

Date: 17.11.2020	Publication: Forbes India
Page no.: 10, 11, 12	Edition: National
Title: Digital Enablers Dissect Disruption	

Digital Enablers Dissect Disruption

In a series of virtual conferences, leaders from established corporates and successful start-ups got together to discuss the challenges, problem areas, learnings and opportunities that emerge for enterprises, from the COVID-19 crisis.

Enterprises rebooting: The new normal in a new world

 <p>"People may be afraid to use public transport and want to avoid crowds but they may not be in a position to buy a vehicle. We are trying to make it safer and have made some simple changes, like introducing duration-based plans."</p> <p>Vivekananda Hallekere, Co-founder & CEO, Bounce Share.</p>	 <p>"It has been difficult to move goods and even foodgrains. This is because we depend on an architecture that was put in place over several decades and has outlived its use."</p> <p>Sahil Barua, co-founder & CEO, Delhivery.</p>	 <p>"I moved to my village six months ago, not because of the pandemic, but because I wanted to build a more resilient system and organisation for the long term. Here, the impact is minimal."</p> <p>Sridhar Vembu, Founder & CEO, Zoho</p>
 <p>"About 2,000 stores across China, are back to about 60% to 70% of their last year's sales at present. After the first month, they had recovered only 15%. In the Middle East, there was a 50% recovery in the first week."</p> <p>Aneesh Reddy, co-founder & CEO, Capillary Technologies.</p>	 <p>"E-commerce company fundamentals have to become stronger and burning cash to grow has to stop."</p> <p>Peyush Bansal, co-founder & CEO, Lenskart.</p>	 <p>"Once the revival begins, the affordable segment of markets for most products and services will definitely lead the recovery."</p> <p>Aditya Ghosh, Board Member - OYO Hotels & Homes</p>
 <p>"People are at home and since they have time to spare, a lot of them are opening trading accounts or have started to invest."</p> <p>Nikhil Kamath, co-founder & CIO, Zerodha.</p>		

Transition, Reimagining and recalibrating for the new world

 <p>"As long as we provided laptops and internet connectivity to our employees, they were able to work from home."</p> <p>CP Gurnani, CEO & MD, Tech Mahindra.</p>	 <p>"We experienced a slump our core business, i.e. critical care. But we had to ramp up capacity and operations to meet the growing demand for Covid19 treatment and care."</p> <p>Abhay Soi, Chairman, Max Healthcare.</p>	 <p>"In anticipation of the Indian government's decision to put the country into a lockdown, we had already moved 4,500 of our 12,500 white-collar employees to a work from home regime."</p> <p>Guenter Butschek, CEO, Tata Motors.</p>	
 <p>"We've all learned the lesson that some things can be done remotely and that too, quite efficiently."</p> <p>Deep Kalra, Founder & CEO, MakeMyTrip.</p>	 <p>"We had a rather conservative approach towards 'work from home' before the crisis. However, during the crisis, the management took crucial decisions while meeting virtually."</p> <p>RS Sodhi, MD, Amul.</p>		

Introspecting on the Role of Technology in the New Normal

 <p>"The crisis completely changed the way we perceived our customers and engaged with them."</p> <p>Munish Sharda, MD & CEO, Future Generali Life Insurance.</p>	 <p>"Billions of dollars have been spent to create the habit of online spending. And in one fell swoop, the pandemic has driven consumers to consume digitally."</p> <p>Mihun Sacheti, co-founder & CEO, Caratlane.</p>
---	---

Management lessons reinvented by the Covid-19 crisis and technology trends that emerged



"We used to hear of Black Swan events but as far as the oil industry is concerned, we witnessed a double Black Swan."

Mukesh Kumar Surana,
Chairman & MD, Hindustan Petroleum Corporation Limited.



"Our industry, like most others, got punched in the face quite hard, overnight, by the arrival of COVID. But opportunities have emerged and we are learning new tricks."

V Vaidyanathan, MD & CEO,
IDFC First Bank.



"The government demonstrated that it could be a great enabler to industry as it was able to maintain the lockdown for the protection of the people and yet it facilitated the movement of essentials and intermediaries."

GV Prasad, Co-chairman and MD,
Dr. Reddy's Laboratories.

Evolution of technology, mindsets and more in the time of crisis



"Video conferencing, Work from Home, Tele-medicine - none of these are new trends but this pandemic has put all these trends on steroids."

Atul Jalan, CEO, Manthan.



"I used to be a big believer in long term planning and that has been turned on its head. Right now, we have to just plan for the short term and take a lot of course corrections as we go."

Rono Dutta,
CEO, IndiGo.



"Tele-consultations and remote delivery of medicine are efficient, save time waiting at hospitals and are definitely going to enable a patient and doctor to interact in a different way."

Dr. Nandakumar Jairam,
Chairman & CEO,
Columbia Asia Hospitals.



"We still have to figure out how to inspire trust in potential clients without the human touch, while we are just a face on a video or a call on the phone."

RM Vishalika, MD & CEO, IndiaFirst.

Business disruption and opportunities that emerge



"Typically, while dealing with global recessions, the focus is on the shareholders, customers and employees, in terms of the impact on their earning. For the first time, we are also concerned about the health and well-being of employees. That itself is a big shift in our mindset."

Dr Akshay Bellare, president,
Honeywell.



"Since China was infected first and had to slow down its steel production, our exports increased dramatically."

Sudhanshu Saraf,
CEO, Jindal Steel.



"We were ready and the adoption happened instantaneously. During the lockdown period, we issued 20 lakh policies and settled 12 lakh claims digitally."

Tapan Singhel, CEO and managing director,
Bajaj Allianz General Insurance.



"We faced three major challenges. The first was that OPDs and hospitals were being shut temporarily. The second was logistics and the third was a change in patient psychology."

Dr Vedam Ramprasad,
CEO, MedGenome

Democratization of Technology in the New Normal



"Being a digital organization, everything was already enabled for work from home. However, employees were never psychologically strengthened to work from home."

Gautam Sinha, CEO, Times Internet Limited.



"What makes this crisis unique in modern economic history is that both the demand and supply side are being compressed at the same time. The irony is that in spite of record media consumption, revenues have not quite kept up with the consumption."

Ramki Sankaranarayanan, Founder and Global CEO, Prime Focus Technologies.



"We have to control the infection, so that it does not overwhelm our healthcare system at the cost of suppressing economic and social activity. It's a balancing act that the government is doing, to the best of its ability."

Dr. Murtaza Khorakiwala,
MD, Wockhardt.



"Life has changed significantly. But it's an opportunity for us to become more learning-agile. The faster we accept new things, the better we will be able to deal with the unfortunate but different circumstances, going forward."

Ambareesh Murty,
Co-founder, and CEO, Pepperfry.

Leveraging Technology while Living in the New Normal



"The fear that the media has created around the pandemic is really the biggest problem. The economic cost that we're paying for this is significantly higher and the reset is going to be a long and painful one."

Gautam Singhania,
Chairman & MD,
Raymond Group.



"The crisis has really accelerated our digital modules. We've been able to virtually move into the homes of patients who are old or sick and look after and monitor them at home; we've also trained nurses remotely, offered tele-consults and set up e-ICUs."

Suneeta Reddy, MD,
Apollo Hospitals.



"When the pandemic struck, we suddenly had to face two crises - one was people's fear of outside food and interacting with people; the other was logistical challenges."

Vivek Sunder, COO, Swiggy.



"We have collectively shed our resistance to technology and realised that we were capable of using it once we had no option."

Tiger Tyagrajan, CEO, Genpact.

Disruption, Reorientation and Reinvention supported by Digital

"We have to figure out how to leverage the power of technology against the back drop of a breakdown in assumptions."

Mohandas Pai, Chairman
and MD,
Manipal Global Education Services.



"We ran a survey in our company among hundred top executives, asking them what they believed had accelerated digitization, 98 executives said COVID."

Murlidhar Gangadharan,
MD and CEO, Kotak Life Insurance.



"During the lockdowns, our teams performed at levels which we had never ever seen before, despite all the challenges."

Mohit Gupta,
Co-founder & CEO-
Food Delivery, Zomato



Envisioning a Future that Orbits around Digital



"While working from home I realised that I had better access to and interactions with my employees than before."

Zishaan Hayath, co-founder &
CEO, Toppr.



"With the destruction of organizational hierarchical structures, our vision has been percolating to every person in the company and decision-making cycles have been shortened."

Mohit Malhotra, CEO,
Dabur India.



"The recovery may not follow the popularly routed trajectories - 'V-shaped' or 'U-shaped' or even 'L-shaped'. Instead, it could be 'K-shaped', reflecting two independent paths. Companies that survive will prosper and others will plot a downward trend."

Vibha Padalkar, MD & CEO,
HDFC Life Insurance.



"E-learning increased during the lockdowns but bridging the digital divide at the household level will be key."

Sunil Lulla, CEO, BARC India.

Looking Ahead with Learnings from the Crisis



"Covid-19 brought about a problem-solving culture in organisations. We want to sustain this momentum and scale it."

Virendra Gupta,
Founder, DailyHunt.



"Every crisis is a test of leadership. This crisis forced companies to look at every employee as a person and not just someone who works for them for 8 hours a day."

Srikanth Velamakanni, Co-founder,
Group Chief Executive and Vice
Chairman, Fractal.



"Industry 4.0 is the reality. We need analytics, digitisation and upskilling. It will lead to an entire cultural change."

Dipali Goenka, CEO & Jt MD,
Welspun India Limited.