

Connect

Rendezvous with the Alumni



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Opening remark

Dear Alumni

We are back with another edition of **PwC Connect**, our quarterly newsletter for you. Since the inception of this alumni programme, it has been our endeavour to share with you the PwC experience that is a reflection of what we stand for and what drives our people. This edition of the newsletter is another step in that direction.

Relationships at PwC are for life and this philosophy drives our alumni outreach programme. We design our offerings keeping you in mind, to create more value for you by offering a platform for you to reconnect with your colleagues and friends, to share ideas and best practices and to know of what is happening at PwC.

Over the course of the last one year that our newsletter has been in existence, we have sought your feedback and opinion in making this more relevant, exciting and engaging for you. In this edition also, we bring to you stories of personal highs and professional achievements from some of our distinguished alumni. We really look forward to receiving more stories from you. It is a way for us to stay connected. Taking inspiration from Abraham Lincoln, we would like PwC Connect to be a newsletter **of our alumni, by our alumni and for our alumni.**

We truly value the bond that you made with us during your time at PwC and hope to keep enriching it further. We will soon be coming to your city with our alumni offerings and hope to see you there. We will announce the dates of these alumni events in the days ahead, do block your calendars.

Meanwhile, if there is anything specific you'd like us to do as part of our Alumni Outreach Programme, do share your thoughts with Ruchi Mann, our Alumni Relations Manager, at ruchi.mann@in.pwc.com. Your feedback is very important to us.

Wish you the very best!

Sincerely,



N V Sivakumar
Regional Managing Partner, South

Message from the Editor

Dear Alumni

Greetings!

Writing to you today is a matter of great pride and joy for me. In the six months since taking up this role, I have had the chance to interact with some of you personally. These interactions have made me more aware of the responsibility that the programme brings and given a better understanding of your expectations from us.

Today, we have more than 5000 alumni on our database and more than 2500 members on our LinkedIn group. As this family grows everyday, it is our continuous endeavour to make this programme a channel to further strengthen your bond with the firm. All our offerings are reflective of that endeavour. While the newsletter is one such medium, we would also love to hear from you on our LinkedIn group, PwC India Alumni. Join the group today if you haven't already done so.

Tell us about your experiences – both personal and in your profession, tell us about your achievements, tell us about your time at the firm, tell us about your family, friends and former colleagues. This is your programme and your participation will help us drive it to success.

I look forward to meeting all of you in the time ahead. Till then, please keep your comments and feedback coming. We strive to get better and more relevant every day and you are our biggest drivers to achieve this.

Keep in touch.

Warm Regards,



Ruchi Mann
India Alumni Relations Manager

Life in the Fast Lane



Sriram Kannan

Practice Partner – Advanced Technologies & Solutions, Wipro Ltd.

Sriram Kannan worked with PwC India from 2001 to 2004 as part of the Global Risk Management Solutions (GRMS) division. Subsequently, he has been involved with several large corporates in executive roles such as Polaris Financial Technology Ltd, Multitex Group (Hong Kong), HCL Technologies in wide-ranging and diverse leadership responsibilities ranging from Finance controllership, Corporate Treasury, Risk Management, Banking Technology and BI and Analytics. Currently, Sriram is a Practice Partner for Wipro Ltd in the **Advanced Technologies & Solutions SBU**, and is based in Bangalore with his wife, Sharanya, a trained classical vocalist and son, Shravan.

What does your typical day at work entail? What facets of your job do you find the most challenging?

Typically, my day starts at 8am and goes right through until 10/11pm on most business days. In short, a normal day means spending time between Customer and Partner initiatives, pre sales/ solutioning activities, internal review meetings and critical talent acquisition and hiring reviews.

While every day brings a new challenge, usually, the most challenging part is in driving similar strategic thinking inclusively across teams. Also, building consensus on certain customer-focused themes for creating an effective solution around a pain area is critical, yet difficult. As always, geography and time zone differences add to these challenges.

What has been the biggest driver for you in your career?

There have been quite a few drivers actually. **Curiosity** is foremost, continuously exploring and seeking to learn new areas that can be applied in my work context, be it technology, finance, risk and compliance has held me in good stead. Secondly, my focus on **being in the 'value-zone'** – always working to solve customers' problems and lastly, **saying "yes" to opportunities** even if I had to step out of my comfort zone and deliver.

You have had a long career in business analytics and transformation, what are some forecasts that you see for this industry? What role do you think this function plays in the changing business environment in India?

Analytics is going to be the space to watch for the next few years. I see the following trends impacting business analytics globally:

- Increasing emphasis on integrated SMAC (social, mobile, analytics & cloud) offerings - this would be more of a 'platform' play than a mere product/ solution play.
- Moving from descriptive analytics (what happened?) to diagnostic analytics (why did it happen?) towards predictive analytics (what will happen) and it doesn't stop there. The next frontier would be around prescriptive analytics (how can we make it happen), which will be an interesting space to watch.
- Optimising user experience is very important in the context of mobile and social collaboration.
- Ability to offer actionable insights from Big Data.
- Heuristics – relatively a blossoming area in analytics where algorithms are constructed to factor in the inherent randomness in the competitive landscape of businesses. An intersection and application of different disciplines such as statistics, stochastic, heuristics and artificial intelligence makes this a tad more complex to execute.

In the Indian context, analytics is being widely used and applied in a plethora of industries including electoral politics (re: Modi's campaign analytics and effectiveness). The biggest use case is in e-commerce and Retail and Telecom. Certainly, more work needs to be done in the areas of Banking, Financial Services, Healthcare and Energy & Utilities.



I see Financial Services and Retail and CPG leading the pack in using Business Analytics in India

I always remember my mentor saying “the devil is in the details!”.

In the Indian context, analytics is being widely used and applied in a plethora of industries including electoral politics.

Which sectors do you think are leading the change in utilising business analytics?

I see Financial Services and Retail and CPG leading the pack.

In Financial Services, I see some disruptions already happening in risk modeling (credit, liquidity, portfolio), stress / scenarios testing, model validation etc. where clients would like to explore innovative analytical techniques to tease out insights that aren't visibly apparent.

In Retail and CPG, we currently engage with customers for solutioning in areas such as marketing mix modeling, demand forecasting, pricing optimisation, campaign effectiveness and analytics etc. Increasingly, customers would like to see us engaging with them at a more strategic (CXO) level helping them with not just causal analysis but with actionable insights from data that enable forecasting and predictability of outcomes.

While business analytics is largely seen as a B2B function, do you see the consumer trends impacting the course of the industry/function and vice versa?

Certainly. We live in an age of 'customer centricity' and are beginning to experience tectonic shifts in the business landscape (B2C) across industry

verticals, specifically in Banking, Financial Services, Retail and Healthcare. Consumer behavior is by far the biggest driver. For eg: today, cheques could be deposited online using a hand held device, which is a clear transformation story in retail banking due to mobility expansion. Further, real-time analytics enabled on a mobile phone will determine which financial services institution or retailing group acquires the attention span of the rapidly growing millennial generation.

You worked with PwC in the early part of your career. Is there any lesson you learnt at PwC that has thereafter held you in a good stead?

Definitely, the years that I spent at PwC (Chennai) have been the most fun times of my life with immense learning from every client engagement, great bonding with teams, making new friends, many of whom I look up to even today for some good counsel and professional advice. The one thing that I carry to my workplace to this day is having an eye for detail, which I'm proud to say, I picked up from my seniors and mentors at PwC – I always remember my mentor saying “the devil is in the details!”.

Tell us something about your family? How do you balance the demands of your personal and professional life?

I live in Bangalore with my wife Sharanya, who is a professionally trained and mainstream Carnatic vocalist and my 2 year old son Shravan, who's keeping us extremely busy and on our toes. I guess the term work life balance is already losing charm. I believe in work-life integration and constantly endeavour to achieve this through effective time management, delegation and management by exception. With an extensive (and ever increasing) travel regime, it gets a tad more difficult to strike the right chord.

What do you think we can do via our alumni outreach programme to make this more effective?

I must say, a lot of good work is already being done through these alumni outreach initiatives. Since I come from the technology world, there is (obviously) an underlying bias in expectations and in this context, I believe it would be good to initiate some industry experts' workshops or programmes that could most likely benefit a broader audience who may be interested in understanding the applications of some emerging trends and technologies for their businesses / clients, for eg: Big Data, Cloud Computing, Social media etc.

Any other thoughts you would like to share with us?

I would be happy to see more Alumni joining and sharing their knowledge and experiences through the Alumni outreach programmes.

Beyond Borders



Avijit Saha

Effectiveness Manager and PMO, Global Vaccines Supply Chain, GSK Vaccines

Avijit Saha is currently working as an Effectiveness Manager and PMO, Global Vaccines Supply Chain in GSK Vaccines Headquarters in Belgium. He pursued his Masters degree in Business from ESSEC Business School, France and Kellogg School of Management, USA.

Avijit worked with PwC as a Process Improvement Consultant from July 2006 to December 2007. He obtained his Bachelors Degree in Electronics and Telecommunication Engineering from Jadavpur University before joining PwC.

Let's start by knowing something interesting about you.

Aside from what you have already covered in my introduction, this is what I have to share. I got married in November 2013 and my wife has been living with me in Belgium since then. I love travelling and have explored most of the countries in Western Europe and few in the eastern side of the continent. Long drives have become a hobby of late. Since obtaining my Belgian driving license in October 2013, I have driven around 30000 kms through Germany, Netherlands, France, Belgium, Italy and Luxembourg.

While working abroad, what keeps you rooted to your friends, family and India?

It might sound cliché but it's absolutely true that "You can take me out of India but not India out of me". Day in and day out, I am seamlessly connected to my country and family. One day without speaking to my family in India is really an exception rather than a norm. I still start my day reading the most popular Bengali newspaper. The difference is that the physical paper has been replaced by the online version. While driving through various countries across the European continent, my car stereo plays an ensemble of Hemanta, Manna, Rafi and even the modern Hindi and Bengali songs.

Living abroad with that blue passport can be a hassle. Queuing up for visa each time you want to travel for business can be frustrating at times. But I believe that the very sense of belonging it imparts dwarfs all these hassles and frustrations.

On a personal front, what do you miss most being outside India?

I miss my parents the most. As they are getting older, it would be great if I were closer to them. You can create all other comforts in your surroundings except for the warmth of your parents' love.

I have driven around 30000 kms through Germany, Netherlands, France, Belgium, Italy and Luxembourg since October 2013.

What do you think are the key differences in working in India and internationally?

I will talk about three main pillars from my experience: **people, systems/processes and organisation.**

People: Working internationally, especially in Europe, gives you a chance to work with people of diverse backgrounds and mindsets. You need to adapt your communication skills and ways of working according to the place, person and situation. Professionally, this is very enriching and insightful. Secondly, talent and skill abundance creates a far more competitive environment in any Indian corporate office. While this leads to excellence and quality outputs, it can also hamper your work-life balance, which doesn't happen here in Europe.

Systems/Processes: I observed that the management in European companies always puts a strong focus on adherence to standard processes. This creates discipline, focus and alignment at all levels of the organisation.

Organisation: In both the European companies where I worked, I found that training and development, vision and mission communication, linking strategy of the company to your daily work are taken very seriously. Companies are not only putting a lot of effort in training but also they are tracking how these trainings are translated into higher performance. This motivates employees and sets a clear direction for all.

Even for those settling in countries outside India, do you think the transition is easier in cultures that we have more exposure to - American, British etc. How easy was it for you and your family to adapt to the Belgian way of life?

The USA and Britain have been top destinations for Indian talent for decades. We have more exposure to their cultures and vice versa. Without an iota of doubt, for those settling in these countries or Singapore and Dubai, the transition is easier.

I lived in the US and France before moving to Belgium. I studied business in France and then I worked in the headquarters of an international bank in Paris. While it was easier to integrate in office and business school, language was a huge barrier outside. I was all prepared to join the London office of that international bank. An Anglophone country was probably an automatic choice at that point of time. However, I decided to join the global headquarters of a vaccines manufacturing company in Belgium. Brussels, the capital of Belgium and European Union, is cosmopolitan. It's a small and nice city, open and welcoming to expatriates. As my current employer decided to go for an expansion and attract talent from outside Belgium, it put in place special programmes to assist expatriates in integration. This initiative also helped my family and me adapt to the new country.

Do you think getting an international market exposure is necessary for one's professional growth?

I would say working in an international environment, especially in headquarters of a company, gives you good insights and perspective about how strategy is chalked out and deployed across the world. It helps you understand how to adapt your communication and ways of working. You definitely learn some best practices in the industry. This shapes your personality and helps in your professional development.

What is the high point of your international stay, both personally and professionally?

The VP of the previous business unit I was working for was chosen by the executive leadership team to transform the global supply chain. The supply chain which covers roughly nine production sites and sales to 150 countries struggled to cope up with the aggressive sales and production plan of the company. The VP picked me and another team member to be a part of this exciting and challenging business transformation journey. I had also another opportunity to go the corporate headquarters of the conglomerate in the UK. However, I chose to join my leader in his new assignment for the exciting learning opportunity and the trust he showed in me. I think it's paid off.

Are there any countries you and your family are specially looking forward to stay in?

I would like to go back to India in a couple of years and settle there for good.

Tell us about your time in PwC. What is your favourite memory?

Upon graduation from Jadavpur University, I joined PwC as a Process Improvement Consultant in 2006. I worked with the fledgling Microsoft Dynamics (MSD) ERP implementation team. I was barely 21 years old and facing clients in my second month at PwC. Just out of engineering college and doing business process mapping, gap analysis and ERP design was really a leap of faith. I struggled but showed perseverance. I believe that the leaders in MSD team had strong faith in my talent and analytical skills. That probably boosted my confidence and helped me deliver quality work. I worked in four exciting projects over a span of 1.5 years and learnt a great deal. The bonding among the team members was really exceptional. It has been 6 years since I left PwC. However, till date I have been in constant touch with most of my team members.

I have two favourite memories in PwC. During my first appraisal, I received the best ratings for creating value to clients. It was an immense pleasure. Another memory I have is when I was a part of a tough pre-sales process and PwC was in fierce competition with another consulting company to get a big project. Working closely with senior leaders and business development managers was an amazing experience. Winning the tough battle made my experience even more memorable.

What are the values from PwC India that have stayed with you and shaped you as the professional that you are today?

I believed that PwC India instilled a strong client focus in my mind. Whenever I take up any assignment, I try to identify who are the customers/internal clients and what they expect from me. Identifying “who” and “what” lead to “how”. I have been following this approach in all my professional endeavours. Be it in investment banking, my father’s small business or big pharmaceutical company, this approach always works.

Most of all, I must admit that the brand of PwC strengthened my candidature whenever I applied for internships and jobs in Europe.

What more do you think we can do via our alumni outreach programme to make this more effective?

You can make the LinkedIn group more active and interactive. Last time, I attended the alumni dinner in Kolkata. I would say that event was good but could have been more engaging. You should probably form several groups and assign each group to a particular dinner table. This might foster networking. But all said, it is the responsibility of the alumni as much as yours to ensure the success of the programme.

Living abroad with that blue passport can be a hassle. Queuing up for visa each time you want to travel for business can be frustrating at times. But I believe that the very sense of belonging it imparts dwarfs all these hassles and frustrations.



I would like to go back to India in a couple of years and settle there for good.

Balancing Act



Anamitra Chatterjee

Executive Coach and visiting faculty at leading business schools

Recently named India's 'Best Career Coach' at the World HRD and Coaching Congress 2013 edition, **Anamitra Chatterjee** is an Associate and an alumnus of Ashridge Business School, UK. At PwC India, he led the Human Capital function and the Learning & Development activities between 2003 and 2008.

He is a Visiting Faculty at the Indian Institute of Management (IIM), Kashipur and also facilitates leadership development programmes for corporates.

From leading the HR practice in multinationals to taking up a career in executive coaching, it's quite a shift. What inspired you to look at this new dimension professionally?

All through our career, we meet people who might go on to become role models for us. In some ways, we not only take inspiration from their career paths but also subconsciously get driven in similar directions. One such role model for me was Alexander Pepper, former Partner in PwC UK. When he mentored me to take up a career in executive coaching, it was then that I got interested in this discipline. When I explored it further, it seemed exciting and I thought it played well on my strengths and hence decided to take the plunge. In hindsight, it has worked well for me.

You've been a recipient of the coveted 'Best Career Coach' award at the World HRD & Coaching Congress in 2013. What was it like to be recognised at that level?

It reaffirmed my belief in identifying 'interest', which resides somewhere in the inner theatre of human mind, and commitment to it, as the holy grail to make a meaningful mid-career change. I celebrated in my own introverted way. Personally, there is huge satisfaction to be recognised as a leader in a nascent field of leadership development and executive coaching. While this area is still in its early adoption stages in India, such recognition acts as a great motivator for those practicing it.

How is the success of a coaching programme measured to make it more relevant to your clients?

There is no fixed way to measure the impact of your coaching programme. Executive coaches employ varying methods to measure the success of their efforts. I follow the Kirkpatrick's Four-Level Training Evaluation Model. It helps to analyse the effectiveness and impact of the training objectively.

This model has four levels.

Level 1: Reaction: Reaction evaluation is how the delegates felt, and their personal reactions to the training or learning experience.

Level 2: Learning: Learning evaluation is the measurement of the increase in knowledge or intellectual capability from before to after the learning experience.

Level3: Behaviour: Behaviour evaluation is the extent to which the trainees applied the learning and changed their behavior, and this can be measured several months after the training, depending on the situation.

Level4: Results: Results evaluation is the effect on the business or environment resulting from the improved performance

In India, in reality mentoring (and not coaching) takes places mostly with focus on guided guidance. We are the advice capital of the world.

What are the challenges associated with executive coaching in India? How is the profession taking shape in the country and are there any specific sectors where it is more common than others?

In Asia, the age old Confucius tradition holds where hierarchy and seniority is important. India is the advice capital of the world, isn't it? Hence in reality mentoring (and not coaching) takes places mostly with focus on guided guidance. The challenge is one of understanding that coaching is longer-term involving the coachee's agenda and that it has to enable sustainable change in mindsets and learning agility.



India is about a decade behind the western countries, UK, USA in its maturity towards executive coaching. I am glad that the profession has really moved ahead since 2010, thanks to few Leadership & Coaching Gurus like Marshall Goldsmith, Prasad Kaipa and Erik deHaan ! In 2013, the Ashridge UK – IIM Calcutta association started and this will help. But we still have a long way to go.

Remember Executive Coaching is 'Ask, don't tell'. And, people do recognise it. Executive Coaching is sector-agnostic; the need depends on the person.

In your personal life, is there any person who inspires you and why?

My role model is Mother Teresa. Her organisation, Missionaries of Charity and she personally have been the agents of change and have successfully worked towards the empowerment of children and women in our society. Looking at the path she followed in life, gives me the conviction that we must follow what our heart tells us and not only what is deemed right by the society. Her personal courage really inspires me.



If you could coach one public figure in India, who would it be and why?

I would like to coach Sourav Ganguly. He has been one of the strongest leaders in Indian sports history.

Executive Coaching is 'Ask, don't tell'

Expressions



An article by **Neha Watkar**

Neha Watkar is currently working with Citicorp Services India Ltd in the Financial Planning and Analysis department handling the expenses of Global Public Affairs at Citi. She has recently completed her MBA in Finance from Welingkar Institute of Management, Mumbai. She worked with PwC in the Internal Audit (Risk Advisory Services) between 2010 and 2011.

Her personal interests lie in baking, travelling, making mural art forms, watching movies and sitcoms, trying out different cuisines and spending time with family and friends.

Living a corporate life isn't easy. We are all busy meeting deadlines, giving instructions, getting instructed and making to-do lists. This is exactly how my daily schedule turns out to be, but quite recently I have found solace in this incredible hobby called mural paintings.

I have enjoyed several hobbies since a long time as they bring out a different side of your personality and enhance your creative capabilities. Mural painting adds another dimension to my personality. I was introduced to it by a friend and was completely blown away by her work and just decided no matter how busy I am, I have to add this to my list. I enrolled for a class and finally acquired the necessary skills to make the art.

The whole process of making mural paintings gave me an opportunity to unwind. Surprisingly I discovered that I was quite alright at crafting things though I thought otherwise since school days. I started enjoying it to such an extent that I started thinking of a business proposition out of it but stopped when I thought that converting it into a source of earning my living, I would lose all the pleasure and solace that I derive out of it right now. So for now, my hobby has become a passion but not a profession. Every day I get better at it and the satisfaction derived from it is immeasurable.

I would really encourage all the readers to pick up a hobby, anything that excites you. Trust me, it is a journey in self discovery and betterment. And a continuous one at that.





An article by **Arun Kumar Gupta**

What my stay at Price Waterhouse means to me

Starting with an articleship (1997-2000) in Price Waterhouse, Kolkata and subsequent stint as Assurance and Business Advisory Services Senior (2001-2003), I have over 12 years of experience in various roles in Finance, Accounting, Reporting and Project Management in multinational companies like Schlumberger, Atos and HSBC (since 2007). Currently I am engaged in business planning with HSBC in a global role based in Scotland, UK since 2011.

I am glad and fortunate to have trained and worked in Price Waterhouse at the start of my career. The firm is a globally respected brand, has best industry practices and adheres to the highest level of integrity and business ethics. During my time with the firm, I saw that managers and partners practiced these values and behaviours regularly and did not let go even in the most critical situations.

The clients respected all of us for these very qualities. I am aware that this not only improved the level of work in the firm but also improved governance and practices at clients too. In hindsight, I feel that these very attributes are what set us apart from our competitors.

Personally, I am sure that whatever little I have achieved till now is due to my stint at Price Waterhouse and the training for life on positive attitude, hard work, focus on knowledge, attention to detail, team work, personal integrity and ethics. I have since worked in different roles in multinational corporates across many locations in Asia and Europe. There have been many demanding situations and occasions when it was easy to take the short cut but the training in Price Waterhouse was solid enough for me not to deviate.

My earliest impression of the firm was when I enrolled as an article in 1997 in Kolkata with Kamal Bhanja and Pronob Dey. I was one of the very few and fortunate students who were selected from our college to work with the firm. The people, culture, office was a totally different world to me and I was just in awe of what I saw. The list of clients that I worked on was the best and they were all industry leaders. I gained immense knowledge and confidence during my stint. The experience at Price Waterhouse even as an article student is unmatched. I remember discussing highly specialised and critical accounting and taxation issues with client CFO or Directors even during my articleship.

In those days, the processes and men were all different and highly non-technical. We just had one desktop to our whole group and all the work we did was done manually.

Correction fluid (or white ink as we called it fondly) was one of the most used items of stationery. The red slanting ticks and casting mark still live with me. I was still studying in college when we articled students were also given laptops for ourselves, this at a time when desktop was a big thing for any household.



This made me somewhat of a hero in my college and in the neighborhood as not many 20 year olds in those days had a laptop to carry around. This investment in technology and best practices not only improved my social status but also that of the firm as an employer of choice.

A significant event that happened was the merger between Price Waterhouse and Coopers and Lybrand (Lovelock Lewes). We were all anxious of the impact it would make to our work, one's job security, overall work processes and minor issues like office seating etc. The integration was seamless, no client relationship was impacted and we had a grand party to announce and chance to network. I still cherish the tie that everyone was given to celebrate the merger.

We used to work very hard and long hours during the audit season for nearly 80 hours per week, all weekends and then also attend college from 6-9am, exam coaching and Sunday tests. The only attraction as a student used to be collecting compensatory hours which could be redeemed for exam preparation leave. I wonder that we had so much energy and motivation in those days, certainly wanting now for equal measure.

The camaraderie, professional discussions in the group and at the firm was overwhelming. The picnics, team lunches, treats when people passed Chartered Accountancy exams, farewell dinners are still alive with me. I am in touch with most of my ex-colleagues via LinkedIn or other social media and am happy to see that all of them have done so well in their professions.

In the end, I will close by saying that my time at Price Waterhouse gave me not only professional learnings but great friendships – two aspects of any great organisation. I believe that an employer - employee relationship does not last only during the period of service but much beyond that. I am sure that I have associated myself with Price Waterhouse for the rest of my life and I am proud of it.



The list of clients that I worked on was the best and they were all industry leaders. I gained immense knowledge and confidence during my stint. The experience at Price Waterhouse even as an article student is unmatched.

I am sure that whatever little I have achieved till now is due to my stint at Price Waterhouse and the training for life on positive attitude, hard work, focus on knowledge, attention to detail, team work, personal integrity and ethics.





Being the foodie that I am, I like to experience a particular city or a region through the food it has to offer. For someone living in Delhi there is no dearth of places where a food enthusiast can delve into regional or continental flavours. While many speak of parathe wali gali in Chandni Chowk, the chaat shops at Bengali Market, the fruit beer and chicken momos at Dilli Haat or the kebabs and curries at Karims, I am today going to write about two favourites – places where I can practically have every single meal.

Let's begin with the king of them all - ITC Bukhara.

Bill Clinton, Tony Blair, Bruce Springsteen and many others have been so



generous in appreciating the place that my addition might seem to be a drop in the ocean. Their famous Dal Bukhara and butter naan combination could well end half of the world's political feuds – it has so much punch. Their tandoori options are among the best in the world that I have come across with Barrah kabab topping the list for many of my non vegetarian eating friends.

The often argued point that restaurants always offer fewer options for vegetarians doesn't hold water here, considering that I am one. The consistent quality and taste of the basic dishes is gratifying and they never go wrong with desserts.

The second place finding mention in my favourites list is Royal China, Nehru Place.

Not only is this place a few steps away from my office headquarters (and hence, my default go-to option), but it offers a rather exciting view of the capital city. Their dimsums are a must have in both vegetarian and non vegetarian versions and for the dimsum lovers, they have an all dimsum buffet on Sundays. While I have many a time gorged on their vegetarian dishes, my friends tell me that their prawns and beef offerings are amongst the best in Delhi. In the desserts, have the almond pudding and for the quintessential chocolate lovers, there is the equally good mud cake. Definitely, a must visit for a lover of the Chinese.

I will close by sharing a quote that guides me ahead on my food journey, "Part of the secret of success in life is to eat what you like and let the food fight it out inside"- Mark Twain. No prize for guessing that I love this man.

I wonder what are you people waiting for - step out, scout and wallow in bout. With festivities galore; the reasons to go on a binge are even more.

An article by **Vaibhav Jain**

A note from a food lover

Vaibhav Jain is an Associate Director with M/s. INMACS Management Services Limited, Gurgaon since 2010. INMACS is among the leading financial advisory companies in India. He has worked for three years in the Assurance and Business Advisory Services of Lovelock & Lewes from 2007-2010.

Take 20



Akash Bansal joined PwC in our Gurgaon office in 2008 as an article trainee and left the firm in 2013 as an assistant manager. After leaving the firm, he has started his own consultancy firm in the name M/s East Horizon Advisors & Co and along with that he is working in HSBC as an assistant manager.

Q. If not a Finance professional, you would be

Race car driver or automobile designer

Q. If you could go back in time, what would you do differently?

I would pursue my passion of automobile designing and make a career out of it.

Q. Your highs

When I cleared my CA exams.

Q. Your lows

When I initially failed my CA exams. It was an eye opener.

Q. Your closest one

My mother

Q. After a long day at work, you love to gorge on

Nothing in particular but I do love to spend time with my friends.

Q. A gadget you are fond of

My mobile phone. It's made life so easy.

Q. Favourites in Bollywood

Actor - Hritik Roshan, Actress - Deepika Padukone

Q. Hollywood favourite

Vin Diesel

Q. One thing you never leave home without

My spectacles. I really wouldn't be able to see anything without them.

Q. Favourite holiday destination

Anything in the hills

Q. Favourite street food

Pani puri – like most Indians, I can gorge on pani puri

Q. Favourite dessert

Ras Malai

Q. In your spare time, we can find you...

Reading up on the corporate environment in the country to stay abreast of what's happening

Q. A film you have seen more than 5 times

The Fast & Furious Series

Q. Favourite sportsperson

Sachin Tendulkar

Q. Favourite sport?

Cricket

Q. Favourite IPL team?

Kings XI Punjab

Q. What kind of music do you like?

I like unwinding by listening to soft music

Q. Starting your career with PwC

I think PwC is the best firm to start your professional life. I still value the learnings that my stint at the firm gave me



Isha Singh worked with PwC India between 2010 and 2013 in our Mumbai office. After leaving the firm, she is now working in the Corporate Legal Department of Godrej Industries Limited (GIL) as manager, Indirect taxation. She handles indirect tax litigation and advisory for GIL and associated companies.

Q. If you weren't a lawyer, then what would you be

An architect or an interior designer

Q. If you could go back in time, what would you do differently?

I would not like to change anything as I am what I am today because of everything I experienced in the past

Q. Your highs

The birth of my daughter and my stint in PwC

Q. Your lows

When I lost my grand parents

Q. Your closest one

My father

Q. Your role model

My mother

Q. After a long day at work, you love to gorge on

Some amazing South Indian snack

Q. A gadget you are fond of

Iphone and Macbook

Q. Favourites in Bollywood

Actor –Hrithik Roshan, Actress – None

Q. Hollywood favourite

Hugh Grant

Q. One thing you never leave home without

My cellphone

Q. Favourite holiday destination

Countryside in the UK

Q. Favourite street food

Pani puris (a lot of my former colleagues at PwC would vouch for this)

Q. Favourite dessert

Jalebi -rabri

Q. In your spare time, we can find you...

Reading.....singing is another hobby

Q. A film you have seen more than 5 times

The Shawshank Redemption

Q. Favourite sportsperson

I am hardly into sports

Q. Favourite sport?

Badminton

Q. Favourite IPL team?

None

Q. What kind of music do you like?

Ghazals – specially Jagjit Singh/ romantic slow numbers

PwC History



An article by **Shyamal Mukherjee**,
Executive Director and Tax Leader,
PwC India

PwC Then and Now: Looking back over the years

It has been more than 30 years for me in PwC. During my first visit to Delhi office (Himalaya House) for articleship, my interview was with the “Boss” **NN Gupta** (he was fondly called NNG by one and all), where I remember telling him, “I want to make a career here”. In hindsight, it has been prophetic. Though I did not join PwC at that time as I wanted to pursue law, I came back to PwC after completing Law and Articleship from another CA firm. My second interview was with the other “Big Boss”, **SK Sen** at the Rajendra Place office. Before my interview with him, I had an informal interview with the current Big Boss **Deepak Kapoor** and bagged my first job in PwC in Audit. You can well imagine what my initial experience of PwC must have been.

If I had to capture my journey in short, I’d say it has been of growth, learning and a lot of shifting offices.

When I joined the firm, infrastructure was at a premium, none had separate work place or computers. We had manual Facit typewriters and considering that electric load shedding was at its peak in those days, the manual typewriters kept the correspondence and audit schedules going. Delhi office witnessed rapid growth resulting in us moving offices several times. Over the years I spent in Audit, it allowed me to work with different teams, travel and meet many clients and collect a lot of stories on audit experiences.

In 1988, I moved to the Tax practice. At that time, Tax was a very small practice with NNG and two more people. The tax team worked out of the Himalaya House office and as we grew, another office was acquired there. In a year’s time we became a team of 10 people and went on to add another ten by the end of the following year and a new office on the fifth floor of Himalaya House. From Himalaya House we moved to Gandharva which was very close to the Tax office and it helped in saving a lot of time due to the frequent visits we had to make.

We started with 25 people in Gandharva (GMV) and soon ran out of space. Once again, we packed our bags and then moved to the 2nd floor of Sucheta Building. Thereafter we grew rapidly to become a team of more than 150 people spread over all the 3 floors of Sucheta and a floor in GMV. Finally in 2010, to an even bigger place, our current office in Gurgaon. Today the Tax practice is about 450+ strong in North and over the years have grown to more than 1500+ pan India, including over 65 tax partners/directors. NNG always use to say, “Growth in the practice will get measured by the number of times you are able to move offices... always to a larger office.”

Let me share another story about NNG which is still ingrained in my mind and in many ways drives the way I look at work today. One day a senior tax partner was explaining in great details the huge value add work he had been doing. After the person left, I happened to meet NNG and I could clearly see on his face the effect of the earlier meeting. He made a very simple point, “When will people understand, unless you are able to add cash (i.e. someone willing to pay) how good is any so called value add work in our profession.” This learning never left me and I began to look for closer ties between effort and results.

Over the years, there has been a sea change in everything. From offices, approach to clients, changes in what we do, people aspirations and so on. What has remained constant is the PwC experience. The way we deal with our clients, and our people. We are in the modern technological age where PPTs and apps rule but at the heart of it all is the legacy of this wonderful firm which has witnessed so much in its 134 years of existence in India and surges ahead. Personally it has been a very enriching and satisfying journey where I have learnt from outstanding individuals like **Amal Ganguli**, **NNG**, **SK Sen**, **Rathinda**, and many others. There were several people who have moulded my career including many who are presently in the firm as colleagues and friends who have made this journey truly enjoyable and hope it continues to be so till I hang my boots.

Smart Cities: Towards a brighter future



Demographic and social change



Shift in global economic power



Rapid urbanisation



Climate change and resource scarcity



Technological breakthroughs

Recently, we have all heard our policy makers talk of one aspect which so far had been relatively unheard of in the Indian context – that of Smart Cities. What is a Smart City and where exactly do we stand? We reached out to our Government and Public Sector (G&PS) team to help decode Smart Cities and this is what they say.

Smart Cities in focus for addressing sustainability and urbanisation challenges

With ever increasing worldwide population, the demand for water, energy and food would considerably increase across the globe. As per a PwC study, the megatrends of accelerating urbanisation, demographic shifts, technological breakthroughs, resource scarcity as well as climate change indicate the need for sustainability and smart solutions.

Moreover, climate change is likely to trigger extreme weather conditions, water shortages, floods and rising sea levels. These, in turn, will make it more arduous to grow food and sustain life on this planet. This calls for widespread deployment of smart and sustainable solutions.

Smart City: The Concept

Smart Cities are innovative solutions designed to address the challenges related to urbanisation and sustainability. So, what exactly are Smart Cities? A Smart City utilises information and communications (ICT) technology for improving the area's workability, sustainability and livability. The word SMART in Smart City can be further expanded as: Sustainable solutions, Measureable systems, Adaptable to change, Responsive behaviour and Tangible output.

Smart City can be visualised as an urban space of networks, infrastructure, intelligent platforms and networks, as well as several actuators and sensors. A Smart City integrates surveillance, information, utility, emergency, transport and smart collaboration layers. Moreover, Smart City combines server infrastructure, software systems, client devices and network infrastructure for connecting city administration, healthcare, transportation, utilities, real estate, public safety and education. In addition, Smart Cities utilise sophisticated real-time analytical techniques for creating holistic understanding and awareness of the city as well as improving the delivery of services.

With a population of 8.3 billion people by 2030, we'll need:



Source: National Intelligence Council: Global Trends 2030: Alternative Worlds

A Smart City accumulates information related to it via sensors, existing systems or other devices. Subsequently, it communicates this data through wireless or wired networks. Next, it analyses or crunches the data to assess what is happening now and predict what's expected to happen next for enabling proactive action.

Need

Values, lifestyle and the environment in which we live are witnessing a significant transition. With these changes, the cities connecting people must also accordingly change. There is a dire need to reduce the burden on urban cities owing to a continuous rise in their size and population concentration. With scarcity of natural resources, urban regions are plagued with concerns related to water supply, sanitation, parking space, availability of safe drinking water, inflation, low levels of employment, pollution, sewage, waste disposal, increasing crime rate, and sewage/waste water treatment among others.

For addressing these issues, a Smart City utilises ICTs for making critical infrastructure, public services and components of cities more efficient and interactive in order to increase their awareness amongst citizens. Going forward, Smart Cities having integrated as well as digitally rich urban environment is probably the only feasible solution for addressing these issues.

Benefits and Purpose

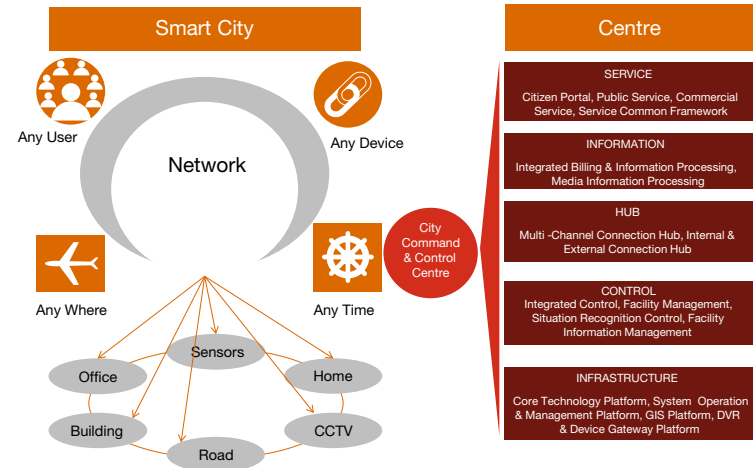
Smart City is emerging as a robust digital platform for maximising welfare of economy, environment, society and citizens. In addition, Smart Cities would trigger the transition to more sustainable behaviour among companies involved, administration and end users.

Smart City is an ideal platform to innovate, incubate new business models, as well as promote social development. This concept would also facilitate decision making by identifying a city's requirements as well as providing support structure for new services. Smart Cities would ensure better quality and efficiency of services by streamlining and improving the management of resources. Additionally, Smart Cities would minimise public spending on management and provision of public services.

By providing information real-time, smart cities would improve transparency of administration as well as increase awareness of citizens regarding their surroundings. For instance, a user can easily obtain information about all

doctors in his/her current locality and their availability on mobile applications synchronised with the database of the Smart City.

Other benefits of Smart City include improvement in quality of life for citizens, better innovation and research capacity, infrastructure modernisation and optimisation of decision making. Also, Smart Cities would attract investment, facilitate smart planning, foster the development of SMEs, improve public safety, and expedite the digitisation of data management. The diagram below sums up the working of a Smart City.



Indian Smart City Space

With the current Indian government's vision to develop about 100 smart cities for catapulting India's objective to emerge as a superpower by 2020, Smart City is the buzz word in echelons of power.

Several people with big dreams in their eyes migrate from rural regions to urban India on a daily basis for better work opportunities and higher living standard. Urban development bodies hence would require innovative solutions and technology for realising the increasing demand on city/town infrastructure which provide crucial services. India would also be required to develop many additional cities in future for addressing socio economic challenges such as traffic congestion, lack of parking space, scarcity of water and electricity, as well as scarce housing.

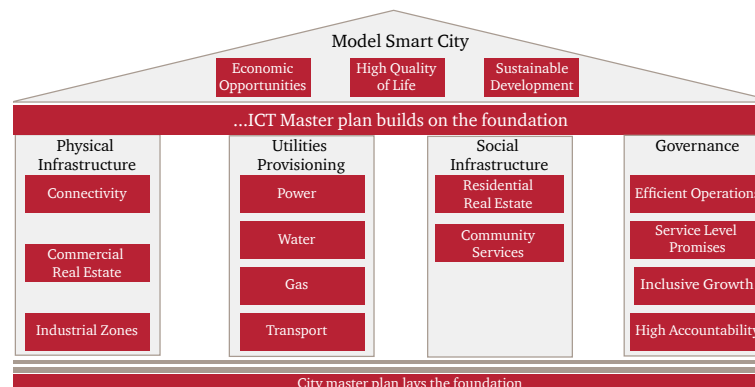
In order to expedite the development of 100 smart cities, the government of India earmarked INR7060 crore in the Union Budget for FY2014-15. As part of its vision, the government plans to modernise current medium-sized cities as well as develop small cities as satellite towns of bigger cities. In addition, India has sought the assistance of Singapore for the development of these 100 envisaged smart cities.

PwC spearheads Indian Smart City Landscape

PwC is making significant strides and spearheading the Indian Smart City space. PwC is currently involved in providing Smart City solutions in Naya Raipur and Greater Mumbai. Naya Raipur Development Authority (NRDA) has engaged PwC to assist them in building Naya Raipur Smart City. We are providing consultancy for preparing the detailed project report & ICT Master Plan, and assist in procurements for designing Naya Raipur as a Smart City. The specific services provided by us include:

- Identification of areas where ICT can be used to transform a city into a world class Smart City
- Analysis of various technology options
- Design and finalisation of ICT plan for NRDA to make the city smart
- Finalisation of DPR for the project

- Drafting legislation for implementation and Governance of Smart City initiative
- Sustainability analysis and public private partnership models for ICT implementation for Smart City
- Finalisation of ICT platform and technology for Smart City initiative
- Benchmarking of Smart City initiative of NRDA with ICT solutions implemented in other cities globally
- Assistance to NRDA in procurements of ICT platforms and implementation of the same



With substantial progress made by us in the Smart City domain, we look forward for business and strategic collaborations as well as tie-ups with other players to enhance our value proposition for clients. Also, PwC is looking forward to corporate engagements and alliances to provide its high-quality Smart City ICT solutions for contributing to the realisation of Indian Government's vision of 100 Smart Cities.

Please contact rakesh.kaul@in.pwc.com for any queries around Smart Cities.

PwC News and Views

Dennis Nally, Chairman PwC International, recently visited Delhi.

As part of his visit, he met the representatives of the recently inducted Government of India, regulators and key clients. During his interactions, Dennis mentioned that India is one of the most promising emerging markets and PwC India is recording the highest growth rate in the PwC network. He also stated that this is an interesting phase for India with the entire world keeping an eye on the next steps being taken by the Government, specially to bolster global investor confidence.

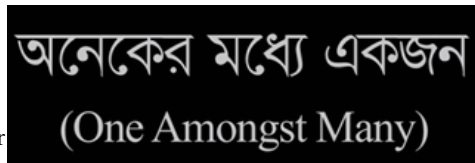


PwC International Chairman,
Dennis Nally, visits India

In an exclusive interview to ET Now, he expressed confidence in the economic sentiment in the country. Dennis said that the new Government had given the right signals on reforms and the need to send out a strong message. He said that it's not about looking for big things, but looking for clear messages, clear signals that the Government is serious about reforms. In the interview, he also stressed upon the auditors' integrity and independence.

Cannes calling!

PwC India had its own moment of glory at this year's Cannes film festival when Indrasis Acharya of our Advisory team made a short film, 'Oneker Moddhay Ekjon (One Amongst Many)' and it was screened at the Short Film Corner on the prestigious platform held between 14 May to 25 May 2014.



This is Indrasis's third short film and depicts the story of a lonely old man for whom time has virtually come to a standstill. What singles him out is his attempt to rewind in time and relive the past along with experiences which he now longs for.

Resource Excellence Award

PwC's Service Delivery Centre (Kolkata) Pvt Ltd was awarded the best Innovative Retention Strategy and Indrani Chatterjee of PwC's Service Delivery Centre (Kolkata) was adjudged the "HR Professional of the Year" at this year's Human Resource Excellence Award ceremony.



The event, organised by Genius Consultants Ltd, in association with The Times of India, is aimed at honoring companies and institutions for their training initiatives, employment engagement practices, innovative retention strategies, recruitment policies and leadership in the field of human resource development.

PwC positioned as IDC Market Scape Leader worldwide and in Asia-Pacific

This research is a quantitative and qualitative assessment of the characteristics that explain a vendor's success in the marketplace and help anticipate its ascendancy.

In the report on Asia/Pacific IDC stated, "In the Asia/Pacific region, PwC is strong in the areas of risk, innovation, and operational issues. PwC is considered to be the most capable of all firms at helping clients reduce cost, manage risk, and comply with new or existing regulations. PwC is also seen to be among the most capable firms at helping its clients expand into new markets or geographies.

According to IDC Worldwide report, "Worldwide, PwC is regarded as the most capable of all firms at helping enterprises comply with new or existing regulations and at integrating risk awareness and solutions within other consulting engagements. PwC is seen worldwide as being better than many of its peers at helping clients reduce costs and expand into new markets or geographies."

Manish Agarwal of PwC invited to join CII National Committee on Water

CII has formed a National Committee on Water and has invited PwC's Manish Agarwal, Leader - CP&I to join as a member.

The core purpose of this Committee is to be a catalyst in achieving excellence in water management and to facilitate self-sufficiency in Water at a national level. The focus would include policy facilitation, nurturing public-private partnerships, sharing of best practices, breaking down barriers, etc. Industry can significantly contribute to the national water conservation movement by reducing its own specific water consumption, proactively investing in beyond the fence activities and promote best practices and adoption of latest technologies in the water sector.

Ajay Shriram, President, CII will chair it and Arun K Nanda (Director, Mahindra & Mahindra) will be the Chairman of the committee.

Advisory is the key growth agent for the firm as it provides a business of around 10 billion dollars annually, with our focus areas being consulting, deals activity and forensic services. Miles and Mike also spoke about how the firm provides different solutions to clients focusing on the local government laws, industry sector while keeping the framework same. Mike elaborated on successfully driving synergies with global acquisitions and growth in Advisory and the India Advisory business.



Miles Everson, PwC US Advisory Leader, visits India

Miles Everson, PwC US Advisory Leader, recently visited India. He, along with PwC India Advisory Leader, Michael J Surface, spoke exclusively to Businessworld about the importance of advisory services in PwC's global portfolio and especially In India.

Welcome Aboard



Eric Mehta has joined us as an executive director in our TRS Transfer Pricing practice in Bangalore. Eric comes to India from PwC Singapore firm, where he worked from 2012 on various transfer pricing projects. Prior to that Eric was with EY and KPMG in India. Eric started his career in 1996, and had a short stint with RSM&Co in the early years as well. In the 18 years of career, Eric has worked with multinational organisations on a diverse set of projects, including documentation studies from both commercial and regulatory perspectives, assisting clients with cross border dispute resolutions, appearing before various high-level tax authorities on tax and transfer pricing related disputes, conducting due diligence of financial and tax data, advising on issues related to international tax planning, various forms of reorganisation, etc.



Anish Sanghvi recently got promoted to executive director in the TRS practice in Mumbai. Anish has been with PwC since 2010 and specialises in inbound advisory. His current focus is on asset management business, which includes private equity, real estate and infrastructure sectors. Anish is assisting clients in setting up joint ventures, advising them on fund structures, investment structures, profit extraction strategies, obtaining regulatory approvals, etc. He has also been involved in enhancing the firm's presence in the Real Estate and Infrastructure sectors.



Pallavi Godbole got inducted as partner in the Assurance practice in Mumbai. Pallavi joined the firm as an article trainee in 1997. She specialises in providing assurance and audit services to clients in the FMCG and Aviation sectors and also deals with large and complex clients who are leaders in their industries in India and globally in these sectors. She also has experience of working in the Oil and Gas, Construction and Telecom sectors, as well as handling projects related to Indian GAAP and IFRS.



Arvind Daga got inducted as partner in the Assurance practice in Mumbai. He joined the firm in 2000 and is currently part of the Capital Markets and Accounting Advisory Group. He is primarily involved in advising clients on various listing and accounting related issues in the domestic and international capital markets, helping Indian companies comply with the requirements of IFRS and US GAAP, and managing projects on capital raising transactions by Indian companies both within India and cross border.



Darpan Mehta got promoted to executive director in TRS in Mumbai recently. He joined the Transfer Pricing practice in 2011 and has been leading transfer pricing engagements for some of the largest Indian and foreign multinational companies in the Retail & Consumer, Pharma, Technology and Services industry. His rich professional experience includes identification of transfer planning opportunities, developing local and global documentation, evaluating permanent establishment issues and all stages of dispute resolution, including competent authority negotiations and Advance Pricing Agreements. He is a regular speaker on transfer pricing and permanent establishment issues at various events and regularly contributes thought leadership in these areas to local publications.



Rahul Sogani from the Advisory practice was promoted to executive director in our Mumbai office. Rahul has been with PwC since last year, but has over 13 years of professional experience across practice areas of Forensic Accounting, Investigations, Dispute & Litigation and Audit services. He has been handling large, complex and sensitive investigations across various sectors, and specialises in areas of fraudulent financial reporting, fund diversion, stressed asset reviews and various regulatory compliance driven investigations with a focus on the IT/ITES sector.



Sandeep Chaddha from our Gurgaon office in the Assurance practice recently was announced as partner. Sandeep joined our Assurance practice in 2001. Over the 13 years with the firm, he has provided services to Indian and multinational audit clients across industries, such as the IT/ ITES sector, Retail & Consumer and other manufacturing and trading sectors. He has primarily worked on financial statement audits during these years. He has been a speaker at various technical forums and was involved in several ICAI publication initiatives.



Sunil Ganesh from our Advisory practice based in Gurgaon recently got promoted to executive director. Sunil joined PwC in 2010 and has been aligned to the People & Change practice under Management Consulting since then. His current focus is to unlock value for the client by addressing the client's people related challenges. His professional experience is diverse, ranging from the areas of talent management across industry sectors, leadership and team development, to organisational design, manpower optimisation, capability building etc.



Somick Goswami from our Bangalore office was promoted to executive director in our Advisory function. Somick has been part of Advisory Consulting since 2002. With extensive experience in leading the MS Dynamics practice, he is responsible for managing sales, delivery and key client relationships. He has also been spearheading the business development for Consulting. As the head of Business Development, he is responsible for driving the Funnel, OM adherence and booking of sales.



Vikram Bohra recently got promoted to executive director in the TRS practice in Mumbai. Vikram has been with the Tax & Regulatory Services practice since 2007, working primarily in the Financial Services space. In his over 13 years of professional service, he has worked on a complete suite of financial services clients including banks, non-banking finance companies, portfolio and institutional investors, private equity and real estate funds. His expertise in client work includes such areas as advising on investments, acquisition/ setting-up businesses in India, large global transactions, complex fund structures, financial services transactions like cross-border leasing, derivatives and lending etc.



Soumen Mukerji from our Gurgaon office was promoted to executive director in our Advisory function. Soumen joined PwC Advisory in 2010. He is currently the Leader of Finance Effectiveness (FE) and the Shared Service practice. Soumen has extensive experience in Corporate Performance Management (CPM), shared service and outsourcing and has held finance leadership roles across several countries in industries as diverse as Telecom, FMCG and ITES. In his current role, he specialises in advising the office of the CFO in implementing complex transformation initiatives and improving efficiencies and effectiveness of the Finance function.



Vivek Belgavi based in our Mumbai office in the Advisory practice recently got promoted to executive director. Vivek has been with PwC Advisory since 2003. He is currently leading the Financial Services Technology practice in Consulting, with focus on creating technology led transformation propositions in financial services. He has over 14 years of professional experience in providing Analytics, IT Strategy, Business Intelligence, CPM and Data Management solutions to Banking, Capital Markets, Investment Management and Insurance clients.

Thought Leaderships

Our knowledge is your added value
PwC India surveys and analysis

A quick glance at the recently launched key reports by PwC India across sectors. All reports can be accessed at <http://www.pwc.in/publications/index.jhtml>

Technology



Driving growth in Indian industry :Unlocking the transformational value with technology

IT plays a pivotal role in resolving challenges faced by business today and enterprises are finding out newer ways of leveraging the benefits of technology. This CII-PwC report seeks to understand how it is being adopted by Indian organisations in manufacturing and infrastructure sectors.

For more details on the report, please contact
Pawan Kumar S (pawan.k.s@in.pwc.com) or
Arnab Basu (arnab.basu@in.pwc.com)



Connecting the dots: Wiring business, technology and operations.

Technology has evolved from being a mere tool to enhance efficiency, reduce cost of operations to being a critical component of the strategy mix. Whether it is to scale up business, grow volumes, service customers, strengthen delivery channels or manage risk and compliance, IT is multi-faceted in providing solutions across these functions. This CII-PwC report captures some of the emerging trends in technology used by the banks today.

For more details on the report, please contact
Pawan Kumar S (pawan.k.s@in.pwc.com) or
Arnab Basu (arnab.basu@in.pwc.com)



6th Annual Digital IQ Survey: Embracing the change

With the world becoming digital, technology adoption is being seen as the most critical requirement for driving performance improvement and increasing market reach. From strategy formulation to execution, each step in this transformation has a digital foundation. India, too, is harnessing the power of the digital to drive productivity, profitability as well as the competitiveness of its industries.

For more details on the report, please contact
Pawan Kumar S (pawan.k.s@in.pwc.com) or
Arnab Basu (arnab.basu@in.pwc.com)

Healthcare



Public Private People Partnership: Winning in collaboration.

This report, prepared by PwC in collaboration with the healthcare alliance, highlights the changing structure of PPPs in the healthcare industry. The PPP framework, which traditionally included the public and private sectors, is now evolving into a wider paradigm to include people participation and community engagements.

For more details on the report, please contact
Dr. Rana Mehta (rana.mehta@in.pwc.com)

Tax



Tax Glimpses-2013

Our annual publication highlights various significant developments in the tax and regulatory practice and also includes news alerts, newsletters and articles published during 2013

For more details on the report, please contact:
Ketan Dalal (ketan.dalal@in.pwc.com)
Shyamal Mukherjee (shyamal.mukherjee@in.pwc.com)

Telecom



PwC View: Five trends to watch in telecom during 2014

The year 2014 will see a restoration of vitality within the sector, especially in the second half of the year.

For more details on the report, please contact:
Mohammad Chowdhury (mohammad.chowdhury@in.pwc.com),
Sandeep Chaufla (sandeep.chaufla@in.pwc.com)
Avijit Mukerji (avijit.mukerji@in.pwc.com)

Retail



The rise of the affluent Asian shopper

PwC's Experience Radar 2013 study on the global retail apparel industry shows how local culture and practices in developing Asia drive different types of purchase decisions for regional consumers, and reveals features in the retail shopping experience that would inspire those consumers to pay a premium.

For more details on the report, please contact
Rachna Nath (rachna.nath@in.pwc.com)



India Inc: Shifting to top gear

The decisive post-election results have swayed a few 'cautiously optimistic' executives from the Indian industry towards a more 'bullish' stance. Most of them indicated that they were looking to grow faster as compared to the previous fiscal year. The introductory edition of PwC's Pulse Trilogy aggregates the perspectives of marketers' sales heads and business strategists about the ensuing financial year from across India Inc.

For more details on the report, please contact
Rachna Nath (rachna.nath@in.pwc.com)

Oil and Gas



New View: Implications of the Union Budget 2014 on the oil and gas industry

This report is an in-depth examination of the impact that the Budget announcements will have on the oil and gas industry.

For more details on the report, please contact
Deepak Mahurkar (deepak.mahurkar@in.pwc.com)



Retail 2014: The anytime anywhere universe

Technology has been the single biggest disruptor for retailers in recent times. It has not only changed the way consumers interact with the retailer but has also ensured that it is the consumer who drives the experience she wants. This report explores the technologies that retailers can integrate with their existing systems to enhance their relationship with customers.

For more details on the report, please contact
Rachna Nath (rachna.nath@in.pwc.com)

Banking



Growing NPAs in bank : Efficacy of credit rating agencies

Non-Performing assets (NPAs) are a key concern for banks in India. While public-sector banks have outperformed private banks in financial operations, their NPAs have risen substantially, suggesting a high probability of credit defaults and impact on profits.

For more details on the report, please contact
Munesh Khanna (munesh.khanna@in.pwc.com)

Private Equity



PE in India 2025: A 40-bn-USD decade beckons?

With the conclusion of the recent general elections in India, a business-friendly government is now in place. While the stock markets began their celebrations a couple of months ahead, will the PE Industry also revive and contribute to build up the India story over the next decade? We asked over 40 partners and principals at PE houses, and the answer is a resounding yes. Read this report to know more.

For more details on the report, please contact
Sanjeev Krishan (sanjeev.krishan@in.pwc.com)

PwC India Brandshop

Bringing the PwC Brand home

August marks the beginning of the festive season. Keeping with this spirit, the PwC India Alumni Brandshop has launched a whole list of goodies for you to choose from. You'll find a handy travel companion in the PwC branded world travel adapter. Make a statement with an elegant black boardroom pen bearing the PwC logo and a whole lot more.



You can write to Ruchi Mann at ruchi.mann@in.pwc.com with any queries about the Brand Shop.



Roller Pen

Black body boardroom pen with PwC logo and alumni word mark. For the ones who want to have that roller experience.

INR 715



4-in-1 Pen

Stylus/ Pen/Torch/Laser in a white body with PwC Logo and the alumni word mark.

INR 315



Carry bags

Hard bound digitally printed paper bags in PwC colours and PwC branding available in set of two.

INR 398



World Travel adapter

Travel the world with these convenient to use adapters. Available in white, they come branded with the PwC logo in a customised box.

INR 671

Stay tuned

Help us reach out to you!

Please register your contact details and update your profile by visiting our alumni webpage at: <http://www.pwc.in/alumni/your-alumni-profile.jhtml>.

You can refer this page to your ex- colleagues and friends from PwC, incase we missed them.

To know the latest discussions, updates and events on alumni, make sure that you are a member of the LinkedIn PwC Alumni Group.

The LinkedIn group will be the main social network platform for the alumni to connect with each other and the firm.

Regional Managing Partners



North

Satyavati Berera

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South

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East

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About PwC

PwC helps organisations and individuals create the value they're looking for. We're a network of firms in 157 countries with more than 184,000 people who are committed to delivering quality in Assurance, Tax and Advisory services. Tell us what matters to you and find out more by visiting us at www.pwc.com.

In India, PwC has offices in these cities: Ahmedabad, Bangalore, Chennai, Delhi NCR, Hyderabad, Kolkata, Mumbai and Pune. For more information about PwC India's service offerings, visit www.pwc.com/in

PwC refers to the PwC network and / or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

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