



PRESENTS  
CEO ROUND TABLE SERIES

INDIA AT 75:  
OPPORTUNITIES AND  
CHALLENGES

WHITE PAPER

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# FOREWORD



“The objective of the three-part CEO Round Table Series across the cities of Bengaluru, Delhi, and Kolkata was to understand a CEO’s perspective of what should India be in 2022 and what is required to get us there in the next five years.”

India has had a tremendous journey in the past seven decades. We have seen significant progress in various spheres, but we are still short of our goals in many areas.

India is a country of contrasts. We produce sufficient food to feed our population, yet thousands go hungry. India has the second largest road network in the world after the United States, yet connectivity remains poor. There are many such difficult questions we have yet to address.

Various governments over the years have had exciting plans to improve the overall living conditions of an average citizen. However, there has always been the proverbial slip between the cup and the lip.

In 2022, India will be a 75-year-old nation. The objective of the three-part CEO Round Table Series across the cities of Bengaluru, Delhi, and Kolkata was to understand a CEO’s perspective of what should India be in 2022 and what is required to get us there in the next five years.

The CEO’s represented diverse sectors including IT, Education, Aviation, Manufacturing, Infrastructure, Social, Power, PSUs, etc. The common thread across all the views was that project management is the bridge between strategy and successful outcomes. The vision of India at 75 will materialise only when we see consistency in the project success rate across project sizes, sectors and regions. In other words, when the plans are delivered.

Pulse of the Profession®, a global study conducted by Project Management Institute (PMI) shows that on an average, organisations in India lose 8.1% of every rupee invested by businesses due to poor project performance. With proven project management practices, organisations waste 21 times less money.

Project Management Institute (PMI) India, in association with CNBC TV18 and Forbes, presents thought-provoking views and insights from industry leaders to address this issue in this white paper.

# Executive Summary

The next five years are crucial for India as it leaps forward into a more advanced world. The milestone of 75 doesn't come without challenges. An increasing demographic, lack of jobs, lack of adequate infrastructure and many such trials will greet us in the future. Is there a way to make India more prepared? India at 75 means a lot of things to a lot of people, but will India be able to live up to all the expectations?

Project Management Institute organised a series of CEO round table discussions across three cities in India namely Bengaluru, Delhi and Kolkata inviting experts from the field of business and bureaucracy to discuss the various opportunities and challenges that lie ahead for India.

These discussions acted as an eye-opener as many topics of relevance were debated over. The importance of project management was established as many experts gave examples of its relevance. "Project management is the driver of strategy, but organisations are failing to bridge the gap between strategy design and its delivery," said Raj Kalady, Managing Director, PMI India.

Other topics touched upon were the role of investment in nurturing fresh talent, the Make in India initiative, educational challenges faced by our country, public private partnerships which most experts agreed can be extremely fruitful, job creation, uninterrupted power and distribution losses.

Transport and infrastructure facilities and provisions for metros was also discussed in detail so as to come to a conclusion that would help solve the increasing problem for the nation.

Financial inclusion and its importance with campaigns such as the Make in India, Digital India and Jan Dhan Yojana were also spoken about for effective progress

especially due to the dotcom boom. Touching upon topics like the African and Middle-Eastern markets, ease of doing business and job creation for the youth also gave more insights on the opportunities that must be explored.

All experts were asked about the one step they think our country should be taking for a brighter, more prosperous India at 75. This saw some striking answers from the experts who spoke about various things ranging from a mindset shift to giving importance to skills and technology and doing away with the *jugaad* attitude to executing projects on time and make India a more responsible and reliable nation.

Mr. Raj Kalady, MD of PMI India who was part of all the sessions summed it up stating, "When you look at India at 75, five years from now, as far as countries go, we are still young. The way I look at it, as organisations face increasingly complex challenges with new technology and new business models continually altering the landscape of business and how work gets done, the inextricable link between strategy and implementation must be addressed. It is important to understand how change occurs: Operations run the business, but projects change the business. A formal approach to project and programme management can be the link that ensures that our country has the capabilities for both change and strategy execution that it needs for achieving its grand vision."

The one thing that was common across all discussions was the importance of certified project managers and project management which is essential for any large-scale project to be successful. Currently, India lacks qualified project managers to execute projects which results in delays on multiple levels. The need to create more skill-based jobs for the youth and make project management a preferred profession was also discussed. ■

# Ideas for India at 75

The one thing that will help India leapfrog into the future, according to experts.



**Mr. Sameer Garde**  
President, Cisco India and SAARC

“I am an eternal optimist and a strong believer in what I call strength-based growth. Focus on what you are good at as a nation. I think this nation has a tremendous amount of talent, which a lot of other countries are struggling with. We should not discount the importance of financial acumen given all the focus that we have on what I call technology and IT.”



**Dr. Bala Bharadvaj**  
MD, Boeing Research & Technology, India

“I think we need a mindset shift. We need to be much more open to collaborating, creating consortia, having industry and government work together. There is a huge opportunity. Another thing is that the idea of continuous learning is extremely important. This is not a new idea. Our Taittiriya Upanishad talk about continuous learning – that’s from thousands of years ago.”



**Mr. Raj Kalady**  
MD, PMI India

“Today the project manager is required to know business skills, leadership skills besides technical skills. If you look at the role the project manager plays, he is actually imbibing things which will prepare him for being a leader tomorrow viz. how to manage stakeholders, how to manage communications, how to manage risks, project integration and the whole works.”

**Mr. S Vaitheeswaran**  
MD & CEO, Manipal Global Education

“The intersection between jobs, youth and the skills – any type of job requires skills and we have enough people in the system so we should not get too bogged down. We need think tanks to tell us in the future what type of skills will be required so that we can start working on getting people skilled accordingly.”



**Mr. Dilipkumar Khandelwal**  
MD, SAP Labs India / President, SAP HANA Enterprise Cloud

“I feel that India will still have challenges on roads, infrastructure and traffic jams. I genuinely feel India needs to consider this problem as an opportunity; every opportunity is a business model and every business model is a new venture.”

**Mr. Parthasarathy NS**  
Co-founder,  
Executive VC & COO, Mindtree

“Two points. One, at the country level it is important for us to have a strategy. Strategy is all about making a choice. I think it is important, as a country, to decide these are the 10-15 things and I want to be the best in the world. Second, we have to avoid getting into this herd mentality. We have to move away from this mentality that is misleading a whole lot of youth in a particular direction.”



**Mr. Manish Kumar**  
MD and CEO of National Skill Development Corporation

“Encourage a culture of skills and use them formally, not live on the typical *jugaad* culture where people overlook safety. We need to focus on including people who are already skilled. We have a programme called Recognition of Prior Learning (RPL: A formal badge for non-formal skill) that deals only with issues like safety which helps skilled labour to move to the next level.”

**Mr. Rajiv Datt**  
Senior Advisor, National Capital Region,  
Transport Corporation Ltd

“Dovetail urbanisation, skills and technology. If we get our act together, we could be a developed nation in the next 15-20 years.”



**Mr. Raj Kalady**  
Managing Director, PMI India

“The way I look at it, by 2022 we should be known as a country which executes projects on time. If the world looks at us as people who can deliver projects successfully then we will achieve a major dream.”



**Mr. Sanjay Banga**

Vice President, Power Management Contracts and Business Development, Tata Power – Delhi Distribution Limited

“In the last five years or so, our country has gone from being power deficit to a power surplus state. Unfortunately, around 20 per cent still do not have power. In the next five years, power for all will be a reality. Government programmes are focusing on this and with more private sector coming into the distribution sector, power will be made available 24 hours, to all citizens of this country.”



**Mr. IS Jha**

Chairman and Managing Director, Power Grid Corporation of India

“Focused project management with a lot of mechanisation will certainly help us pick up speed.”

**Mr. Priyadarshi Nanu Pany**

Founder, President and CEO of CSM Technologies



“Procurement is the biggest challenge in IT particularly. I have been urging the state government and central ministries to come out with procurement guidelines and give codal provisions. Our domestic consumption has to double or triple by India at 75.”

**Mr. Chandra Shekhar Ghosh**

MD of Bandhan Bank

“Financial literacy for people on a mass scale should be priority. Secondly, IT as the base is very good in India. But, in India, only 35 per cent people use the internet. So in that sense, we should educate people about digital transactions, internet banking and other services.”



**Mr. Anil Vaswani**

MD of Westman Engineering

“One is innovation. We need a lot more investment in basic R&D which is what is lacking. We have a lot of talent which needs to be tapped. Investment in skilling, R&D and science is essential because that is fundamental for development. The other big challenge is to lessen the economic divide.”



**Mr. Sunil Kanoria**

Honorary Consul of Spain in Kolkata and Vice Chairman of SREI Infrastructure Finance

“Two things which I would like to highlight. One, the government's focus has to be on skill and entrepreneurship development. And second, creating agri start-ups and attracting the youth to agriculture. These two things can really transform India and strengthen it further.”



**Mr. Sandeep Kumar**

MD of Tata Metaliks Limited

“For me, looking at manufacturing, automation and digital technology would be the key going forward. At the back end, the divide which is both, social and digital needs to be bridged. That is going to be the differentiator.”





## BANGALORE:

# A Debate on Redefining India's Economic Capabilities

As organisations face increasingly complex challenges from forces such as innovation, disruption and the demands of a global business environment, the inextricable link between strategy and implementation must be addressed.

From opportunities like strong demographic dividend, emerging technology and the talent of a billion plus people to the challenges of job creation, infrastructure development and adoption of digital technology, eminent industry leaders came together in Bangalore to discuss India at 75 and all that we as a country need to do for a stronger, emerging nation.

Talking about some of the biggest challenges and opportunities, all the panelists present were optimistic about India's future. They all agreed that India is at the cusp of significant growth and in terms of the opportunities, the Digital India and Make in India initiatives are things which have potential to drive significant opportunities for both the citizens and industry. But they concurred that every

challenge is an opportunity and every opportunity at some point will be a challenge.

While the overall consensus was one of optimism, it was also clear that a formal approach to project and programme management is the critical link between strategic vision and successful outcomes for organisations and the country as a whole.

### Role of Project Management

With the internet playing a huge role in driving growth across sectors, Garde, who is involved with the government in the Digital India mission sought to explain his contribution in public-private partnerships and his views on improving efficiencies on that front. "Project management, I think is definitely an area that we on both sides, whether it is the government or industry, need to spend a lot of time on. In Cisco we have around 900 project managers across our engineering, IT businesses and we have programmes specifically to help them improve called PM Connect. So we believe strongly in the fact that once you have





From left to right: Mr. Sameer Garde, President, Cisco India and SAARC; Dr. Bala Bharadvaj, MD, Boeing Research & Technology, India; Mr. Raj Kalady, MD, PMI India; host Ms. Mridu Bhandari, Mr. S Vaitheeswaran, MD & CEO, Manipal Global Education; Mr. Parthasarathy NS Co-founder, Executive VC & COO, Mindtree and Mr. Dilipkumar Khandelwal, MD, SAP Labs India / President, SAP HANA Enterprise Cloud

implemented a project, the momentum that you can get by learning on those large projects is pretty significant.” In terms of investing heavily in creating in-house certified project managers to mitigate risks and losses, Khandelwal believes that finding ways to disrupt things and create something for the world is important, “But it needs to happen inside as part of the project management. It is our time to build, create something disruptive and disrupt the world. And for this to happen we need to create a culture of celebrating failures.” Kalady however, stressed on the importance of discipline. He added, “We have pockets of project management excellence in our country, for example, Delhi Metro or ISRO’s programmes, but how do we make project management a discipline or a competency for the entire country and not just limited to a few organisations?” Particularly on the topic of best practices and what could be picked up from the rest of the world and implemented in India, Bharadvaj drew on a previous comment made by Kalady and used ISRO as an example to illustrate his point. “It is an amazing entity that has been created right here in India, very different from many of the other public sector enterprises we have. Moreover, they are a government-run organisation. Today, they are world-class and launch vehicles, they have put 104 satellites, all in one shot, and they have been able to go not only to the moon but also to Mars. There is a huge amount of discipline that is followed in ISRO, which is an absolute must. It is a must in every sector. It is not just limited to aerospace.” While discussing the biggest opportunity and challenge of the future, Kalady

had just one word to say: demographics. “And I wonder if there is a demographic dividend or if this is a demographic disaster. Coming specifically from the project management arena, I really see it as an opportunity if organisations invest in the development of technical, leadership and business management skills of their project professionals.”

### Investment in Talent

According to Vaitheeswaran however, the challenge is becoming more connected with the internet world. He stated that the world is getting much smaller and this connectivity is also increasing people’s expectations. “I think there is a huge opportunity in India in terms of inclusive growth,” he later added. Finally, offering his views in closing, Parthasarathy mentioned that India will benefit a lot when we manage large projects with more transparency, better governance and usage of technology to run the project itself. “It may be a very good idea for the government to seriously think about having a separate cadre of people to run these projects. Today, for example, there is IRS cadre for revenue. Likewise, we should have a separate cadre created for those officials who run large projects/programmes because it requires different capabilities and different ways to look at things.”

Drawing the discussion to an end, Khandelwal stated on a positive note that India needs to consider all these obstacles as opportunities, “Because every opportunity is a business model and every business model is a new venture.” **T**



**Delhi:**

## India At 75: Focus on Planning

The Project Management Institute's CEO Round Table Series in Delhi saw experts discuss the various opportunities and challenges faced by India at 75. Here are the excerpts.

With the discussion opening on the topic of '24x7 uninterrupted power for all' as one of India's major goals, I S Jha believes it will transform the country into a New India. "It will be a new India from the power sector point of view because it is going to have 24x7 power. We already have a programme in place for providing electricity to all households and there will be a national grid connecting all corners of the country. From a generation point of view, the renewable energy contribution is going to be huge because we have a target of 175 gigawatt that should be in place soon. Importantly, distribution which is the weakest position is being addressed strongly with the two flagship programmes: Deen Dayal Upadhyaya Grameen Vidhyut Yojana and Integrated Power Development Scheme (IPDS). Today, there is one nation, one gate and one price and with further strengthening, power can be made available from cheaper sources to places where it is required. The introduction of electric vehicles is also going to

be a major move. There is a lot of focus on the vehicle and battery storage. From the electricity point of view, certainly it is going to be a new India."

### Minimising Distribution Loss

Tata Power Delhi's Distribution losses came down from 53 per cent to a record 8.5, taking this as an example we asked the experts for other practices to increase efficiency of large scale public projects. Commenting on the same Sanjay Banga said, "When Tata Power Delhi took over, the challenges were huge in terms of competency, unreliable power supply network, absence of modern technology, no outreach to the customers and many pending connections. So we chalked out a road map in 2004 to address all these issues. With the help of latest technology such as distribution system, we mapped all the assets to gain complete knowledge and utilised them better. This enabled us to minimise losses from 53 to eight per cent. We even became part of the central government in deploying these technologies so when the IPDS or the revised APDRP programmes were formed, we were an active part of it. We now are consultants to many state utilities helping them minimise losses."



From left to right: Mr. Sanjay Banga, Vice President, Power Management Contracts and Business Development, Tata Power - Delhi Distribution Limited; Mr. IS Jha, Chairman and Managing Director, Power Grid Corporation of India; Mr. Raj Kalady, Managing Director PMI India; host Ms. Mridu Bhandari; Mr. Manish Kumar, MD & CEO of National Skill Development Corporation; Mr. Rajiv Datt, Senior Advisor, National Capital Region, Transport Corporation Limited

### Role of Project Management

Talking of Project management and the crucial role it plays in managing challenges in different sectors, Raj Kalady said, “There is a lot of opportunity which we have but one of the biggest challenges is our inability to do detailed planning and anticipating what could go wrong. There are many projects which have delays especially in the public sector where the impact of delay is much higher than its cost. This is because people haven’t realised the benefits of the project.”

Tata Power Delhi Distribution Limited is an example of excellent project management. We asked the experts what aspects were implemented that enabled the lessening of losses significantly? On the same, Banga remarked, “Planning is extremely important. The other important factors are that those implementing the plan must see the results and benefits. At Tata Power, we involve the users in the project which enables them to be aware of the benefit.”

While Jha thoughtfully stated, “One important point, in addition to this, is that in India we are missing out on contract management. We put stringent terms of payments with a lot of specifications. A contractor is not considered a partner but this is important because they are the ones who will install it. The mentality in government projects is, “*pura karega toh paisa dega*” which means the money is stuck and there is no working capital. Where Power Grid is concerned, we have the perfect contract management where we move ahead with the partnership right up to the closing.” On this subject,

Rajiv Datt stated, “I would like to add – stakeholder management. In public sector projects, the number of stakeholders is large, starting from the municipalities to the central government and the public. So if stakeholder management is planned well, projects will certainly succeed. The Delhi Metro is an excellent example of stakeholder management and so are the Power Grid and NTPC.”

### Creating Jobs

A big hurdle for India is the creation of jobs for the youth. The National Skilling India Mission, is a great plan but what are the challenges in implementation considering 65 per cent of our population is below the age of 35 years. On this topic, Kumar opined, “We need to capitalise on this demographic opportunity despite the challenges. When we look at the capacity, we have about 12 million people entering the workforce every year and of that probably half of them would need some level of skilling because the other half would want to go for higher education and other things. Various kinds of synergies are required to be built-up across different verticals, and we work across 40 different sectors, and have more than 2,044 job roles including project management. Therefore, the question is how to get everybody to co-ordinate on this task,” he explained.

The event concluded with the consensus that while project success may depend on numerous factors, effective implementation of project management practices will ensure a higher level of predictability and repeatability. **■**



## Kolkata:

# Strategic Vision and Planning to Take India Ahead

The ever evolving digital landscape will have an exciting and disruptive impact on society with positive as well as adverse effects.

The development of automation enabled by technologies including robotics, artificial intelligence and compounded by the ever amplifying performance of these computing technologies will mean that productivity will be much higher. Moreover, with productivity and economic growth, there will be increased efficiencies, safety, and convenience.

At the same time, the digital disruption by technology could pose significant challenges to policymakers, business leaders and the workforce itself. Kick-starting the final

“Land, labour and logistics are the main criteria, which are backed by availability of water, electricity and infrastructure.”

discussion of the series with the top three challenges that India needs to be working on to have better infrastructure, Kanoria had the following opinion to offer: “If you look at the way India has to grow, the key areas in the core development of infrastructure requirement is trained manpower. That is one of the key challenges and the role of the government is important. The second, of course, is financing. How do you continuously look at what the government can support, what are the risks they can manage and truly create a PPP mode where risks and rewards are shared.”

### Make In India

When considering the government's ambitious Make in India project that aims to make India a global manufacturing hub, there are loopholes to be addressed. According to Kumar, “Land, labour and logistics are the main criteria, which are backed by availability of water, electricity and infrastructure. Secondly, comes labour and labour laws along with the skilling which Mr. Kanoria also mentioned and whether we are able to skill today's labour to be able to participate in tomorrow's prosperous India is



From left to right: Mr. Priyadarshi Nanu Pany, Founder, President & CEO of CSM Technologies; Mr. Chandra Shekhar Ghosh, MD of Bandhan Bank; Mr. Raj Kalady, MD, PMI India; host Ms. Mridu Bhandari; Mr. Sunil Kanoria, Honorary Consul of Spain in Kolkata and Vice Chairman of SREI Infrastructure Finance; Mr. Anil Vaswani, MD of Westman Engineering; Mr. Sandeep Kumar, MD of Tata Metaliks Limited

the key. Third is logistics. Without logistics which is also dependent on infrastructure, we are not going to make much progress.

### Financial Inclusion

Bandhan Bank is working in the direction of financial inclusion and trying to lessen the economic divide but there are some major challenges that need to be addressed in the next five years to ensure that this social divide does not widen. Chandra Shekhar Ghosh stated, “My learning is that in the next five years if you want the country to grow then the financial industry should be moved to the rural areas as compared to urban and macro areas because 70 per cent people in India live in the rural areas.”

“Second but equally important point is the connectivity in rural areas that should be focused upon by the government so that financial help can be made available,” he added.

### Role of Project Management

Talking about the various projects that the Indian government has taken up in mission mode such as Make in India, Skill Development, creating digital infrastructure and start-up infrastructure etc., the importance of good project management in achieving the vision of India at 75 was highlighted by everyone present. For instance, Kalady believes that, “If we want the government's plans

or initiatives to be fulfilled, then the only bridge is project management. Secondly, we should consider the concept of planning itself. We are currently in a very disruptive era and therefore, what worked in the past is not necessarily going to succeed in the future. Technology is all-pervasive and there is competition from areas which were completely unheard of before. Therefore, the government and organisations need to account for the new changes in technology.” On the engineering front too, the threat

“If you look at the way India has to grow, the key areas in the core development of infrastructure requirement is trained manpower. That is one of the key challenges and the role of the government is important. The second, is financing.”

of obsolescence must be taken seriously. Vaswani asserts that, “As the industry grows, we have to think in terms of the environment and our emissions and we have to start taking very proactive steps today in the projects that we are investing in because the effect of these projects will only be felt 10-20 years down the line. But if we do not start today, they are going to be obsolete.”

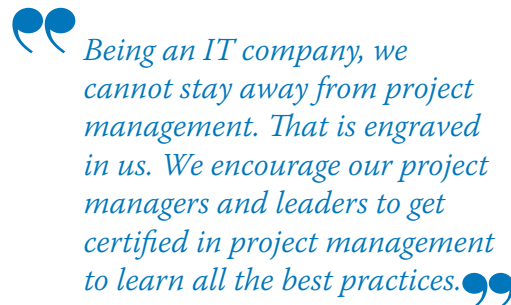
In terms of working towards a digital India, Nanu Pany quips, “Information communication technology (ICT) is the enabler and the pillar of digital India; if it is grounded well, we will see a huge change, especially in agriculture.” Drawing on his experience in international markets, he offered some of his knowledge and expertise on best practices and how project management came in handy for him in those markets. “Being an IT company, we cannot stay away from project management. That is engraved in us. We encourage our project managers and leaders to get certified in project management to learn all the best practices, and we always strive to get the maximum return on project management investment all the time. Wherever there is an absence of project management, we suffer.”

### Ease of Business

Talking about the ease of doing business, India has jumped up about 10 places on the index recently. India Inc. leaders would be able to explain how different the change on ground is. With this regard, Kanoria said, “The difference isn’t much. We need to look at India with a different perspective. India is a complicated country with a lot of changes that have happened at the central government level. In the last few years, the focus of the government has been on structural reforms and simplifying. The challenge lies in the strong socialist mindset. That is what will hinder change dramatically because there is always a feeling of giving up too much. To react fast to change will be the key challenge for India in the next five years.”

Vaswani added, “That is exactly where project management comes in. You have the right vision that we need for ease of business. But getting that deliverable on the ground is really what project management is about.”

To which Kumar enthusiastically stated, “It is a very relevant point. For the manufacturing industry in general, project management has not been an area of focus. For



*“Being an IT company, we cannot stay away from project management. That is engraved in us. We encourage our project managers and leaders to get certified in project management to learn all the best practices.”*

example, until a few years back only about 25-40 per cent of projects would be completed in time. Most of the projects were out of sync and that is primarily due to poor planning. A lot of things have now improved but a lot work needs to be done in terms of using digital technology in projects and in skilling people.”

Quoting some examples of the success of project management and the extent to which risks and losses can be mitigated if an organisation invests in project management, Kalady explained that, “In organisations equipped with project management culture, there is a very clear executive management sponsorship and engagement for all projects. Second, there is a clear establishment of a project management office or enterprise-wide project management office. Third, there is investment in talent development. Fourth, focus on benefits realisation management, i.e. has the intended objective of the project been realised? And last but not least, these organisations follow an agile culture. PMI studies have noted that champion organisations actually waste 21 per cent less money as compared to the laggards as they invest in proven project management practices. So it is clear that project management helps.”

So while the overall consensus was one of optimism, it was also clear that a formal approach to project and programme management is the critical link between strategic vision and successful outcomes of the organisation or country as a whole. ■



## **About Project Management Institute (PMI)**

Project Management Institute (PMI) is the world's leading association for those who consider project, programme or portfolio management their profession. Founded in 1969, PMI delivers value to more than three million professionals working in nearly every country in the world through global advocacy, collaboration, education, and research. We advance careers, improve organisational success and further mature the project management profession through globally-recognised standards, certifications, communities, resources, tools, academic research, publications, professional development courses and networking opportunities. As part of the PMI family, ProjectManagement.com creates global online communities that deliver more resources, better tools, larger networks and broader perspectives.

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