



*Connect*



## Opening remarks



**Bharti Gupta Ramola**  
Leader, Markets, PwC India

Dear Alumni,

I hope you were able to take a break at the end of the year and are now back at work, full of energy to take on 2015.

2014 was special for us in many ways and I am privileged to share some highlights from the glorious year.

We reiterated our Purpose through wide consultation and dialogue among PwC people across the world. The purpose of PwC is to *build trust in society and solve important problems*. As we move forward to build plans for the new financial period, we are ensuring that our strategic choices are informed by this Purpose.

Not only did we continue our efforts to excel in providing the best professional services to new and existing clients, we also came together with Booz & Company to form **Strategy&**, in order to strengthen our ability to deliver strategy through execution. This acquisition together with that of PRTM a couple of year ago puts us in a good place to aim for the 'Category of One' professional services firm. We have registered early synergy wins with **Strategy&** and are currently working on many interesting opportunities with them. The feedback from the market has been very positive. Clients appreciate the value the combination brings to the marketplace.

Last year we witnessed quite a few highs- we became the fastest growing territory in PwC, our Client Loyalty Index soared and so did our employee engagement scores. We significantly strengthened our Risk Advisory Practice by enhancing our Forensics capabilities. We also organised a very successful CFO Conclave across three cities where we hosted over 230 finance heads of leading Indian and global organisations for a stimulating and interesting discussion on how fit organisations are for growth based on **Strategy&** research.

As the mood in India turned positive post elections, we also carried out research and dialogue with business and social sector leaders as also academics and leaders in Government to understand what it will take for India to achieve the growth

it needs to meet the aspirations of its growing population. This research culminated in a report, *Future of India - The Winning Leap*, which suggests that we must aspire to create a \$10-trillion economy over the next two decades and must do that through an approach that brings non-linear and innovative solutions to address our objectives and challenges in a resource efficient way. Please visit <http://www.pwc.in/future-of-india/index.jhtml> to find out more about these findings and write to us with feedback.

We believe that you, our alumni, are a big part of the reason for our success and thank you.

We want to continue to connect and engage with you. We capped 2014 by hosting alumni meets in Kolkata and Delhi. I can tell you that there could not have been a better way to end the year than with old friends and colleagues. I hope those of you who attended had as much fun as we did in organising the meets. I also hope that you will continue to stay engaged with us through our various channels of communication, our LinkedIn group, our Facebook pages and also join us for the events we put together for you. Based on your feedback, we are working towards creating even more meaningful opportunities of engagement between you and PwC and will share these details with you soon.

Meanwhile, if you have any feedback or comments, please write in to **Ruchi Mann**, our Alumni Relations Manager at [ruchi.mann@in.pwc.com](mailto:ruchi.mann@in.pwc.com). It's always a pleasure to hear from you.

I once again wish you a great year ahead; one where we build stronger bonds.

Keep in touch.

Kind regards,  
Bharti

# Letters to the Editor

It's always great to hear from you. Thank You for your feedback, you inspire us to get better each time

“I would like to thank you for this newsletter as it gives me a perspective of various successful people from the PwC World and some of their thought-provoking experiences. Interesting read. Please continue publishing and sharing this highly engaging newsletter!”

*Lakshmi Narayanan*

“Thank you very much for the PwC newsletter. Whenever I see a mail from PwC, it gives me a lot of positive energy. Keep updating about PwC.”

*L. Gopal Shah*

“Thanks for the newsletter. It's a good initiative.”

*Parth Maheshwari*

“Very happy to read the new version of PwC India Alumni newsletter. Going forward, I trust , the newsletter will be very useful to keep in touch with the alumnus fraternity.”

*Bhaskar Kumar Basu*

“I am glad to receive the newsletter. As always, it enriched my experience.”

*TK Samaddar*

“It is good to receive this newsletter and relive some old memories, by reading through the same.”

*Vivek Bhargava*

“Thanks for the newsletter. The content seems to be designed in a manner which is very informative and easy to read. Truly achieves its purpose of Staying in Touch. Congratulations to the Team.”

*Vinod Pant*

“Thanks, Ruchi. The newsletter has come out well. Really appreciate it.”

*Ritesh Tiwari*

“Thanks for sharing, Ruchi!! This is great effort and enjoyed reading the PwC updates.”

*Ankit Gupta*

“The new format of the newsletter is indeed more reader friendly. Congrats to PwC for this effort to keep us connected.”

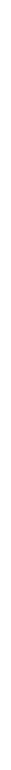
*Prerna Varma*

“Thank you for forwarding the latest newsletter. Look forward to more such articles from our fraternity.”

*Chandan Banerjee*



*Alumni Speak*



**Veena Rao** has extensive experience in banking and banking IT over a career spanning 20 years. After completing her articleship with Price Waterhouse, Veena started her career with India's leading private sector bank, ICICI Bank Ltd. She later joined the IT sector as a domain consultant in early 2003, managing Presales for FLEXCUBE at i-Flex solutions (now Oracle Financial Services) from where she moved to HCL Technologies in 2006 to launch and head the Product Incubation Unit for banking. She also set up and managed the Domain Excellence team for strategic banking clients at HCL, before joining Misys in July 2014 as a Director, Product Management - Core Banking.

Veena lives in Bangalore with her husband and their 15 year old son. Veena has a deep interest in philosophy, is active in raising funds for orphanages and schools for less privileged children, and loves devotional music. In this interview, she shares with us her experience of living life in the fast lane. Read on to find more:



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

When I look back over the last 20 years, I see a mosaic of enriching and learning career experiences that have helped shape me as a person. From a raw articulated clerk comparing vouchers to journal entries (not knowing what to look for!) and reconciling bank statements to managing product strategy for a leading core banking product company, the challenges and excitement of learning and mastering new skills at each stage, has been the biggest driver for me in my career.

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

It would be clichéd to talk about 'supportive families' but one cannot undermine the importance of having parents who often have more faith in you than yourself or a husband who understands perfectly how blurred the line between our personal and professional lives can get in today's connected world. Add a kid to the mix, and the cocktail only grows headier.

The secret is to make time for the little but important things in everyday life—reading to your kid at bed time every night, or seeing him off to the bus stop every morning, even if it means an extra 20 minutes in traffic, or watching the silly comedy show he enjoys so much when you would rather take a nap on a Sunday afternoon. Don't plan and wait for the long vacation at the end of the year to catch up with your family—just invest time in doing the little things daily and they will all add up to much more than the 'planned quality time'.

It is also important to identify and focus your energies on the things that matter the most to your family and you and outsource the rest. While we are busy selling IT outsourcing to the world, we often forget to use it effectively in our own lives and end up making futile efforts to become 'superwomen'!



**Q. What are new trends in technology and how do you think India is dealing with technological challenges with regard to the global scenario?**

IT trends change like the English weather. Every 12-18 months there is a new buzzword that hits the industry with the predictability of a Halley's comet. Having said that, it is important to know the latest trends, understand how they affect ones' business and learn to adapt and grow in harmony with the trends. In recent times, IT has been abuzz with

the new acronym – SMAC – short for Social media, Mobility, Analytics and Cloud. Not to be left behind, any IT company worth its salt, today has a SMAC COE with Gen Y programmers churning out the latest mobile apps, tech gurus building big data solutions to glean intelligence from the number of "likes" on a Facebook page and solution architects offering to move anything and everything to a cloud platform.

Humour apart, I would say India's biggest asset today is its vast pool of young technical talent, powered by the hunger to learn and earn. Over the next decade, Indian IT companies will increasingly move higher skilled jobs offshore and work on a self-directed, solution provider model versus being order takers.

**Q. 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?**

PwC was my first step into the corporate world and it taught me some of the skills which stand me in good stead to date. The variety of assignments that one could be tasked with as a PwC articulated clerk was immense—it could be a statutory audit for an automotive parts unit one month and an interim audit for a paper mill in a remote, god forsaken location in the next. This could be followed by a tax audit for a client in a much envied location close to a hill station and the prospect of a weekend trip thrown in!

PwC offered me the opportunity to learn the workings of diverse industries, interact with seasoned finance professionals very early in my career and work with a new set of team members each time. The rough edges I carried from the sheltered environs of home and college, soon got polished with these experiences. Unknowingly, I was picking up the foundation principles of team work, learning to deal with new situations and developing a keen eye for detail (a must for any auditor in training).





***Q. Who were the leaders you worked with during your stay at PwC and tell us a little about your memories with them?***

I had the fortune of working with and being mentored by many leaders during my time with PwC—initially as an articled clerk and later in the Transaction Services team. To name only a few is difficult, but let me give it a try. The initial days of my articleship were spent in PwC Delhi and I recall the feeling of awe, inspired by CA exam toppers like **Joy Jain** and the commanding presence of leaders like **Deepak Kapoor**. The move to the much smaller PwC office in Bangalore with its family-like atmosphere gave me the chance to work with **Sagar Dutta** and **MK Sengupta** (fondly known as MKS). I learnt to work with his inimitable mix of humour and sternness. In my second stint with PwC, I stepped into the unfamiliar world of Transaction Services under the guidance of **N V Sivakumar**.

*India's biggest asset today is its vast pool of young technical talent, powered by the hunger to learn and earn.*

***Q. What according to you are the challenges faced by women in the working space?***

My view is that when women step in to the corporate world, all thought of gender based limitations should be cast aside. The only thing that should matter is the role that one has signed up for and garnering the skills required to fulfil the role to the best of one's abilities.

I had the opportunity of working under the close guidance of senior women leaders in my tenure with ICICI and learned, very early in my career, that the challenges, if any, come from within and are best overcome with the right attitude and outlook.

During my time with PwC as well, I found a good number of women role models who approached work with thorough professionalism. These early experiences taught me to 'sit at the table', as recommended by Sheryl Sandberg in her book Lean In.

*The secret is to make time for the little but important things in everyday life. Invest time in doing the little things daily and they will all add up to much more than the 'planned quality time'.*

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

My typical work day has varied over time based on the roles that I have played in different organisations. My role in the Banking Practice team in HCL gave me a panoramic view of global IT services and its challenges in a fiercely competitive environment. A typical day entailed moving from one customer context to another, from one RFP war room to another, requiring display of a deep knowledge of lending on one occasion and donning the hat of a Payments expert on another. Add to this, the threat of a sudden travel to a location across the globe at the drop of a hat—exciting and difficult at the same time.



***Q. How do you get the better of work related stress?***

There are 2 simple principles / practices that I follow:

- Love what you do and do what you love—then there can be no stress. If you find yourself in a situation where you no longer love what you do, find the courage to make the change.
- Practice my own personal style of spirituality—whether it is meditation, music or simply adapting my attitude towards work. Training my mind to separate the task from its ownership has helped me to avoid dissipating energies on stress.

*My view is that when women step in to the corporate world, all thought of gender based limitations should be cast aside. The only thing that should matter is the role that one has signed up for and garnering the skills required to fulfil the role to the best of one's abilities.*

***Q. What advice would you give to the young talent starting their career with PwC?***

The advice I would give to young talent starting their career with PwC:

- Learn from every assignment and opportunity that comes your way. Take up as many new and challenging tasks as you can and drop your preconceptions of what roles you like/ don't like. The first decade of one's career is the foundation for the rest – invest your time wisely to build as wide a repertoire of skills as you can.
- Develop the ability to break down complex assignments into tasks, plan the execution and focus on doing each task to the best of your ability. Timely planning and methodical execution are the pillars of successful performance. Success is the cumulative result of several tasks, well accomplished



***Q. PwC India's alumni programme has begun spreading its wings. How can it become more relevant?***

I suggest we have more interaction /discussion forums on matters of topical interest to Industry.





*Ritu Rekha is the Global Leader for Quality and Lean Six Sigma at Genpact. She worked with PwC as a Trainee from 1992 to 1995 in the Gurgaon location. She also has experience being a business journalist. Ritu stays in Gurgaon with her family. In an exclusive connect, she talks about her workplace philosophies, what she thinks is the secret to her success and her experience of working with PwC. Read on.*

***Q. Please share with us the highlights of your professional journey so far. What are some of the biggest changes that you have seen during this time?***

The last decade and a half has been transformative for the service professionals in India and by and large an outstanding time to build a career. There are entirely new industries that have spawned and thrived, and so many of us have been fortunate to be a part of that journey. During the course of my career, I have seen different paths work quite successfully for different people. My own philosophy has been to do what excites me, where I learn and contribute both, and to do it with a sense of drive, commitment and quite importantly, enjoyment.

After PwC, I took to business journalism for a year and then as a finance executive in a tractor manufacturing plant for a couple of years at Greater Noida. From there I came to Genpact (then GE Capital) in 1999 and have been here ever since. Part of the fun of being a part of a large global organisation is the diversity of functional roles one ends up doing, exposure to a marquee client base and working with some very smart and capable colleagues, which is a fulfilling and exciting experience. I have been lucky to have experienced these facets repeatedly in my career.

***Q. What is the most exciting part about your current job? What facets of your job do you find the most challenging?***

If I were to describe my job in a phrase, it would be 'to drive change'. My current role as the quality leader for Genpact has two very exciting and challenging facets—help build a culture of innovation and continuous improvement that is customer centric and engages our large global workforce; and second, delivering client value through a combination of process and technology solutions. First, needs a bottoms-up understanding of how to engage people and drive change and the second, a strategic and tactical view on how to create and deliver value.

The most challenging aspect is to pull together all the people and their expertise to solve for a client need. It is to constantly drive the message that the best solution is not necessarily with one person or group, but with the collective and of course everyone in that process needs to get their fair share of importance! So, aside from a technical expertise, my role requires a high degree of people management.

***A fulfilling career is important for personal fulfillment as well.***

***Q. How do you balance the demands of your personal and professional life?***

It may not be in a perfect balance at a point of time, but over time in my view there is no conflict between the two. I am a firm believer that a fulfilling career is important for personal fulfillment as well, and children actually learn that from both parents and benefit from that. The key is two things: one, flexibility and trust that you build with the company and two, support from your family.

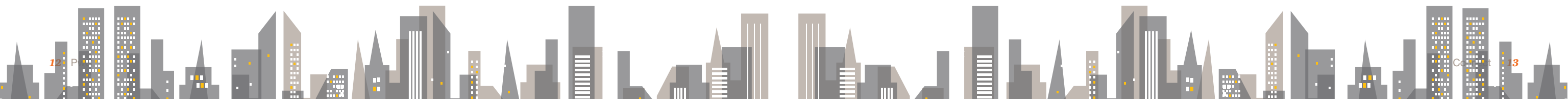
***If I were to describe my job in a phrase, it would be 'to drive change'.***

On the first point, many new age companies with great people practices inculcate the culture of flexibility and building trust and that is how diverse talent gets attracted and included there. The second aspect of support from your family and spouse is just as important. Like Sheryl Sandberg says in Lean In, rather provocatively, that amongst the most important career choices you will make is who you marry! I did take some time off from a work when I wanted to focus entirely on family, but I was able to make a successful comeback and I do believe that is possible for everyone.

***Q. 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?***

It is just an awesome place to learn how to be a good professional. What professional behaviour means; meeting deadlines; delivering results; interacting with clients; putting your point across....there is so much one learns. To enter a Big 4 (then a Big 6!!) right after college and then to interface with the finance organisations of some of the biggest clients was a stunning experience. There was also a lot of camaraderie and learning to work as a team. I met a ton of interesting people and angular personalities, which forever changed my notion about the stereotypical "accountants" : ))

All in all, my stay at PwC is a time I truly cherish.





*Akshay worked with PwC from 2001 to 2005 starting as an article and later became a senior in ABAS. In his later years, he went to UK and Chicago to pursue his MBA. After being affiliated with Yes Bank Mumbai for a few years, in 2012, he shifted back to Delhi and is currently working with his father in their CA Firm, BR Maheshwari. He stays in Delhi with his wife and their 5 month old daughter.*

*If not in your current profession, what would you be?*

Astro physicist

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

Nothing, I would pretty much live my life the same way

*Your highs*

Friends, Malt whiskey, a nice cigar and good music

*Your lows*

Delhi traffic

*Your closest one*

My wife (she may read this at some point!)

*A gadget you can't do without*

Mobile phone

*Hollywood favourite*

Jim Carrey

*One thing you never leave home without*

House keys



*Favourite holiday destination*

England

*Favourite dessert*

Ras malai

*Favourite street food*

Kathi roll

*A film you have seen more than 5 times*

Lord of the Rings (all 3)

*Best childhood memory*

Playing cricket ALL the time



*A hobby you wish to pursue*

Learning to play the guitar

*If you could live anywhere in the world, where would it be?*

An English country manor

*Your childhood idol*

Kapil Dev

*Your personal anthem or theme song*

Volare – Gypsy Kings

*A fashion mantra you live by*

Cut of the suit defines your personality



*In your free time we can find you ...*

At the golf course

*A super power you wish you had*

Mind reading



*If you were heading out on a road trip right this minute, what would you pack*

Fresh underwear; Beer

*The last time you did something for the first time*

Can't even remember!...Very bad

*A habit you wish to get rid of?*

Procrastination

*The impact of PwC on your life*

I joined PwC when I was 19 – the impact it has had on defining me as a person cannot be expressed in words!





Piyali worked with Lovelock & Lewes as a senior manager till 1999 after which she joined PSS IT Services Pvt Ltd as a consultant. Since the year 2007, Piyali has been a partner at A R Das & Associates, Kolkata.

*If not in your current profession, what would you be?*

I can't imagine doing something else

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

Read a lot, cook some good dishes and enjoy some good movies.

*Your highs*

Being a professional woman

*Your closest one*

My daughter



*A gadget you can't do without*

Mobile, Microwave

*Favourite Bollywood Celebrity*

Amitabh and Rekha

*Hollywood favourite*

Harrison Ford



*One thing you never leave home without*

Mobile

*Favourite holiday destination*

Goa and Himachal Pradesh

*Favourite dessert*

Too long a list to include here

*Favourite street food*

Puchka

*Best childhood memory?*

Going out with my family and indulging in small joys

*A hobby you wish to pursue*

Gardening

*If you could live anywhere in the world, where would it be?*

California

*Your childhood idol*

My father

*Your personal anthem or theme song*

We shall overcome

*A fashion mantra you live by*

Wearing good sarees with stilettos



*In your free time we can find you ...*

At home reading a book

*A super power you wish you had*

To reverse time

*If you were heading out on a road trip right this minute, what would you pack*

Some simple clothes, credit cards and mobile

*The last time you did something for the first time*

Don't remember

*A habit you wish to get rid of?*

Getting angry and later regretting it

*The impact of PwC on your life*

I owe my professional career to Lovelock & Lewes, I simply love the establishment.





*Rangarajan was associated with PwC during 2003-2005 and again in 2008-2009 with ABAS and IAS functions respectively. He currently works with Verizon and takes care of their Internal Controls Function. He stays in Chennai along with his wife, T S Suryapriya, who is also a PwC alum, along with their 'mischievous' two year old daughter.*

**Q. In a complete departure from your professional profile, what inspired you to take up meditation and teaching of scriptures?**

It's been over 15 years that I met my teacher, Guru Swami Brahmayogananda, who initiated me on this path. He was the one who tapped and directed my spiritual inclination. The journey of these 15 years has led me to many revelations about people and myself.

**Q. What inspires you to teach meditation and teachings from the scriptures to other people?**

Currently I only practice meditation. I teach scriptures of which meditation is a part. It's just like a "Share" in WhatsApp. The inspiration comes from the benefits that I reap from this knowledge. The more you have enjoyed a movie, the more you will talk about it and persuade others to watch it. The benefits that follow—peace of mind, clarity on life's vision and ability to support others/society—are the guiding factors that inspire me.

**Q. Many people today, including the youth, are taking to practices like meditation but find it difficult to sustain. But you have managed to continue your interest in the practice, how?**

I think a lot depends on the teacher who guides you, much like a school where a student goes on to like or dislike a subject depending on the teacher. The uniqueness that I found with my Guru is that he makes you own the purpose. Hence it's important to find a teacher who is not 'professional about

*The surge in modern adaptations of scriptures is good; but that's only the beginning and must not stop there.*

it', rather committed just for the purpose of it. It inspires the learner to own it up and make it purposeful for one's life. In fact the real benefit of these practices flow only when you own it and make it your daily routine. Like eating and bathing are for the body, so are these for the mind.

In short, align them to the purpose of your lives and sustenance would follow.

**Q. As a teacher your responsibilities, both towards your students and your practice art, magnify. How does this impact what you teach?**

What we teach remains the same. It's how that matters. My Guru often says that you just need a small blade to commit suicide and a big sword to kill others. The greatest challenge is to communicate the knowledge I have in simple words to others so that they understand well. But greater than that is the responsibility to understand that knowledge well and accurately first. To articulate one's knowledge correctly, one soon discovers things that require greater understanding and enhanced communication skills. The more clarity I have, the clearer will be my own communication to my students.

**Q. There is a surge in putting out modern adaptations of our scriptures. Do you think our youth finds it easier to relate to the ancient text this way or do you think this dilutes the overall message?**

Let me explain this through an example. "Bhagvad Gita and Stress Management" is one of the many topics where teachers/ trainers adopt the learnings from the scriptures for the corporate world. I won't deny that the problem of stress gets solved by the selected adoption of the learnings from the Gita. However, it may give out a message that the purpose of scriptural studies is to assist people in their corporate growth or to help them advance their career. It is to this view I oppose—the narrow and very limited implementation of the scriptures, when in fact, the scriptures have a wide and broad scope. It is akin to saying that "The ICAI helps one reconcile his bank accounts."

The youth today need a total re-engineering of their perception towards life, re-define success and failure, as well as growth and fall. Taking the example of Gita, what was relevant for Arjun 2,000+ years back still holds good. Hence, there could be no modern adaptation; rather, it is an adaptation for the modern perception of age-old problems.

In short, surge in modern adaptations of scriptures is good, but that's just the beginning—it must not stop there.

**Q. Juggling between a stressful corporate life and a calming life of meditation, how do you manage?**

Firstly, it is important to develop a routine and adhere to it. Secondly, I never consider the corporate life stressful. In fact the practice of meditation could be more stressful if we do not have the right perspective towards it. Stress sets in only when you are anxious about the results of what you do. This shifts the focus from the work to the worker, who then becomes conscious about how he will be treated with the results of the work.

*Do not differentiate between work and life; that would mean that in work there is no life.*

I am sure that brushing our teeth every day is not a stressful activity—we just do a good job to maintain good oral hygiene. Similarly, we should just do our job the way it needs to be done and leave the results to the Lord. This is one of golden teachings of the scriptures. By applying these, every one of us will be able to discover that there is never a stressful action. It all boils down to only one question:

- Can I Do it? --- Yes; then go ahead and do it.

*I think a lot depends on the teacher who guides you, much like a school where a student goes on to like or dislike a subject depending on the teacher.*

- Can I Do it? --- No; seek help if you are still expected to do it.

It is equally important to know your limitations as much as it is important to know your abilities.

**Q. What is the most important learning you've had by following these practices and has it changed you in any way?**

The core of my learnings from my guru is "Yasthu Sarvaani Bhoothani Athmani eve Anupashyathi" (Isavasya Upanishad), every other is none but the cast of the own self. This holds the truth to dispel all sorrows that one develops owing to disparities between individuals. Capabilities, skills and intellect are some of the variables, but the essential substance of all is one. Don't place yourself either higher or lower than the other; in fact, shun the habit to compare and work for the betterment of others. Just try this; you will experience bliss; cry not for self, but for others, work not for self but for others.

*Q. What would be the one advice you'll give to everybody to adapt in their daily lives, especially those people who don't undertake these practices for want of time?*

"Bhedham dhukkam; abedham shantham". Differentiation yields sorrow, unity is peace.

Appreciate differences but never differentiate self from the other, for that is the root of all sorrows. This can be applied universally in all relations: manager-subordinate, firm-client, husband-wife, as well as between two neighbors or two colleagues.

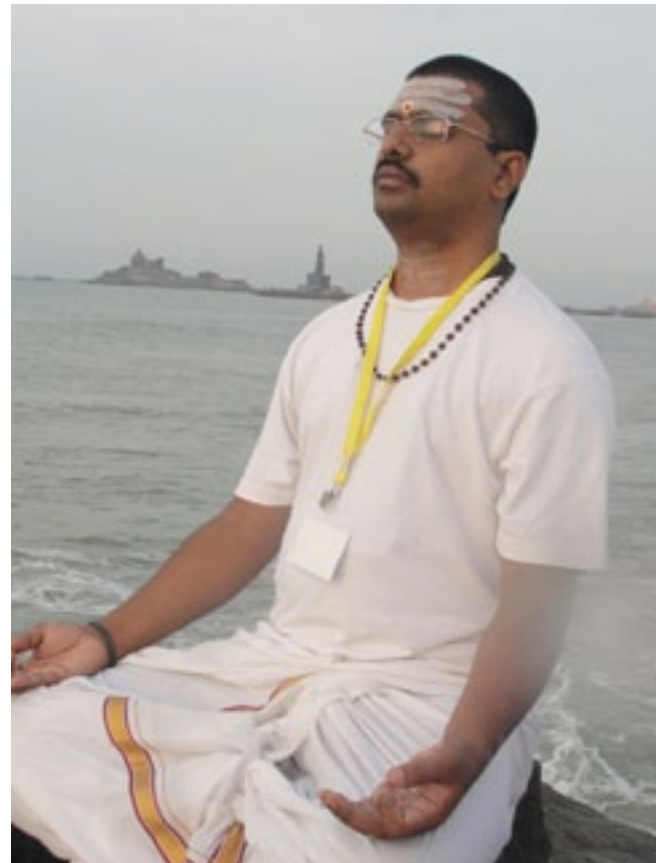
Practice this. It is encouragingly contagious.

- *Can I do it? --- Yes; then go ahead and do it.*
- *Can I do it? --- No; seek help if you are still expected to do it.*

*Q. Do you have a message for our readers on why life should be more than just work?*

Life is a total of everything. Work is just a part of it, an important part. More often we tend to evaluate ourselves with the results of the work, which is not in anyone's control and depends on a lot of variables. Hence, focus on the worker and work will follow automatically.

Do not differentiate between work and life, which would mean that in work there is no life. Always remember, only that vehicle can run well which is fuelled enough and regularly, serviced timely and maintained well. So go ahead and take control of your life.



*"Bhedham dhukkam; abedham shantham".  
Differentiation yields sorrow, unity is peace.*



## Expressions

*Chanpreet Singh*



*Chanpreet Singh was a manager in Risk Advisory Services Team in PwC Gurgaon and primarily worked in the area of governance risk and compliance. He has recently moved to USA and his new role would be that of a manager in Risk Assurance in our San Jose office.*

*This is a creative rendition of his memories at PwC India.*

### *A poor 'see you again' poem!*

It was the April Fool's day of 2008 when this fool got a chance, an opportunity where his brain cells would continuously get to dance, the encouragement was so generous that I was called a cutie (QT - Qualified Trainee), and there were brilliant brains all around, such was this place's beauty.

The journey progressed with daily pats on the back, the effort was always appreciated even if the business problems could not crack.

For the first time ever someone in the firm generously called me a star, I owe it to the firm, coz of which I could buy my own first car.

From the dazzling kick offs to the exits which were epic the presentations were no less than Oscar performances, they were so dramatic.

Never have I ever seen so much romance for work in the air, I guess that's what always got us to deliver with flair.

I cannot thank you all enough for turning a monkey into a man, Living up to your expectations will always be my plan.

I would close this poor attempt of a poem with my sincere apologies to all the tortures I would have done my silly questions and queries.

I hope we would all get a chance to meet again and again, Coz its only our relationship that has been my biggest thing to gain.







Alumnus **Saumya Chaki** was born in Calcutta, from where he also completed his school and college education. He is an experienced Information Management consultant and works as a General Manager with IBM's Strategy and Analytics consulting practice. He has worked with PwC, Cognizant and Infosys in the past. His hobbies include travel, films, reading and quizzing. He is an avid reader of non-fiction and loves to read travelogues and film based books.

Here he writes about his recently published book on Indian cinema, '**A Journey through 100 Years of Indian Cinema**'. **This is his debut book.**

Our films have been a reflection of our society and there would be few who have not wept with our lead actors, smiled at their joys and joined in to celebrate their victory on celluloid. It is this passion that got me to write my first book, and what better topic to write on than Indian cinema?

Indian cinema is captivating for its present reach and more because of its glorious past. The immortal heroes, the graceful heroines, the (unbelievable, yet) bonding storylines and the lilting music—all make the Indian film industry an interesting topic of study.

As the Indian cinema turned 100 years old in 2013, many celebrations in the national and international arenas marked the event. Books were written and films like Bombay Talkies were made, commemorating its achievements. Considering the huge interest it inspires in the world, it was rather surprising for me to notice that not too many quiz books exist on it. Coupled with my deep interest in it, I started focussing on writing this quiz book.

The idea behind the quiz book is to create more interest in the journey of the Indian films and recognise the work of its eminent directors and actors. It has 10 chapters and more than 650 questions on Indian films in diverse languages, shot over the last 100 years. I admit, it is by no means an exhaustive coverage of all cinema related trivia, but in every sense, a very humble beginning.

I hope I have the support of my former colleagues and friends as I set out on this new journey of discovering this creative educative medium.

Do visit my blog at <http://saumyachaki.blogspot.com> (A Consultant's Diary). I would love to hear from you.



**Chandan Banerjee** worked with PwC in the Advisor Administration Team between 2009 and 2010 in Kolkata. He is currently working with SISA(Gij) Pvt. Ltd. in Kolkata. Most Indian tourists visiting the USA on vacation usually head straight for New York, San Francisco or Las Vegas. We were not exceptions to this trend on our first visit there but in July 2013, we decided to explore America's greatest natural wonder—the Yellowstone National Park.

We took the US Airways flight from Charlotte, NC to Salt Lake City, Utah and drove down directly to the Three Bear Lodge in the Yellowstone Park in Montana. This was a dream of a place where life seemed to flow like a lazy stream meandering through a sleepy valley. Our stay at the lodge was probably the best in terms of the memories of our travels in the USA.

The next three days passed by like a dream. We took the guided tours of the Lower Loop, the Upper Loop and finally the Grand Teton National Park. We were in the heart of the world's largest volcanic caldera as also the largest concentration of nature's geo-thermal features. We encountered colourful hot springs, mud pots and saw the greatest show on earth—'The Old Faithful'. This is one of the largest geysers in the world. Yellowstone holds more than half of the world's geysers. We waited for the 90 minute cycle for the geyser to erupt and it did with amazing precision, shooting steam and water sky high. It's a sight that I will always remember.

Wildlife abounds in the Yellowstone, bison in thousands, bull elk, moose, pronged horn deer, wolves, marmot, pika and the ground squirrel come within handshaking distance. We were awestruck by the sight of a valley consumed by the giant black bison, bull elk and grey and black wolves, which kept crisscrossing the road. No cars moved on the road when the animals came out in the open; it was their territory after all. Sadly, we missed out seeing the great grizzly bear, which wanders around the park for prey.

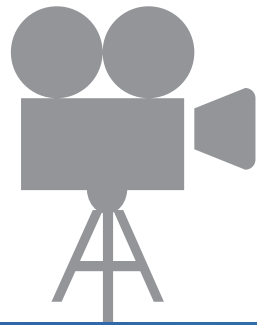
The park also offers other natural beauty in abundance. If you like waterfalls, placid lakes and thundering rivers, you will find

them all on this tour. The Yellowstone River thunders past what is known as the Grand Canyon of Yellowstone. We stopped to gaze at the vast expanse of the largest Alpine Lake in the world, the Yellowstone Lake as we drove down from the 'land of the petrified forest'. It was all so captivating that images of the bison, wolves, the geysers, the rivers-lakes-waterfalls still fill my mind.

So next time you plan to visit the USA, do not miss taking a trip to nature's greatest creation—the Yellowstone National Park which spreads over the states of Wyoming, Montana and Idaho. It will surely overshadow the Manhattan skyline or the Golden Gate Bridge in San Francisco by its sheer natural grandeur.







## Visvanathan Narayanan



**Visvanathan Narayanan** worked with PwC as senior manager in the Advisory practice from July 2010 to September 2012 in Mumbai. He now works for Rolta India Limited as Product Director in the Enterprise Solutions team. He has more than 20 years of diverse industry experience in operations, system integration, program management and business development areas. Here he shares his memories of the time he spent at PwC:

'Reading the PwC Alumni Newsletter always fills me with a feeling of happiness and nostalgia. Having worked with the firm for two years, I still cherish every moment I spent there, every relationship I made and every lesson I learnt. My leaders and senior colleagues Deepak Mahurkar, Sambitosh Mohapatra and Kameswara Rao are among those who I still fondly remember.

One incident that remains deeply etched in my memory is when I went to Mozambique for a project on Gas Advisory for a large Indian conglomerate. It was a joint project between PwC India and PwC Mozambique. This experience had more in store for me than expected; it left me feeling even greater about being a PwC employee than ever before.

My onward flight to Maputo had an unscheduled rerouting via Zimbabwe. My family (back in Mumbai) was quite worried as they did not get a call from me at the scheduled time. I did not have any means to call them; my Matrix international calling card was not working as well. With panic setting in, I somehow managed to call my PwC Mozambique colleagues. Two of them were already at the Maputo Airport. Requesting them to call my wife to let her know of my wellbeing, I anxiously asked them, how I would identify them at the Airport arrival area; pat came the reply "you will identify us easily".

Upon landing in Mozambique, I understood what they meant—both were dressed in similar T shirts with prominent PwC logos. They told me that they had contacted my wife and told her of my situation and volunteered their phones so that I could call my family. Their hospitality and support touched me. Aside from office, they took me around to places in Mozambique, taking a personal interest in making sure that I was comfortable. One



evening, one of them took me to all the Indian temples in Maputo.

At the outset, it may seem like a small incident. But to someone that far away from home in a completely unknown setup, small incidents like these leave a lasting impression. The camaraderie among PwC colleagues anywhere in the world is hard to describe and difficult to explain. We are one family, and as they say—with family, you may go far but you never go away.

I wish this family well today and always.



*Rendezvous*





PwC hosted two annual alumni meets in Kolkata and New Delhi on 2 and 19 December, respectively, which saw more than 750 alumni joining us to revisit old friendships and strengthen their bond with PwC. The common theme echoed across both events was, 'You might leave PwC but PwC never leaves you'.

The venues, The Bengal Club in Kolkata and the Delhi Gymkhana Club in New Delhi, were not only bathed in PwC colours but also reflected the spirit of our firm as they stood witness to what PwC relationships are. The alumni, a mix of some who spent over 30 years working with the firm and some who branched out to other opportunities at various stages of their careers, came together in what seemed more like a family reunion rather than just a meeting of former colleagues. The warmth and camaraderie was for all to see.

Gracing the occasion were former Partners, including **SB Ghosh**, **ML Daga**, **Debdas Sen**, **Kaushik Dutta**, **Joy Jain**, **Rahul Mullick** and **S Madhavan**.

Also in attendance were some of our distinguished alumni, including **Rajat Subhro Bose**, Group Head-Internal Audit-Tega Industries; **Argha Mitra**, VP Taxation- The Oberoi Group; **Rajarshi Banerjee**, Executive Director and CFO- CESC; **Partha Sarathi Chakraborty**, CFO- Kookie Jar Foods Pvt Ltd; **Ashish Majumdar**, Head – Assurance - Mytrah Energy (India) Limited at the Kolkata event and **Anshuman Kankan**, Vice President & General Manager- COLT Technology Services India; **Anil Berera**, Vice President and Chief Financial Officer- Whirlpool; **Girish Mehra**, Chief Internal Auditor – Citibank; **Sudhir Mathur**, CFO- Cairn India; **Nitin Nagpal**, VP – Genpact at the Delhi event.



For those of you who have missed the events, please visit our LinkedIn and Facebook pages for the photographs from the events.









*PwC News and Views*



PwC drives into the ‘Future of India’

PwC launched its landmark report, Future of India – The Winning Leap in November’14. The report was launched by the Hon’ble Minister of State for Commerce & Industry, Smt. **Nirmala Sitharaman** and gracing the occasion were **Dennis Nally**, our global chairman, **Miles Everson**, US Advisory leader and **Deepak Kapoor**, Chairman, PwC India.

The report emphasises that for India to take the Winning Leap to become a USD 10 trillion economy, it needs to accelerate its growth to 9% CAGR over the next 20 years. This could be achieved through a concerted effort from Corporate India, supported by a vibrant entrepreneurial ecosystem and a constructive partnership with the Government.

The report analyses that up to 40% of India’s US\$10 trillion economy of 2034 could be derived from new solutions. The study stresses that “The Winning Leap” should not be limited to a new approach or solution but rather needs to be seen as a “play-to-win” mind set shift for industry leaders and the country overall.

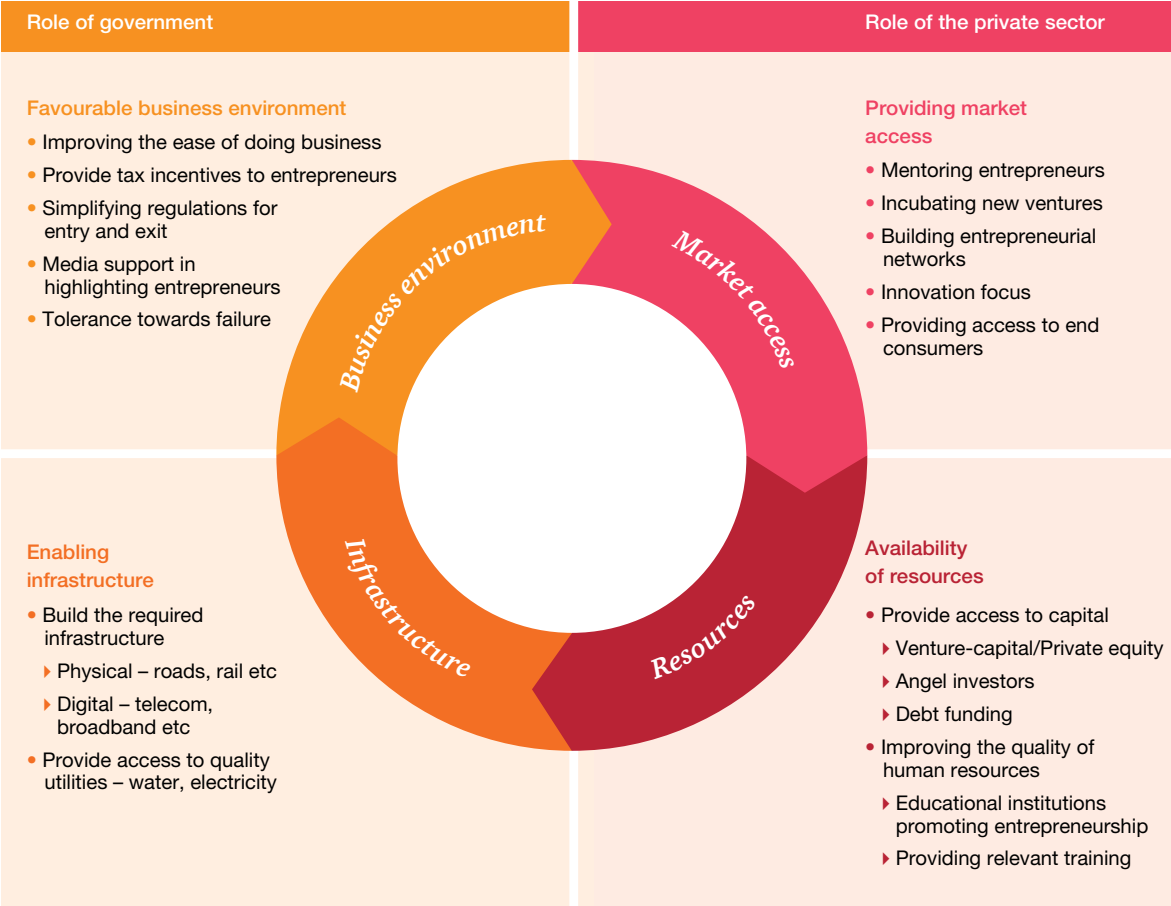
For India to meet its aspirational growth goals -- substantial and enduring reforms must be undertaken across such sectors, together with non-linear innovation and significant productivity gains. The research suggests that Winning Leap solutions from private sector fall within three broad categories:

- **Fierce catch-up** – This entails following traditional approaches or technologies to surmount challenges, but at an accelerated pace. For example: Improving energy transmission and distribution efficiency

- **Significant Leap** – This involves adopting new or different approaches or technologies, which may have been developed elsewhere but would also work in India. For example: Shifting from coal-based power generation to nuclear or solar energy
- **Leapfrog** – This represents a radically different approach – a paradigm shift – that entails applying a new and potentially disruptive business model. For example: Moving from central to distributed power generation

“Corporations alone can’t fuel growth and innovation needed to power India’s Winning Leap, and hence the entrepreneurial sector must also a major role as they possess qualities critical for developing innovative solutions, the willingness to take risks, an aptitude for fast decision-making, and bold leadership” said **Deepak Kapoor**, Chairman, PwC India.

Under this report, 80 business leaders from a number of sectors, both in India and abroad, worked with a team of economists to understand what strategies would help us boost our growth from the current 5-6% to an aspirational target of 9%. Together, they developed sectoral strategies using the expertise of PwC’s extensive global network. The report looks at key sectors like healthcare, education, agriculture, financial services, power, manufacturing, retail and consumer, urbanisation, physical and digital connectivity as - according to our estimate - they constitute around 70% of India’s GDP



### **PwC's sixth annual CFO Conclave**

PwC hosted the sixth edition of our CFO Conclave, an annual event where the leading CFOs from India Inc come together. Over the past few years, the PwC CFO Conclave has come to be recognised as a platform for thought leadership, facilitating next-level thinking and helping shape the future of Indian firms and industries. Our focus for this conclave was on how the CFO can play a critical role in understanding the organisation's 'fitness for growth' and how she can help nurture capabilities to take the organisation to the next level.



**Mumbai:** Nitin Paranjpe at the Mumbai event

The rest of the programme consisted of a presentation led by **Vinay Couto**, Senior Partner, PwC Strategy& Chicago (in Mumbai and Gurgaon) and **Jai Sinha**, Managing Director, PwC Strategy& India (in Bengaluru) on Strategy&'s study of 200+ organisations on the Fit for GrowthSM (FFG) model followed by an interactive voting session where the CFO



**Mumbai:** Jai Sinha, Strategy&; Jaimin Bhatt, Kotak Bank; Rajesh Garg, Cipla and P B Balaji, Hindustan Unilever

audience were polled on an abridged version of the FFG profiler which threw up instant results on the distribution of the audience across the five key archetypes.

This was followed by a panel discussion on the theme of FFG. Jai moderated the discussion at the Mumbai and Gurgaon conclaves while Padmaja took up the mantle for the Bengaluru conclave. Our guest panellists included.



**Gurgaon:** Jai Sinha, Strategy&; Aakash Moondhra, Snapdeal; Nikhil Madgavkar, Mother Dairy and Kimsuka Narsimhan, PepsiCo India

We had more than 230 finance professionals joining us at the events across the three cities of Mumbai, Gurgaon and Bengaluru. **Deepak Kapoor**, Chairman, PwC India, **Ketan Dalal**, RMP West, **Satyavati Berera**, RMP North and Leader, Consulting, PwC India and **NV Sivakumar**, RMP South and Leader, Financial Advisory Services/ Deals, PwC India welcomed the guests at the different locations.

**Nitin Paranjpe**, President, Home Care business for Unilever Plc, presented the keynote address in Mumbai where he reminded the audience that businesses need to be relevant to the society they operate in and have a greater shared purpose (which may entail the organisation to re-model their operations).



**Bengaluru:** S Chandramohan, TAFE; Suresh C Senapaty, Wipro; N V P Tendulkar, HP India and Padmaja Alaganandan, PwC India



### Moving ahead building Smart Cities

PwC India has been officially selected as the provider of Smart City enablement services to the Delhi Government. This is a strategic win and the first from the much-anticipated 100 Smart Cities from the new Narendra Modi Government in India.

It is also strategic in positioning PwC as one of the world's forerunner firms in the Smart City space, where we will combine our technical expertise with our holistic approach to city development to create true and sustainable value to our clients. Realising the importance of technology and specifically Geographical Information Systems (GIS), Delhi has embarked on an initiative that will build the fundamentals for a smart city by making focused investments. The enablement will be cross department where all the ingredients will be made available to departments and they have the foundation needed to build applications, perform analytics and ensure super service delivery to their beneficiaries.

### PwC at the Airtel Delhi Half Marathon

At PwC, we take our social responsibility seriously. In this direction, more than 300 employees from PwC India participated in the Airtel Delhi Half Marathon in November last year.

While most of the participants ran the 6km long Great Delhi Run, nearly 20 brave hearts among them completed the 21km half marathon. Joining the enthusiastic employees were several partners and PwC India Chairman **Deepak Kapoor**



### Building India through a train journey

December 2014 saw five of our partners, **Murali Talasila, Abdul Majeed, Kunj Vaidya, Vivek Belgavi** and **Sundeep Agarwal**, join **Shashank Tripathi**, PwC India Strategy Leader on an interesting journey to build India through enterprise.

Shashank who is also the non executive Chairman of Jagriti Sewa Sansthan, and his team as they take bright, young people especially from smaller towns and villages from across India on a 15 day, 8,000km-long ambitious train journey of discovery and transformation to meet role models, social and business entrepreneurs across the country. The vision of this journey, aptly named the **Jagriti Yatra** is to 'Build India through enterprise'.

It aims to inspire young Indians to lead development by taking to enterprise, thus unleashing a movement of enterprise-led-development.

Shashank has in the past spoken at TEDx Gateway about this interesting project. For those who find this inspiring and want to know more about the initiative, visit <http://www.jagritiyatra.com/>



### India Manufacturing Barometer 2014 - Turning the corner

The second edition of the FICCI - PwC India Manufacturing Barometer was released in December last year. *The India Manufacturing Barometer 2014 - Turning the Corner* delves into the current sentiments of business leaders from the manufacturing sector, explores the factors they perceive will impact their businesses over the next few months and the strategies they expect to employ in order to address barriers to growth in order to make the most of the sector turning the corner.

Some of the key highlights of the report are as follows:

- More than half expect double-digit growth and plan to make significant investments over the next 12 months

- While nearly half the companies surveyed expect margins to improve, most are not planning to increase workforce, planning instead to invest in new products, capacity additions and market expansion.
- Concerns related to raw material costs and energy costs persist though domestic demand is less of a worry than last year.
- Business leaders are looking to the government to rationalise taxes and duties and to invest in infrastructure development.

To read the report, please write to [ruchi.mann@in.pwc.com](mailto:ruchi.mann@in.pwc.com)

### It feels great to be recognised

**PwC and Strategy& named Advisory firm of the Year 2014:** With Strategy&, we've won the Advisory Firm of the Year Award 2014 from the International Accounting Bulletin. This joint award was in recognition for the combination of our two organisations to form something truly distinctive in the marketplace. The judges decided against drawing up a short list for the award – PwC's combination with Strategy& stood out to such an extent that we were the only contenders.

**PwC is MAKE winner for the 13th time:** PwC is cited in this year's Global MAKE study for creating an environment for collaborative enterprise knowledge sharing. PwC features in this hall of fame for the 13th time. PwC has been specifically recognised in the 2014 Global MAKE study for creating an enterprise-wide environment for collaboration and knowledge sharing and creating a knowledge-driven enterprise culture.

**MS Practice award:** PwC India's Microsoft Dynamics practice (under Technology Consulting) has won the prestigious President Club Award from Microsoft. This is a global recognition for the top 5% performing partners of Microsoft.

**PwC rated leader in Worldwide Mobile Application Development & Testing Services:** PwC's capabilities and forward-looking strategy positioned the service provider as a Leader in the IDC MarketScape for mADT services.





# Forensic Services: Combatting fraud in a changing world

In today's complex and volatile business environment, economic crime continues to be a persistent threat for most organisations in India. Irrespective of the size, sector or reach of a business, fraudsters are thriving on opportunities where they can challenge an individual's integrity or tarnish an organisation's reputation. PwC's Forensic Services Team explores the issue here.

The PwC Forensic Services provide access to deep forensic capabilities across the globe. We provide forensic accounting, financial analysis and regulatory knowledge to companies confronting corporate investigations, litigations and regulatory enforcement challenges. Along with which they also offer assistance and guidance with complex technology challenges.

As one of the fastest growing economies in the world, India is witnessing an increasing number of incidences of business misdemeanours such as fraud, misconduct, conflicts of interest, code-of-conduct violations, regulatory non-compliance and others. Additionally, changing regulations and an emphasis on strict regulatory compliance add tremendous complexity to the fraud control environment.

According to PwC's Global Economic Crime Survey, more than 1 in 3 organisations are impacted by economic crime, globally. From marketing and sales to IT and compliance, virtually every business process is vulnerable to economic crime

## Understanding fraud

Contrary to common perception, there is no one side to fraud. Today, fraud is a multi-faceted monster presenting itself in many avatars, each with its own characteristics, threats and strategic consequences. Some of the most common types of frauds come in the form of:

- Asset misappropriation
- Bribery and corruption
- Procurement frauds
- Cybercrime
- Accounting frauds

## Combating economic crime: The need of the hour

There may be a growing awareness on frauds in most

organisations, but what most businesses lack is a sustainable ecosystem that can mitigate frauds in an efficient and effective manner - without hampering growth and expansion.

Organisations need to adopt more robust fraud risk management measures to mitigate the rising risk of emerging frauds. A strong technology enabled platform to provide early warning signs; adoption of an ethical code of conduct among employees and all stakeholders; technology driven controls and a robust whistleblower mechanism are some of the ways in which organisations can mitigate the risk of fraud.

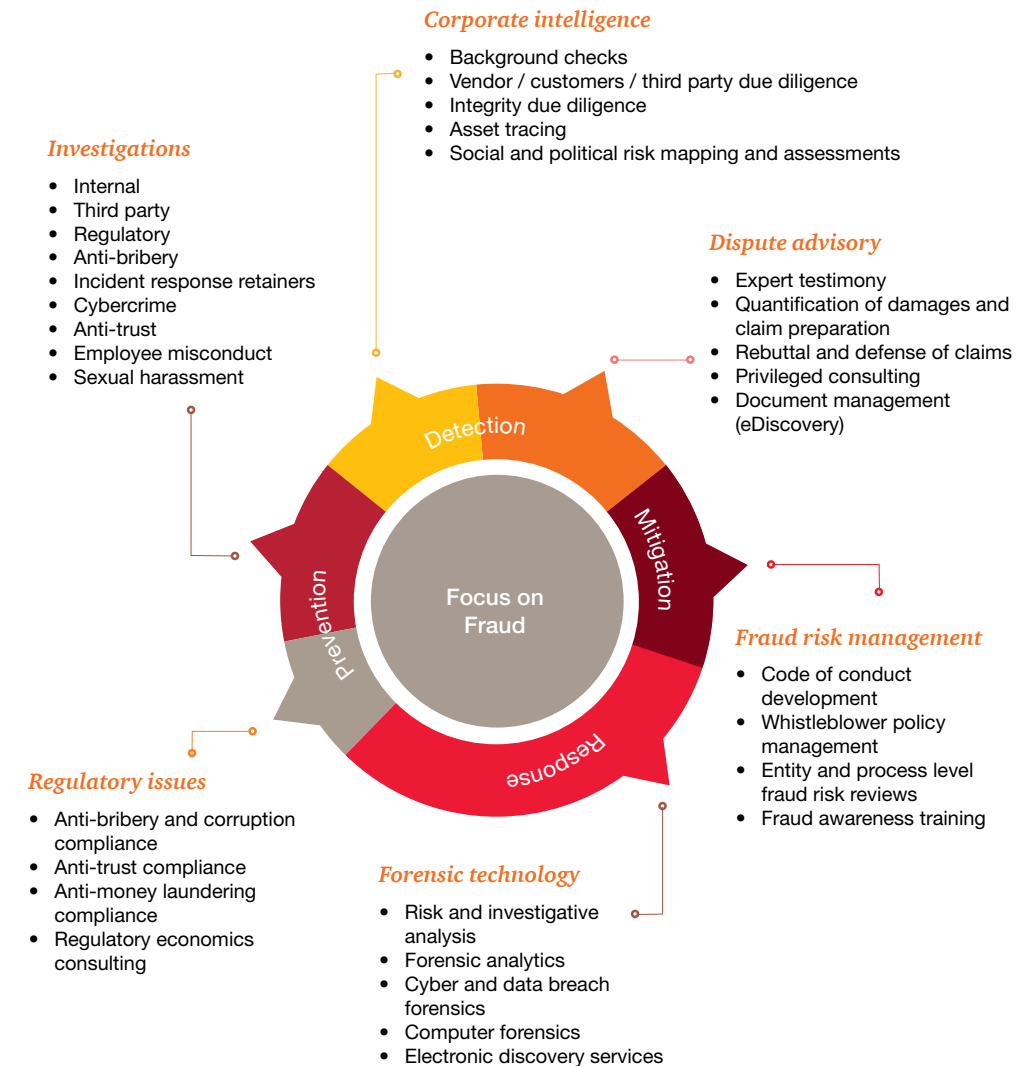
## Putting a check on growing economic crime - The PwC way

PwC's Forensic Services can help you investigate, analyse and resolve accounting irregularities and fraud, by helping you with:

- Investigating allegations of fraud, embezzlement and theft
- Suspicious transaction analysis - detecting fraud where no prior suspicion exists and where there may be large volumes of transactions
- Investigating allegation of employee fraud i.e. kickbacks, misappropriation of assets, manipulation of financial records, payroll related frauds and others
- Investigating whistle-blowing allegations
- Training in fraud prevention, detection and investigation
- Reconstructing financial records
- Liaising with law enforcement and litigation support
- Allegations of, or suspected money-laundering
- Asset tracing - identifying where stolen funds have been hidden or spent
- Investigating loss or theft of intellectual property

The PwC Forensic Services practice provides access to deep forensic capabilities across the globe. We provide forensic accounting, financial analysis and regulatory knowledge to companies confronting corporate investigations, litigation and regulatory enforcement challenges. We also offer guidance and assistance with complex technology challenges.

## What we do

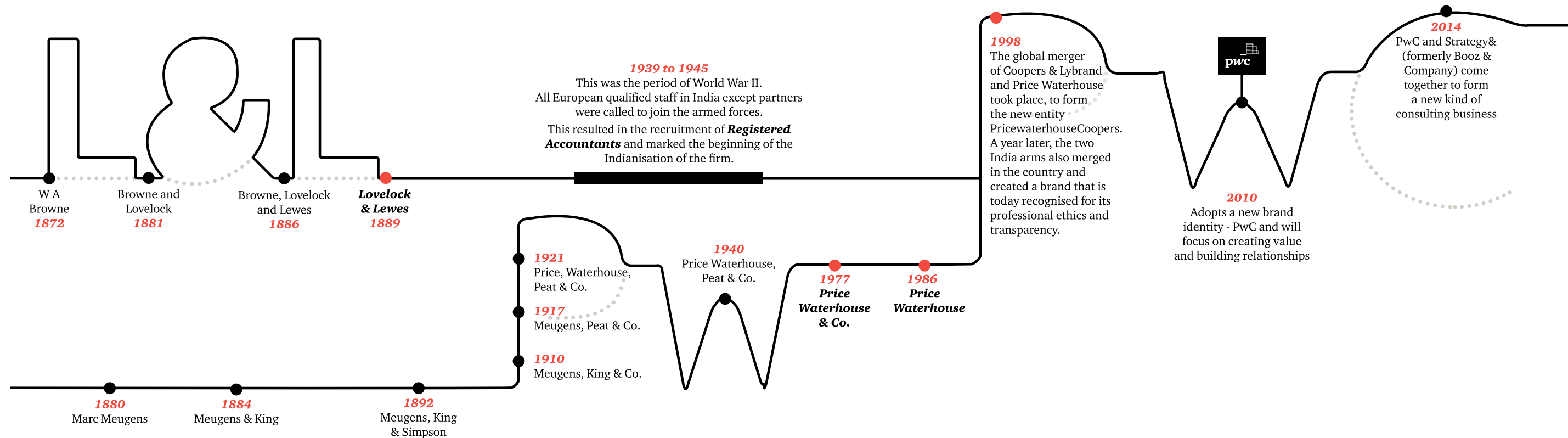


Our Forensic Services team identifies and deals with a wide range of financial irregularities or fraud, misconduct and business disputes, and delivers clear, logical analysis, and fact finding reports. These solutions are facilitated by a variety of quantitative and qualitative techniques to isolate and analyse information resulting from a number of circumstances.

If you would like to find out more about Forensic Services, or to discuss how our team can help you, please write to [dinesh.anand@in.pwc.com](mailto:dinesh.anand@in.pwc.com).

*PwC History*





*Welcome Aboard*





# Welcome Aboard



**Amit Bhagat – Partner, TRS**

Amit joined PwC in September 2014 in our Indirect Tax Practice based in Gurgaon. Amit brings about 16 years of professional experience and has been extensively involved in advising clients across industry sectors on various indirect tax matters, such as VAT, customs, excise and service tax, bid evaluation process for large EPC contracts, as well as various Indirect tax issues/implications including off-shore and on-shore supplies and services. He has anchored significant indirect tax litigation for leading multinationals and been involved in government interactions at the Ministry of Finance to represent clients.



**Anurag Mathur – Partner, Advisory**

Anurag joined PwC in October 2014 in our Advisory Practice - Operations Consulting. Anurag comes from Accenture and brings with him 14 years of professional experience, having worked extensively in the FMCG, Airlines, Retail and Auto sectors, focusing on developing and marketing industry specific solutions and managing delivery teams to support and develop sales and distribution, supply chain and other transformational capabilities of the practice.



**Aravind Ramamoorthy – Partner, Advisory**

Aravind joins PwC from Accenture and brings about 14 years of experience in Consulting. In the past, Aravind has led relationships across Metals and Mining, Oil & Gas and Utilities industry sectors, as well as driving business across India in the Metal and Mining sector. He has delivered a number of large enterprise engagements with a particular focus on technology led business transformation, Operational improvement and ERP solution design and deployment.



**Hemant Jhajharia – Partner, Advisory**

Hemant has over 12 years of broad professional experience across India and the US managing large teams and businesses. In PwC he is working in the space of Management Consulting as FS Operations Partner. He has in-depth insight in digital solutions, retail banking, wealth management, insurance and SME businesses, as well as product & portfolio management, marketing, sales & distribution and market expansion.



**Mohan Dasika – Partner, Assurance**

Mohan came back to PW India Network Firms from EY and brought with him over 15 years of experience in auditing large multinationals, including SEC registrants, and entrepreneurial growth companies. He has also had experience in leading the IPO of a company that got listed on NASDAQ (US stock exchange). Prior to returning to India in June 2008, Mohan worked in the Silicon Valley (San Jose, US) in EY and PwC for six years on both US listed and unlisted software and semiconductor companies.



**Pulak Saha – Partner, Indirect Tax**

ulak comes from a private firm, P.K. Saha & Associates, which he founded in 1993. As the firm senior partner, Pulak handled a variety of Tax Advisory services offered by the Firm in the areas of indirect taxes, including Service Tax, Excise, Foreign Trade Policy, Value Added Tax (VAT) etc.



**Puneet Garkhel – Partner, Advisory**

Puneet is working with the Forensic practice of Risk Advisory Services. He came to PwC India from Mahindra Special Services Group (MSSG), where he was heading the Business Development and Fraud Risk practice. Puneet brings over 16 years of professional experience in Consulting in the space of Fraud Risk Management, Information Security, Physical Security and Outsourcing, Business Development, Strategic Planning, Channel management and Relationship Management. He has significant experience in setting up operations from inception and turning them into profitable business models, assessment of potential in business opportunities, conceptualising and implementing marketing plans, rolling out channel programmes etc.



**Vishal Salvi – Partner, Advisory**

Vishal joins the Advisory Corporate practice in Mumbai and brings with him extensive management and domain experience in driving the Information Security programmes in all key aspects i.e. policy, standards, procedures, awareness, identity and access management, network security, incident response, security monitoring, malware protection, security configuration, compliance, on-line banking and ecommerce, cryptography, data protection etc. In the past, Vishal has been primarily working in FS industry sector, having had stints in Development Credit Bank, Global Trust Bank, Standard Chartered Group, the most recent being HDFC Bank, where he had the role Chief Information Security Officer (SVP).



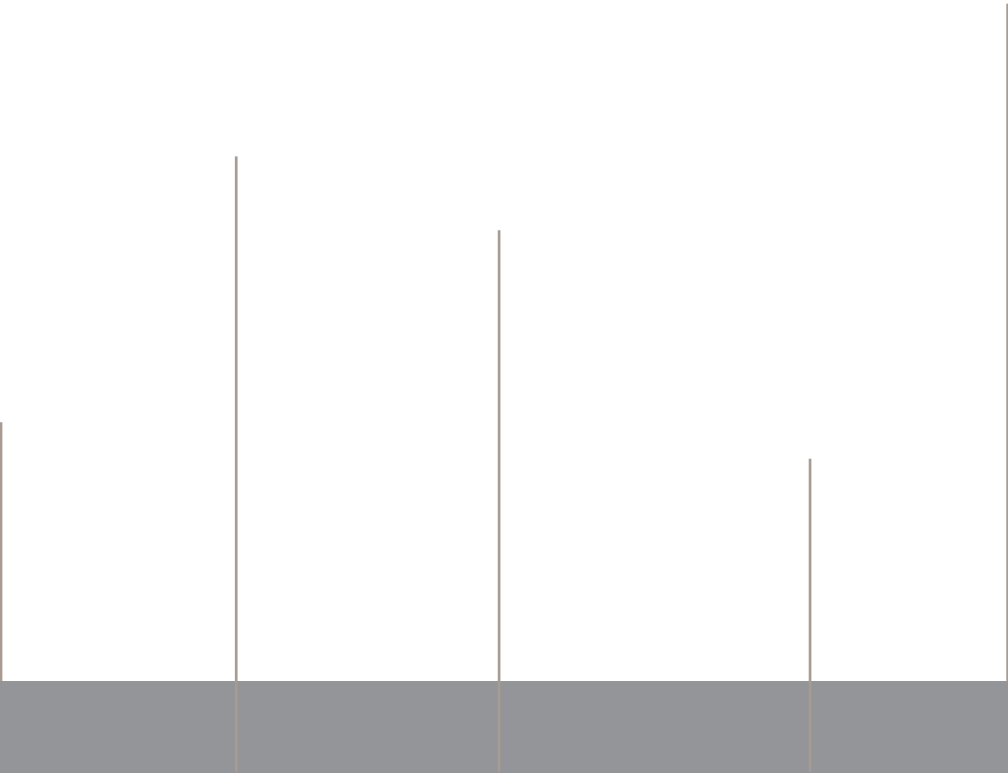
**Obituary**

We also pay homage to our Partner Anuradha Tuli, who recently passed away in Delhi after a brave battle with cancer.

Widely seen as an inspiration within the firm, Anu’s passing is an irreparable loss for the firm as well as those of us who have had the good fortune of knowing her. She will be deeply missed by us.

We pray that her departed soul of rest in peace.

*Publications*





*This report shall keep one informed of the key provisions and the practical implications of the long-awaited new revenue recognition standard issued by IASB and FASB as a part of their convergence goal.*

**Contact person**  
Madhuri Ravi  
Sr Manager/Managing Consultant  
Assurance-Assurance Corporate  
madhuri.ravi@in.pwc.com



*Tremendous forces are radically reshaping the world of work as we know it. We have identified five global megatrends that underpin the business landscape of today and will impact the future of work. In this report, we present how the world of work may look in 2022 with specific focus on India.*

**Contact person**  
Padmaja Alaganandan  
Partner, People and Change  
padmaja.alaganandan@in.pwc.com



*Cyber security threats today have become increasingly sophisticated and complex, but organisations have not been able to evolve at the same pace. As they move ahead and embrace new technologies without fully comprehending the implications these have on the entire enterprise, they are susceptible to an array of cyber security threats. In this report, we assess the cyber security outlook of Indian organisations and compare it with their global peers.*

**Contact person**  
Sivarama Krishnan  
Leader, India Cyber Security,  
Governance Risk and  
Compliance Services  
sivarama.krishnan@in.pwc.com



*In this report, are presented the essential ingredients of an ecosystem that facilitates building a domestic defence industrial base.*

**Contact person**  
Dhiraj Mathur  
Leader, Aerospace and Defence  
PwC India  
Email: dhiraj.mathur@in.pwc.com



*This report takes a stock of the key developments in the telecom sector this year, and presents our forecast of the key trends to watch in for 2015.*

**Contact person**  
Arpita Pal Agrawal  
Telecom Leader, PwC India  
arpita.p.agrawal@in.pwc.com



*Given its geographical positions, the richness of resources and the increasing focus on engaging with the east, India's north east region has the potential to become the new growth engine for the country. The FICCI – PwC report aims to highlight and propose solutions to the connectivity related issues in the region.*

**Contact person**

Biswajit Chakrabarty  
Head FICCI North East  
Email: biswajit.chakrabarty@ficci.com



*The FICCI- PwC report surveyed business leaders to understand the short and long – term challenges facing the sector.*

**Contact person**

Bimal Tanna  
Leader, Industrial Products  
bimal.tanna@in.pwc.com



*Emerging Trends in Real Estate® Asia Pacific 2015, undertaken jointly by PwC and the Urban Land Institute, provides an outlook on real estate investment and development trends, real estate finance and capital markets, property sector, metropolitan areas, and other real estate issues throughout the Asia Pacific region.*

**Contact person**

Bhairav Dalal  
Associate Director  
Tax-Financial Services  
bhairav.dalal@in.pwc.com



*Breaking new ground by deploying solutions for rapid, sustainable, and resource-efficient growth; a play-to-win approach by young and growing nations seeking a radically different development path; a phrase denoting small steps by millions of people that can culminate in a giant leap forward for their nation; a phrase that citizens, entrepreneurs, business leaders, investors and government leaders associate with a 'once-in-a-lifetime opportunity' to lift millions into prosperity; an approach that industry leaders can use to build new capabilities for profitable growth; a state of mind focused on possibilities while recognising roadblocks in solving a wide set of challenges facing a nation.*

**Contact person**

Shashank Tripathi  
Strategy Consulting Leader  
PwC India  
Shashank.tripathi@in.pwc.com

## 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, in case 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**

Email: [satyavati.berera@in.pwc.com](mailto:satyavati.berera@in.pwc.com)



### West

**Ketan Dalal**

Email: [ketan.dalal@in.pwc.com](mailto:ketan.dalal@in.pwc.com)



### South

**N V Sivakumar**

Email: [n.v.sivakumar@in.pwc.com](mailto:n.v.sivakumar@in.pwc.com)



### East

**Avijit Mukerji**

Email: [avijit.mukerji@in.pwc.com](mailto:avijit.mukerji@in.pwc.com)

# www.pwc.in

Data Classification: DC0

This publication does not constitute professional advice. The information in this publication has been obtained or derived from sources believed by PricewaterhouseCoopers Private Limited (PwCPL) to be reliable but PwCPL does not represent that this information is accurate or complete. Any opinions or estimates contained in this publication represent the judgment of PwCPL at this time and are subject to change without notice. Readers of this publication are advised to seek their own professional advice before taking any course of action or decision, for which they are entirely responsible, based on the contents of this publication. PwCPL neither accepts or assumes any responsibility or liability to any reader of this publication in respect of the information contained within it or for any decisions readers may take or decide not to or fail to take.

© 2015 PricewaterhouseCoopers Private Limited. All rights reserved. In this document, "PwC" refers to PricewaterhouseCoopers Private Limited (a limited liability company in India having Corporate Identity Number or CIN : U74140WB1983PTC036093), which is a member firm of PricewaterhouseCoopers International Limited (PwCIL), each member firm of which is a separate legal entity.

AK 321 - January 2015 Alumni newsletter.indd  
Designed by Corporate Communications, PwC India

## 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](http://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](http://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](http://www.pwc.com/structure) for further details.

## For updates on PwC india follow us on:



Facebook: [facebook.com/PwCIndia](https://facebook.com/PwCIndia)



Twitter: [twitter.com/PwC\\_IN](https://twitter.com/PwC_IN)



LinkedIn: [linkedin.com/company/pwc-india](https://linkedin.com/company/pwc-india)



Youtube: [youtube.com/pwc](https://youtube.com/pwc)

## For updates please connect with:

**Ruchi Mann**

India Alumni Relations Manager

Email: [ruchi.mann@in.pwc.com](mailto:ruchi.mann@in.pwc.com)