

ET

INDIA RISING

GLOBAL INDIANS SPECIAL

THE ECONOMIC TIMES, FRIDAY, JANUARY 12, 2018

ADVERTORIAL & PROMOTIONAL FEATURE

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The Global Indians continues to shine

Book presented to Vice President of India Venkaiah Naidu

The second edition of the Global Indians Book is a humble attempt to honour the contribution of extraordinary Indians in transforming lives globally. The 2017 edition features 21 personalities from diverse fields including political stalwarts, scientists, industry captains, social reformers, sports icons, film personalities and distinguished visionaries. It was not easy to select this elite list. After much deliberation, we settled upon 21 global Indians, who we believe best represent the values and ethos we associate with them and who are most prominent in their chosen fields. Each of them is an epitome of the Indian success story, and their profound influence, both within the profession and

outside it, is unquestionable. The fact that book features only 21 personalities, does not mean that other personalities who have not been featured in this edition or the earlier edition are in anyway less in stature or fame. Global Indians Book will be an ongoing activity that will strive to celebrate the Indian achievers who on the global front continue to set extraordinary examples. Even as you read this, some Indian in some part of the world is achieving a remarkable feat. It shall be our conscious and continuous endeavour to highlight these icons. However, in doing so, we would like to emphasise that it is the exceptional work of extraordinary Indians which makes the Global Indians possible.

Global Indians 2017 book published by Times of India group was ceremonially presented to the Vice President of India Venkaiah Naidu by Magsaysay awardee Dr Prakash Amte and Dr Mandakini Amte. Naidu appreciated the efforts of the 'Global Indians' for making India proud and the team behind the Global Indians book. Naidu said on the occasion: "Information with confirmation is a good ammunition." Union minister for Information and Broadcasting and Sports Raghvendra Rathore, who is featured as one of the Global Indians, presented the book to Dr Prakash Amte. Appreciating the initiative, Rathore said that it is encouraging that there exists a platform like the Global Indians book which has an aspirational value. Dr Amte while receiving the book expressed his gratitude for highlighting the cause of Hemalkasa, a remote tribal village in Gadchiroli district in Maharashtra. Dr Amte and his team have been whole-



Umesh Rao presenting the Global Indians book to Suresh Prabhu Minister of Commerce and Industry



Left to Right : Veena Kumaravel, C K Kumaravel, Balkrishan Goenka, Raghuvir Chand Jain, Vice President of India Venkaiah Naidu, Dr Prakash Amte and Mandakini Amte

heartedly and successfully running health and education facilities for tribals since 1974. The Global Indians book was also presented to Suresh Prabhu Minister of Commerce and Industry by Umesh Rao, CEO of Vector Projects. Prabhu said the first generation entrepreneurs, featured in the Global Indians book, are visionaries and lauded their achievements.

The second edition of Global Indians features the following personalities, Narendra Modi, Sushma Swaraj, C N R Rao, Raghunath Mashelkar Pankaj Advani, Anand Mahindra, Dilip Sanghvi, Virat Kohli, Rajyavardhan Singh Rathore, Lakshmi Mittal, Manoj Tirodkar, Asha Bhosle, Prakash Padukone, Deepika Padukone, M S Dhoni, P V Sindhu, Kidambi Shrikant, Dr

Prakash Amte, Dr Vikas Amte, Anil Kapoor and Priyanka Chopra. The first edition of the book which had been presented to the President of India Pratibha Patil in 2010 featured APJ Abdul Kalam, Shahrukh Khan, Mukesh Ambani, Sachin Tendulkar, Anil Kakodkar, Vishwanathan Anand,

Ratan Tata, Kumar Mangalam Birla, Rahul Bajaj, Adil Godrej, Narayan Murthy, Anil Ambani, Azim Premji, Mira Nair, Zakir Hussain, Kapil Dev, Amitabh Bachchan, A R Rahman, Aamir Khan, Lata Mangeshkar and Aishwarya Rai.

The Global Indians Journey continues...

The Global Indians 2017...

The 2017 edition features 21 personalities from diverse fields including political stalwarts, scientists, industry captains, social reformers, sports icons, film personalities and distinguished visionaries



She remains arguably the country's most popular singer across generations.

ASHA BHOSLE



A visionary, a thinker and a risk-taker, he is a man with exemplary leadership skills who has captured the imagination of the entire nation.

NARENDRA MODI



A first-generation entrepreneur, he started his journey from scratch.

MANOJ TIRODKAR



Chairman and managing director of Mahindra Group, a \$19 billion company, and one of India's top 10 industrial houses.

ANAND MAHINDRA



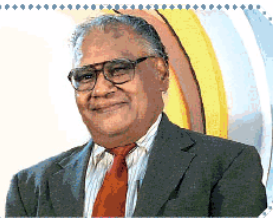
The man behind some of Indian cricket's biggest success stories.

MS DHONI



World's foremost solid state and materials chemist.

BHARAT RATNA PROF. CNR RAO



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CONTINUED ON PAGE 3



Churning ideas for better opportunities

Manthan Delhi Chapter: An initiative of ET INDIA RISING

There is a constant demand to create jobs and improve skill sets across developing nations and as per UN report unemployment in India is estimated to be 17.8 million. As part of Manthan, Sana Zabeen of ET Now anchored a high profile discussion, in which decision makers in the government, experts from the industry and the academia highlight and deliberate on the factors responsible for this chasm of concern. Manthan an activity or rather a movement is in association with Siddharth Academy and co-associates, FICCI, NHPC, television partner ET NOW and destination partner Palghar, a tribal district in Maharashtra.

VINAY BHAGWAT
Chairman, Siddharth Academy

He emphasised on having a skilled India. According to him, skill means the ability to add value and this can be done through skill development. "Is skill itself sufficient? The answer is no. I know of many skillful people who did not contribute much to the society and much to themselves. This has happened owing to the lack of willingness to contribute. Besides, being skilled and willing to contribute, the third thing which is our responsibility as a society is the opportunity being given to the person to cater to the state.

Replying to a question on the development of skill mission in India through Skill competitions, Bhagwat said holding competitions would be a good idea, with the caveat that rural areas are also covered. He said that rural areas have not been reached as far as the ability to skill themselves is considered. "The skills which are required on the ground are more important than, say, than that which is required in the air-conditioned cabins of an enterprise and there lies the challenge because you are trying to bring unorganised sector into an organised sector or you are trying to give a platform for the unorganised sector. Skill development will get a major boost if the government, private sector and especially the training institutes come together in helping the unorganised sector to raise capital for the venture".

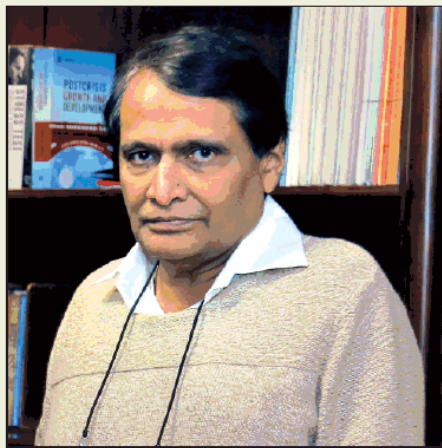


SURESH PRABHU

Minister of Commerce and Industry

Owing to the good salary, perks and stability, the attraction towards government jobs has revived, said Union minister for Commerce and Industry, Suresh Prabhu. He expressed gratitude to the Prime Minister as this has been largely due to the implementation of the seventh pay commission. Prabhu said that people have started gaining skills and training in particular areas and thus have become qualified professionals. He emphasised on providing guidance to the skilled professionals as huge opportunities have emerged to enable them to become self-employed.

"A job profile in the government or in the private sector has undergone a sea change. People are now looking for people who would be trained in particular areas, those who will come as qualified professionals, those who have acquired skills. But more importantly, there are huge opportunities, which have emerged you could be self-employed, you can do something on your own, you can actually provide jobs to others than being employed by others.", "People need to acquire skills, there should be a willingness in them to work and be able to apply the knowledge acquired in various fields. He said team MANTHAN intends to make the environment conducive to create skills which can scale-up the number of people who would enter the job market so that they can be self-employed. "You will not become an employee but an employer but to do that you need skills, you need a new type of training and that's what I am happy that Times of India has decided to work on this programme of 'skillability for scalability'. Create skills which can scale up the number of people entering job markets so they can be self-employed they can earn more money, they can be proud that they are not just employees but they are actually guiding the destiny of their own self as well as others.



SHOBHA M GHOSH
Assistant Secretary General, FICCI

She said that there is a need to look holistically at economic development. She also said that authentic data is important for policy making. "Now any policy planning and implementation are extremely dependent on the right data. Our data source that is NSSO which actually looks at about eight sectors, it is a household data collection and it has been done for last all these years. Two-three years ago, when we had Mohandas Pai who chaired our Skill Development Committee, the first thing we went to the government and the then skill minister and questioned and told him that perhaps we need to look at our Provident Fund data, the ESI data which actually will give you the kind of jobs, the sectors and the area and location where the jobs have been created. The other thing that is required is Effective Labour Information System."



DR R KARTHIKEYAN
National President, ISTD

He emphasised that the skills need to be identified at the school levels and this can be done through the use of Clinical Psychology. The key is to identify potential skills. "India has a large number of psychologists in the country who have part of associations like IACP Indian Association of Clinical Psychologists, applied psychologists and psychometricians. As I also belong to the tribe, so I can tell you we can tie-up at the school level and can find out through scientifically validated tests. Today if we are able to do a 'retcheck' to an industry which has suddenly boomed up in six months and if we are able to scale that up can we go to all the schools? We can do this if we bring people in the key issue of implementation. Today I think I see everyone including the government is working in terms of speed but to me, the appeal is the about the directions, not just speed".



N K JAIN
Director, Personnel, NHPC

He stressed on the dichotomy of how despite India having a largest growing workforce, there is a huge gap in demand and supply of skilled manpower. He said that NHPC has been training people with necessary skills.

"With specific reference to the power sector, the basic requirement is regarding infrastructure and yes it is facing a shortage. Problem is frankly monumental and stupendous. Under the apprenticeship programme, NHPC has been consistently training almost 400 persons every year. Secondly, under CSR, many companies are taking up Skill Development initiatives and NHPC has trained about 4000 people across in its project-affected areas as electricians, plumbers and masons. Women have been trained in handicrafts and incense making and the best part is people have got jobs after the training".



SHIVDULAR SINGH DHILLON
Special Secretary and Director, Tourism, Punjab

He believes in syncing tourism, religion, history and patriotism and projecting Punjab with

a new ray of innovation. "Golden Temple in Amritsar has the highest footfall compared to other religious places anywhere in the world. To convert this footfall, to convert this USP into tourism and tourism-related industry we need to have the skills. When I talk about skills, I am not talking about the high-end skills, I am talking about what I like to call the first point of contact for the tourists such as the taxi driver, the porter that you engage and when you are going to your hotel and you are seeking directions, maybe the traffic constable those are the people whom we need to impart soft skills."

We are taking on all these people, the waiters at the dhabbas because dhabba tourism is a major tourism in Punjab. We need to convey to the skill providers as to where the skills are required. We have to inculcate the sense of pride in our culture, in our history, in ourselves. We will have to believe in ourselves only then the others will be in us.

DR DILPREET SINGH,
VP, HR Head IBM India and South Asia

He said that different kind of talented required in the current environment. He said the skill that is required is collaborative skill, that is working in teams, adaptability skills and business context skills and also possess the ability to analyse a problem and find a solution.

"The place where India is lacking compared to many other countries in the world and what we need is the ability to analyse a problem and to find the solution. The other skill that is really needed and we haven't spoken about it so far, therefore I am a worried person, is a collaborative skill working in teams because what's going to happen is again the whole multi-dimensional aspect of the jobs are growing. The third skill is the agility or the adaptability of the person the aptitude".

Finally, it was concluded that acquiring skills is the key for a nation to be developed and for the betterment of the people. India has these potentials but setting the priorities in the right way will make a better India.



T V SUBBA RAO
Mentor, ISTD, Chennai Chapter

He said that we must focus on international skills. He insisted that reforms should be faster and simpler. Also said that ISTD would like to focus on training rural people.

"There is a big gap between what you want and what you do. We need the reform should be faster and simpler. See we have identified ISTD, unlike many other organisations, would like to focus on training rural people. We have chosen agriculture, we have almost identified 150 training centres in the rural area".



Manthan is an initiative of ET India Rising Team, which facilitates generation of ideas for better employability and development of entrepreneurship skills.

To have a Manthan in your city, town, educational institutes, connect to vikram.verma@timesgroup.com, ashish.gupta3@timesgroup.com, aditya.arora@timesgroup.com

The Global Indians 2017...

CONTINUED FROM PAGE 1



Performing consistently in all the three formats of the game, he is the new powerhouse of Indian cricket.

VIRAT KOHLI



He rose to prominence when he won the silver at the 2004 Athens Olympics, who subsequently made a major mark in politics.

COL. RAJYAVARDHAN SINGH RATHORE, AVSM



One of the best all-round professional billiards and snooker player India has ever produced.

PANKAJ ADVANI



A badminton player par excellence

KIDAMBI SRIKANTH



Known as the Silent Tiger in the badminton circuit, this sporting personality let his racquet speak for him on the court.

PRAKASH PADUKONE



This young achiever is winning hearts and bagging titles with equal elan.

PV SINDHU



A multifaceted actor with a career spanning about 40 years.

ANIL KAPOOR



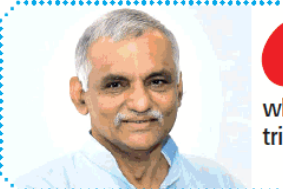
One of Indian cinema's leading actors, Deepika Padukone is a powerhouse performer and a queen of hearts.

DEEPIKA PADUKONE



A Miss World, a model, an actress, a singer and a producer, she has won national as well as international recognition.

PRIYANKA CHOPRA



Recipient of Magsaysay Award, Dr Prakash Amte who has raised a haven for tribals in remote Hemalkasa.

DR PRAKASH AMTE



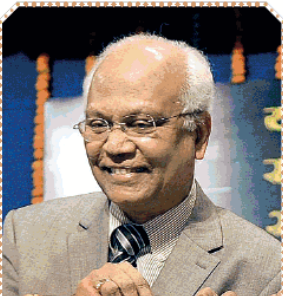
A brilliant speaker and campaigner. She is now one of the most highly respected foreign ministers in the world.

SUSHMA SWARAJ



The Vikas of Anandwan, who continues the legacy of his father Baba Amte.

DR VIKAS AMTE



The Steel Man of India, he remains the source of inspiration to all budding entrepreneurs.

LAKSHMI N MITTAL



An Indian chemical engineer and a former director general of the Council of Scientific & Industrial Research (CSIR).

DR RAGHUNATH ANANT MASHELKAR



The man who turned Sun Pharma, the maker of generic and branded drugs, into one of the most profitable pharma firms in India.

DILIP SHANGHVI



Global Indian Rajyavardhan Singh Rathore MoS Sports & I&B presented the Global Indians Book to Dr Prakash Amte & Mandakini Amte

MARVEL TEA SCALES THE LADDER OF SUCCESS

A story of rags to riches is always a fascinating one. The Chairman of Marvel Group, Raghuvir Chand Jain's story of working his way up from humble beginnings is an inspiration to many. Marvel Tea, one of his business arms, is ranked as the third best tea brand with a turnover of about 350 crore a year. Although his brand enjoys a position among the top tea brands in the country, his fascination for tea developed while working in a grocery store in his hometown, Haryana. He pursued this interest to become a keen tea taster and dabbled in tea marketing. His journey of hard work and conviction is indeed a motivating one; he would burn the midnight oil to meticulously pack the tea to sell by dawn.



Raghuvir Chand Jain, Chairman, Marvel Group

Marvel Green Tea and Marvel Rozana Tea.

Mr. Jain plans to spread the popularity of his brand in regions of South India too. He further aims to put his expertise of more than 32 years of tea-tasting to good use by scaling his business globally and intends to reach out to 20 countries in keeping with the company's vision.

Another key contributor of Jain's strong foothold in the market is his 800-odd employee strength, which to him is as good

as family. Professional achievements and business acumen apart, his devotional and humane attitude towards society is commendable. His able leadership doesn't just stop at work; he believes in empowering his employees by further reaching out to their family and educating their children.

Jain's immense success has also lead him to open chapters in philanthropy. He extends support for the underprivileged by facilitating free-of-cost treatment for those at Marvel Eye Hospital in Uklana, Haryana-another arm of the Marvel Group.

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The Global Indians Journey continues...



PROF. CNR RAO

Chintamani Nagesa Ramachandra Rao, also known as CNR Rao, an Indian chemist, has worked mainly in solid state and structural chemistry. He currently serves as the head of the Scientific Advisory Council to the prime minister of India. On 16 November 2013, the Government of India announced his selection for Bharat Ratna, the highest civilian award in India, making him the third scientist after Dr CV Raman and Dr APJ Abdul Kalam to receive the award. He was conferred the award on 4 February 2014, by President Pranab Mukherjee in a special ceremony.

World's foremost solid state and materials chemist, Prof. Rao has worked and contributed to the development of the field for over five decades. His work on transition metal oxides has led to basic understanding of novel phenomena and the relationship between materials properties and the structural chemistry of these materials. Prof. Rao was one of the earliest chemists to synthesize two-dimensional oxide materials such as La_2CuO_4 . His work has led to a systematic study of compositionally controlled metal-insulator transitions. These studies have had a profound impact in application fields such as colossal magneto resistance and high temperature superconductivity. He has made immense contributions in the research of nanomaterials besides his work on hybrid materials.

AWARDS AND ACCOLADES

● Prof. Rao was the recipient of the CV Raman Award in Physical Science by the University Grants Commission of India in 1975, SN Bose Medal by the Indian National Science Academy in 1980 and Royal Society of Chemistry (London) Medal in 1981. He has received honorary doctorates from several universities. He was bestowed the Einstein Gold Medal of UNESCO in 1996, Centenary Medal of the Royal Society of Chemistry, London, in 2000, Hughes Medal by the Royal Society in 2000, Royal Medal by the Royal Society in 2009, August-Wilhelm-von-Hofmann Medal by the German Chemical Society in 2010, and Ernesto Illy Trieste Science Prize for materials research in 2011.

The Indian government honoured Prof. Rao with Padma Shri in 1974, Padma Vibhushan in 1985 and Bharat Ratna in 2014. Other honours include the Great Cross of the National Order of Scientific Merit from the President of Brazil in 2002, Chevalier de la Légion d'honneur (Knight of the Legion of Honour, France) in 2005, Order of Friendship by the President of Russia in 2009 and the Order of the Rising Sun (Gold and Silver Star) of Japan in 2015.



DR VIKAS AMTE

Baba Amte's work was colossal and walking in his father's footsteps meant shouldering a big responsibility. Dr Vikas Amte, a doctor by profession and engineer by nature, focused on the physical and mental health of leprosy patients. He soon realized that merely treating leprosy patients would not suffice as even after successful treatment, it was unlikely that the so-called healthy society would willingly accept these 'stigmatized' people. With the intention of rehabilitating those who had fully recovered from leprosy, Dr Amte started several projects to engage them in productive work, to make them independent and settle them in a family life at Anandwan.

AWARDS AND ACCOLADES

● Kirloskar Vasundhara Award (Environment-Blogas; 2017)
● Jeevan Gaurav Puraskar by Gondwana Vidyepeeth (2017)
● Barrister Palkhiwala Human Rights Award 2016, Mumbai
● Innovative Energy Project of the Year - Energy Efficiency & Renewable Energy by The Association of Energy Engineers, USA
● Lokmanya Tilak National Award (2012)
● Kumar Gandharva Puraskar (1998)
● Apang Mitra Puraskar by the Helpers of the Handicaps, Kolhapur (1998)

● Rajkot's Manav Sewa Award by Young Men's Gandhi Association (YMGA; 1997-98)
● Sarthi Award, Nagpur (1997)
● Kushta Mitra Puraskar by Vidarbha Maharogi Sewa Mandal, Tapovan, Amravati (1995)
● Shri Nemichand Shrishrimal Award for Outstanding Role in Social Work (1994)
● Late Shri Mahadeo Balvant Natu Puraskar, Pune (1991)
● Right Livelihood Award co-recipient (1991)
● The Templeton Prize (1990)
● Ramon Magsaysay Award for Public Service (1985)
● Damien-Dutton (1983).

STUDENTS' PICK

Popularity is not the only criteria to figure in the Global Indians Book. The distinguished personalities have been selected for their achievement in their respective fields. The following are the Global Indians picked by the students associated with Manthan.

MANOJ TIRODKAR

A first-generation entrepreneur, Manoj started his journey from scratch. His confidence stemmed from his belief that apart from talent and hard work, his passion, commitment and vision would empower him to achieve his goals. He didn't allow the lack of formal education beyond schooling hold him back. He joined the business arena when he was only 17, with an all-consuming desire to establish a global company. Starting with just four employees in a 300 square feet office and borrowed capital of \$10,000, Tirodkar established the Global Group. Its flagship company, GTL Limited, was set up in 1992, for the distribution of fax machines and other telecom subscriber-end terminals. Over the years, the businesses grew and consolidated to become the Global Group, which has revenue of \$600 million and an asset base of \$3 billion. The Global Group operates across Asia Pacific, Europe and the Middle East, through its subsidiaries.

AWARDS AND ACCOLADES

● Manoj Tirodkar is the recipient of several awards and recognitions for his contribution to industry and entrepreneurship. He is the first Indian to win the prestigious World Young Business Achiever Award 2000 (WYBA) presented by Worldcom Group. He has also received the Confederation of Indian Industry's (CII) Young Entrepreneur Trophy and Telecom Man of the Year Award in 2001. In 2016-17, Manoj was honoured by The Economic Times as one of the Most Promising Business Leaders of Asia.

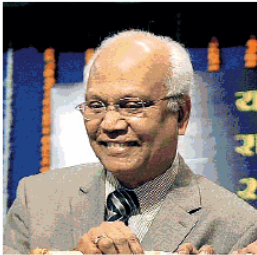


DR RAGHUNATH ANANT MASHELKAR

He joined UDCT (now Institute of Chemical Technology), Mumbai, to pursue his bachelor's degree in Chemical Engineering in 1966. After his postgraduation, Mashelkar completed his PhD under the guidance of Prof. MM Sharma, in the area of mass transfer in chemical reactions, finishing his thesis in just three years. His outstanding work earned him a fellowship at Salford University, Manchester. Here, his guide encouraged him to work in an unrelated field - rheology. Dr Mashelkar took up the challenge and, over time, made a name for himself as a distinguished Indian researcher.

AWARDS AND ACCOLADES

● Dr Mashelkar has received more than 50 awards and honorary doctorates and is a member of numerous scientific bodies and committees. The President of India honoured Dr Mashelkar with the Padma Shri in 1991 and the Padma Bhushan in 2000. He also received the Business Week Star of Asia Award, and the Shanti Swarup Bhatnagar Prize for Science and Technology.



DILIP SHANGHVI

He started his career by helping his father in his wholesale generic drugs business in Kolkata. It was during his work as a drugs distributor in Kolkata that he thought of manufacturing his own drugs instead of selling others' products. It is quite hard to believe that the third-richest person in India started his pharma company with only five products and five people. Shanghvi has succeeded in the industry by targeting niche markets like lifestyle and psychiatry drugs. The first unit of Sun Pharmaceuticals was set up in Gujarat to manufacture psychiatric medicines.

BUSINESS ACHIEVEMENTS

● Shanghvi is known for his ability to resuscitate sick companies. He has been quite steady and stable in his expansion plans. In 1997, Sun acquired Caraco Pharma, a loss-making American company, with the aim of expanding Sun's reach in the United States. Sun also acquired Israel's Taro Pharma in 2007.



ET INDIA RISING

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aditya.arora@timesgroup.com

MANAGING WORKFORCE IN MODERN TIMES

One cannot stress enough on the importance of the HR departments in building a skilled India as they hold together the structure and functioning of any organization by handling its most crucial resource - 'EMPLOYEES'.

We had a chance to catch up with Shri Nikhil Kumar Jain who not only has an illustrious academic career, but has also made his mark in the Human Resources arena. Shri Jain is an IIT (Roorkee) graduate who also completed his LLB from Delhi University, before clearing the Civil Services examination. He has successfully handled difficult HR & IR issues during his stint with the Indian Railways, and was instrumental in deftly handling the workforce of Air India when it was passing through crisis.

Shri Jain joined NHPC Ltd. as a Director (Personnel) in Feb 2017, where he has taken several steps to improve employee productivity, revamp training and ensure transparency.

Sri Jain says, in this decade alone, HR technology has witnessed a tumultuous trajectory influenced by technological changes. Digitization, tech-enabled learning and a heightened appreciation of the role of HR has transformed it. In current times, organizations operate in a complex business environment which throws up numerous challenges at various levels. Over the years HR has moved beyond personnel management, routine activities such as the administration of payroll and benefits to a more pivotal role such as developing people strategy and supporting the organization's business goals. HR has to hold itself accountable for driving the business. In NHPC a lot of HR functions are now ERP enabled.

Beginning with meagre 3 projects in construction, NHPC today has grown to 22 Power Stations and has managed to maintain its premier position in the hydropower sector. NHPC's greatest

strength lies in having a strong technical workforce with the required skill and knowledge for all activities from conceptualizing to operating and maintaining the power stations. However, NHPC is going through a season of retirements and in the process, has shrunk from being a strong workforce of 12,000 employees to an 8,200 one and are set to lose another 3200 employees by 2022. This obviously is a humongous loss in terms of rich experience and skills.

To keep its supremacy intact, it is imperative that NHPC replenishes its workforce in a seamless manner and make them industry fit and future ready. Hence, Shri Jain's team is in the process of giving the company a new Succession Policy where the seniors will transfer knowledge and skills to juniors based on their profiles and suitability.

To curtail attrition and keep employees motivated, NHPC extends a plethora of locational benefits to employees posted on the field, like special allowance, North-East allowance, winter leave for some of toughest locations, special additional leave for projects, emergency passage concession, choice for retaining

family anywhere in India, bachelor accommodation at subsidized rates, etc. to name a few. NHPC also has a very robust grievance handling mechanism and the number of unresolved grievances is almost nil.

Lastly Shri Jain predicts, as companies become more reliant on technology, the employee life-cycle will be scrutinized in detail. As more and more millennials join the workforce, HR will have to employ analytics to understand the needs of people in a more individual-specific manner, and provide solutions through the use of technology. The possibilities are endless: mobile-friendly platforms for communication, performance management, pulse surveys, easier HR systems, automated processes and more.



Shri Nikhil Kumar Jain,
Director(Personnel),NHPC

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