brand. Take Lifebuoy. It always stood for health: 'Tandurusthi Ka Raksha Karta Hai Lifebuoy', went the old jingle. They managed to find a link to health, hand washing, and preventable diseases in children. Their campaign 'Help a Child Reach Five', created in India has gone to many developed countries. Lifebuoy could not have done a 'Share the Load' or an 'LGBTQ Empowerment' campaign.

In her article in Journal of Brand Strategy [Spring 2017, Chung-Kue [Jennifer] Hsu suggests a five step process. Start with a long-term commitment—what does your brand do and what can your brand do that is credible? Be relevant and have a serving mindset: the purpose you pick should intersect your brand, your target consumers and the larger cultural ecosystem. Be honest and transparent in your 'say' messages: express your messages in an authentic tone of voice. Be consistent with your 'say' and 'do' messaging: you cannot have a campaign that is disjointed with what you are doing on the ground [State Street Global Advisors that sponsored the

'Fearless Girl' statue in Wall Street New York was discovered to be discriminating between its male and female employees]. And finally use social media to reach and inspire your audience. Remember, if you are not getting a confirmation message back from your target audience then your efforts are not getting recognised.

Lastly, it is not a compulsion that you should look for a purpose to hitch your brand to. Sometimes your brand comes with a well-infused purpose. In India, you can think of Tata, Amul, FabIndia and a few more. But it is not always possible to find a purpose that you can 'say-doconfirm'. If so, better stick with rational and emotional messaging.



**About the Author:**

**Ambi Parameswaran** is founder, brandbuilding.com. He is also a best-selling author and a brand/executive coach.

**Disclaimer:**

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**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.

## Meet YLC New Members

### Mr. Divyanshu K

Vice President Strategy  
boAt Lifestyle  
Mumbai

### Mr. Rajesh Sabhlok

Managing Director Asia Pacific  
Vymo SG Pte Ltd.  
Singapore

### Mr. Subhajt Chowdhury

Partner  
SNVA & Company, Chartered Accountants  
Delhi NCR

### Ms. Pallavi Menon

Director HR India SE Asia ANZ  
Waters Corporation  
Bengaluru

### Ms. Chinu Kala

Managing Director  
Fonte Fashions India Pvt Ltd  
Bengaluru

### Mr. Rajiv Mangal

CEO  
TATA STEEL (THAILAND) PCL.  
Bangkok

### Mr. Debayan Bose

Assistant Professor  
Bengal Institute of Business Studies  
Kolkata

### Mr. Sourav Ganguly

Head CX  
Lenovo  
Bengaluru

### Ms. Kruti Chetan Parekh

Vice President  
CredAble  
Mumbai

### Mr. Amit Kapoor

COO  
Steeldalal.com  
Delhi NCR

### Mr. Arnab Kumar Dutta

Vice President and Regional Head Business  
Alliances  
MotilalOswal Financial Services Ltd  
Kolkata

### Ms. Akta Sehgal

Fonder and Mentor  
Manas Management  
Delhi NCR

### Mr. Kannan Krishnan

Senior Manager  
JCPenney Services India Pvt Ltd  
Mumbai

### Mr. Farhan Jimmy Mistry

Innovation Officer  
Della Group  
Mumbai

### Mr Amit Sharma

CEO | Sales Trainer | Author | Keynote Speaker  
Dishah Consultants  
Chennai

### Ms Rashmi Furtado

Knowledge Show Host and Head Research and  
Content Development  
Greycaps  
Bengaluru

To see all members

[CLICK HERE](#)

*Above list is as updated on 17 June, 2021*



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 session on the theme: **“Reimagining Digital Healthcare”**

Date: **Friday, 9th July 2021**

Time: **6 PM - 7 PM**

### Speakers



**Mr. Amit Mookim**  
Managing Director  
IQVIA South Asia



**Dr. Marcus Ranney**  
Founder and CEO of  
Human Edge, Senior  
Fellow to the Atlantic  
Council

### Session Moderator



**Ms. Tanya Singh**  
YLC Member

ZOOM link will be shared on receiving your confirmation. Please confirm your participation at [ylc@ima.in](mailto:ylc@ima.in)

## 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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