

UPDATE LRC TOC VOLUME



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INSTITUTE OF MANAGEMENT  
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**November 2021 | Issue - 11**

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May 2021**

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January 2021**

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A Double Blind, Peer Reviewed, Bi-annual Refereed Journal

Volume 10

No. 1

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ISSN: 2278-8913 (Print)

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- Analytics in Indian Banking: The Way Forward
- RBI's Proposed changes to Regulatory Framework applicable to 'Housing Finance Companies' HFCs
- Block Chain Technology- A tool of digital transformation
- Women and Money Matters
- Phygital Banking: Way Ahead for Indian Banking Industry
- Rise of Alternative Payment Settlement System - New Umbrella Entity (NUE)

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*"India needs at least four or five different State Bank of India (SBI) size banks to meet the growing needs of the economy."*

**Nirmala Sitharaman**  
Finance Minister



*"Wipro has been engaged with Kerala Bank and is providing core banking services to multiple District Co-operative Central Banks (DCCB) for many years."*

**Sanjay Jaireth**  
Head - BFSI India (SRE)  
Wipro Limited



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- Tightening the Screws
- Simplifying 'SARFAESIA, 2002'
- Role of HR as a Strategic Partner
- Redefining Farmers Interest
- Women and Money Matters

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*"Family pension for bank employees is set to increase with a uniform payout of 30 per cent of the last salary."*

**Debasish Panda**  
Secretary  
Department of Financial Services



*"This will be the world's largest women-only factory and the only such automotive manufacturing facility in the world."*

**Bhavish Aggarwal**  
Chief Executive  
Ola Electric



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# The GIG Wave

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COVER FEATURE



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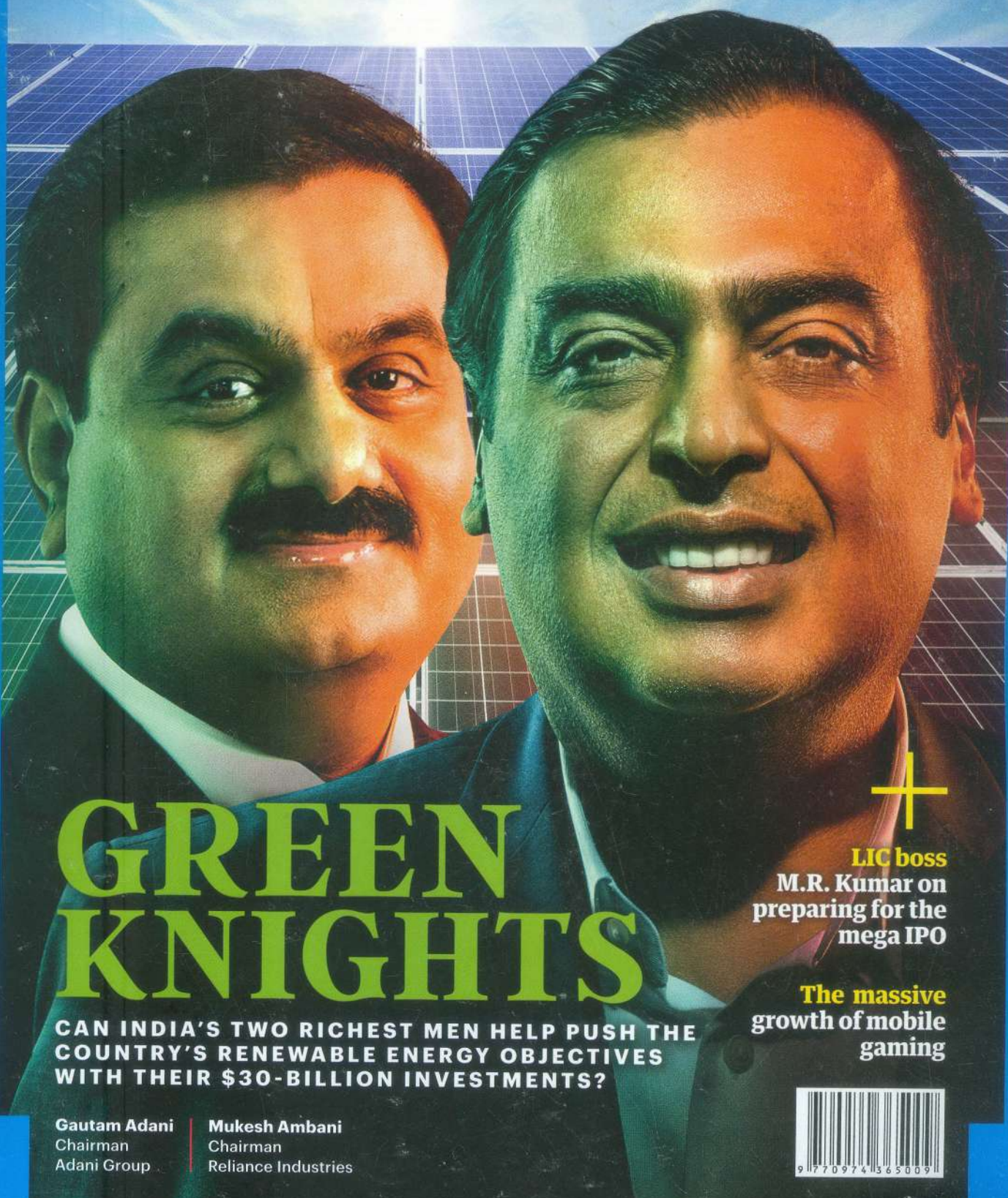


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# Business Today

December 12, 2021 ₹100



# GREEN KNIGHTS

CAN INDIA'S TWO RICHEST MEN HELP PUSH THE COUNTRY'S RENEWABLE ENERGY OBJECTIVES WITH THEIR \$30-BILLION INVESTMENTS?

**Gautam Adani**  
Chairman  
Adani Group

**Mukesh Ambani**  
Chairman  
Reliance Industries



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M.R. Kumar on  
preparing for the  
mega IPO

**The massive**  
growth of mobile  
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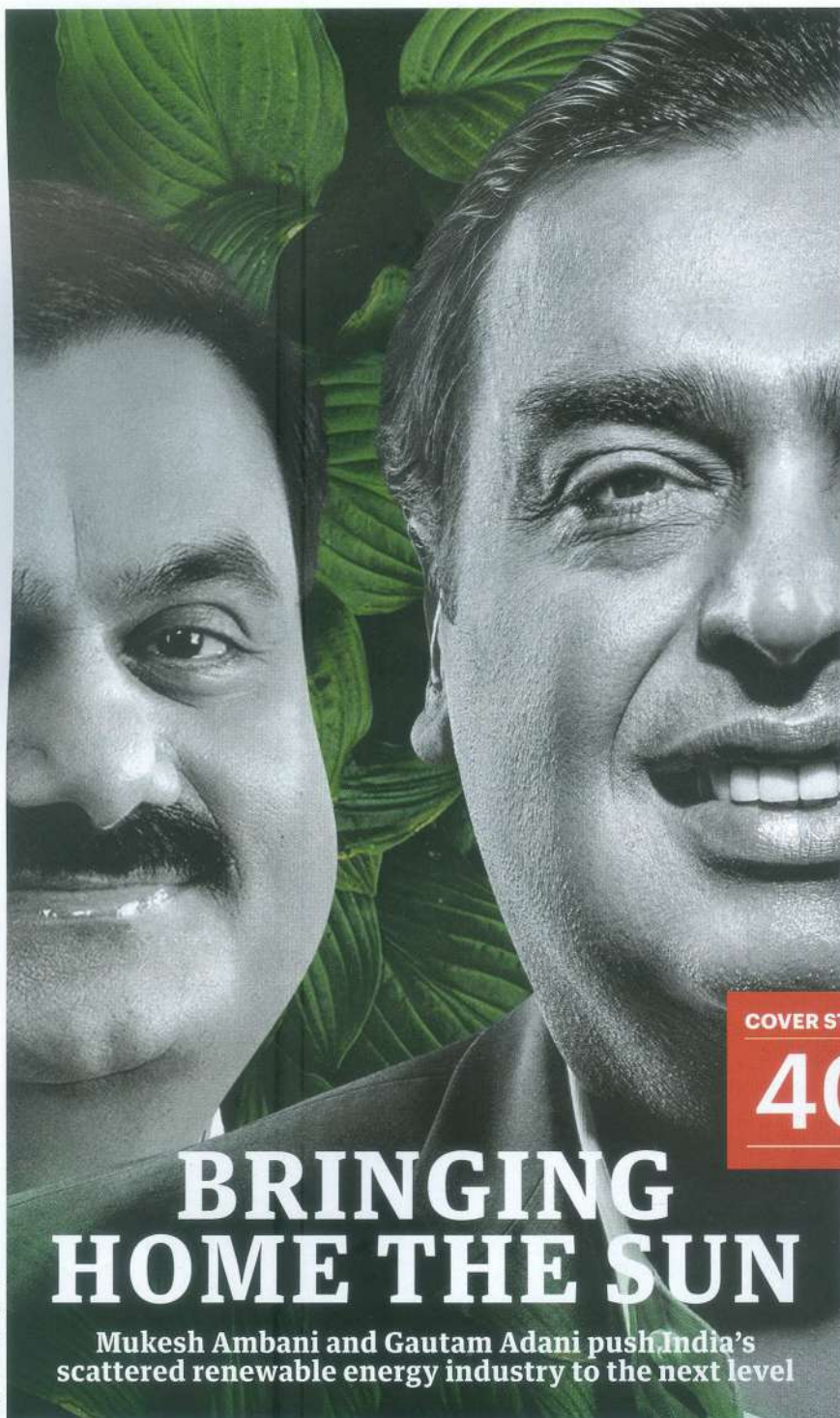
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Introduce yourself to an exquisite cup of artisanal coffee

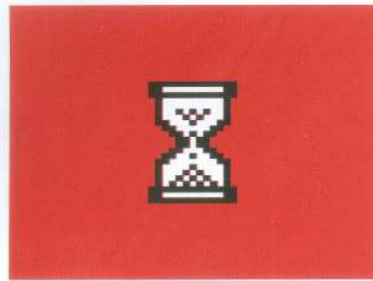
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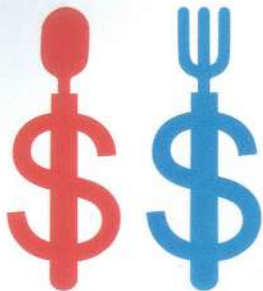
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**Rock On!**

Music aficionado Ajay Bijli, Chairperson and MD of PVR, often croons with his band Random Order

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SPECIAL ISSUE

INDIA  
TODAY  
GROUP

# Business Today

November 28, 2021 ₹100



## INDIA'S MOST VALUABLE COMPANIES

### THE RISE OF SHAREHOLDER ACTIVISM

Institutions and minority shareholders have begun asserting themselves like never before, and company managements are being forced to take note

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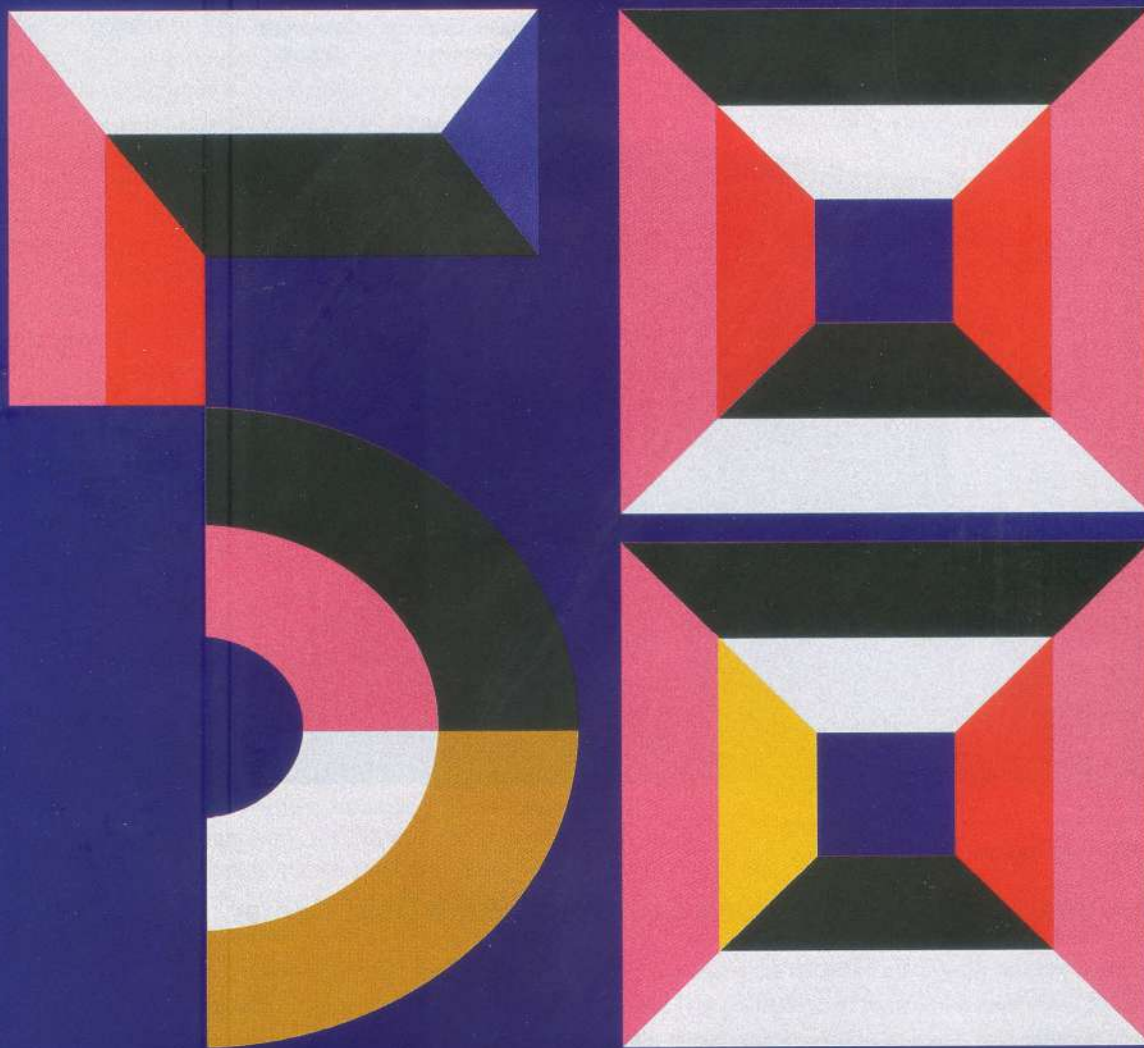
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Volume 30, Number 24

Cover by NILANJAN DAS



## BT500: INDIA'S MOST VALUABLE COMPANIES

### SPEEDBALL!

India's stock markets have ingested generous doses of steroids the past 12 months, creating huge wealth, and also destroying some. Alert for hopheads: watch your head; likely bumps ahead

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### SUCKER PUNCH

Well laid-out plans of companies are pummelled back to the drawing Board as shareholders increasingly ask uncomfortable questions, setting the tone for greater accountability and transparency in India Inc.

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### THE ADANI JUGGERNAUT

Out of the six listed Adani Group entities, five have more than doubled investors' wealth in the year to September 30, 2021

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### TATA'S BIG CONSUMER BET

Tata Consumer Products has outperformed most FMCG majors by doubling its mcap in the past one year. Time now to focus on building distribution and strengthening its F&B biz

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### IT IS BACK

India's IT services industry has rebounded strongly, with demand climbing thanks to clients' increasing need for digital services, driven by the pandemic

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### THE ROAD TO RECOVERY

Some of India's mid-sized private banks, once the darling of stock market investors, are struggling in the market cap rankings. How do they plan to regain their lost glory?

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### WIN SOME, LOSE SOME

India's stock market has been on a tear over the past year, but the rising tide did not lift all companies. We present the top gainers and losers on the BT500 list

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### GREEN INC.

Some of India's largest firms have pledged to curb greenhouse emissions, but the road to net-zero will be tricky. Under the scrutiny of a growing set of stakeholders, targeting low-hanging fruits may no longer pass muster

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### 'MARKETS CAN GO DOWN AND YOU SHOULD BE WILLING TO TAKE ON THE RISK'

BSE MD & CEO Ashishkumar Chauhan says markets do not promise guaranteed returns and investors should go by their risk appetite

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### THE MERRY BELL

Some of India's most valuable start-ups are flocking to the public market with ridiculously high valuations, seeking to upend traditional performance/profit-based investment theses and allure investors to bet on their loss-making ventures. But the important question that needs to be asked is: Will the celebrations ring true, or will the bell toll?

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## SECOND INNINGS

Media mavericks turn to tech as they chart a unique growth course for the sector and the Indian economy

Saurav Banerjee,  
Founder & MD,  
MyyTake

Sai Kumar,  
Founder,  
Arré

ISSN 0970819-7



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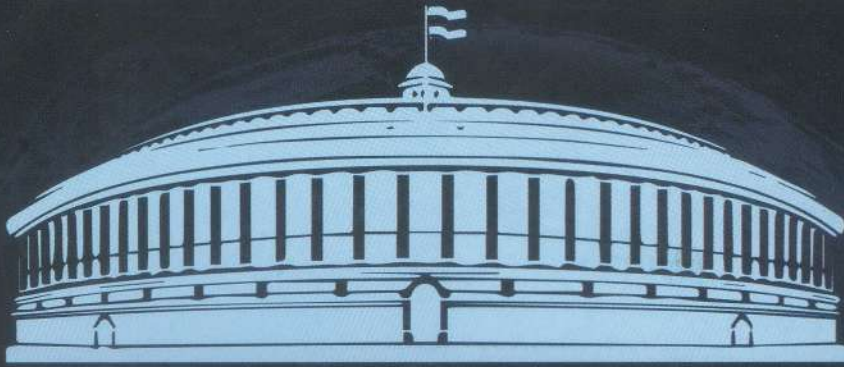
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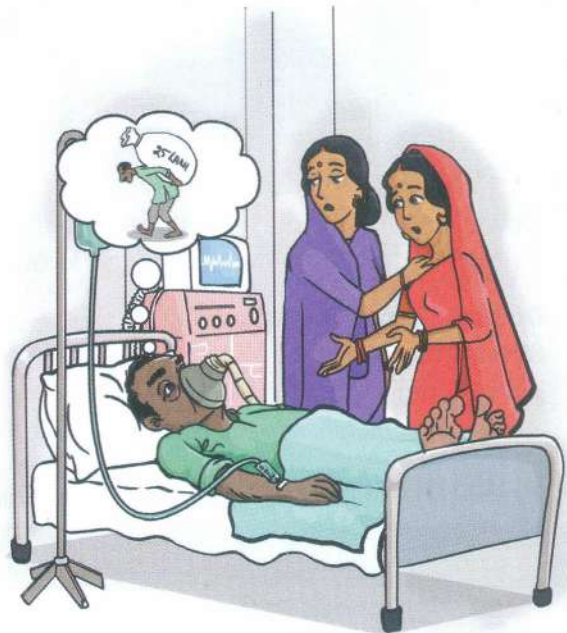
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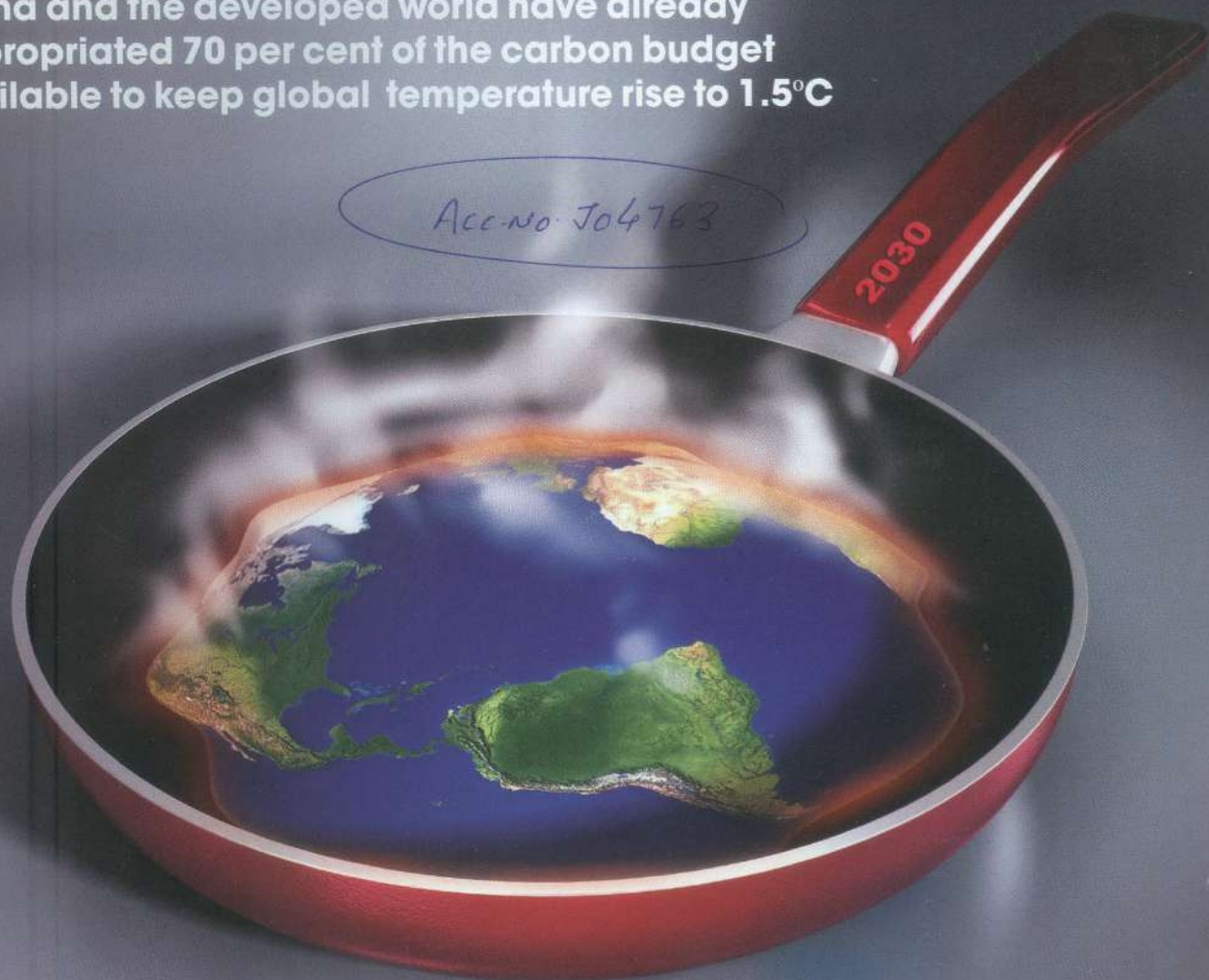
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## CARBON SPACE WAR

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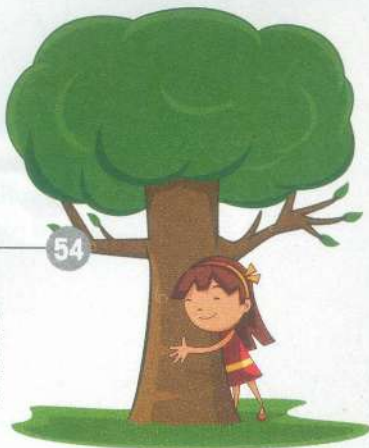
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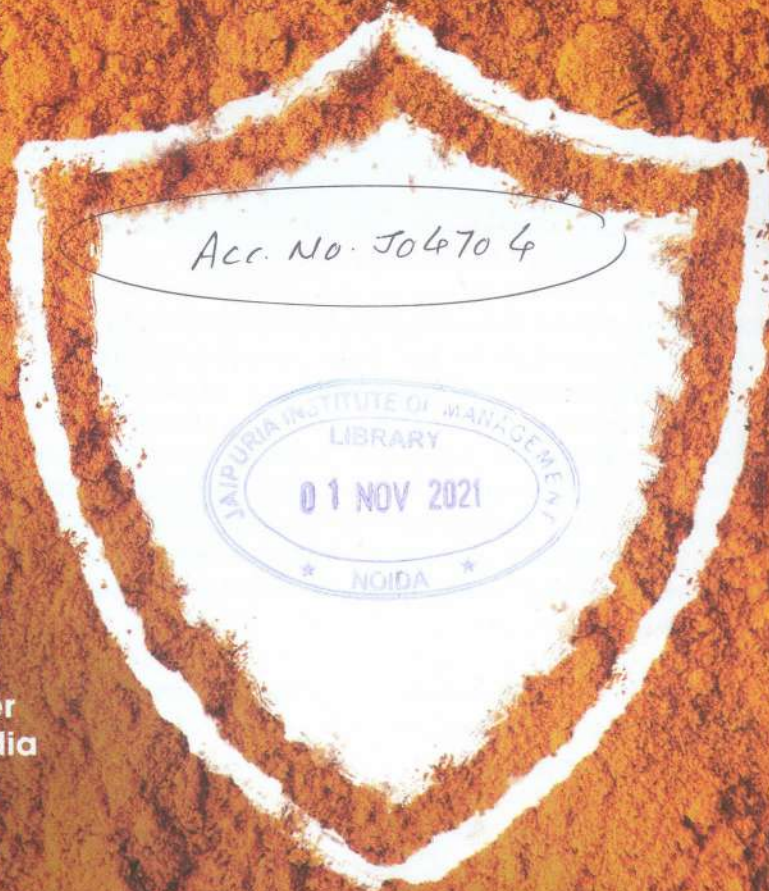
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## TRY TURMERIC

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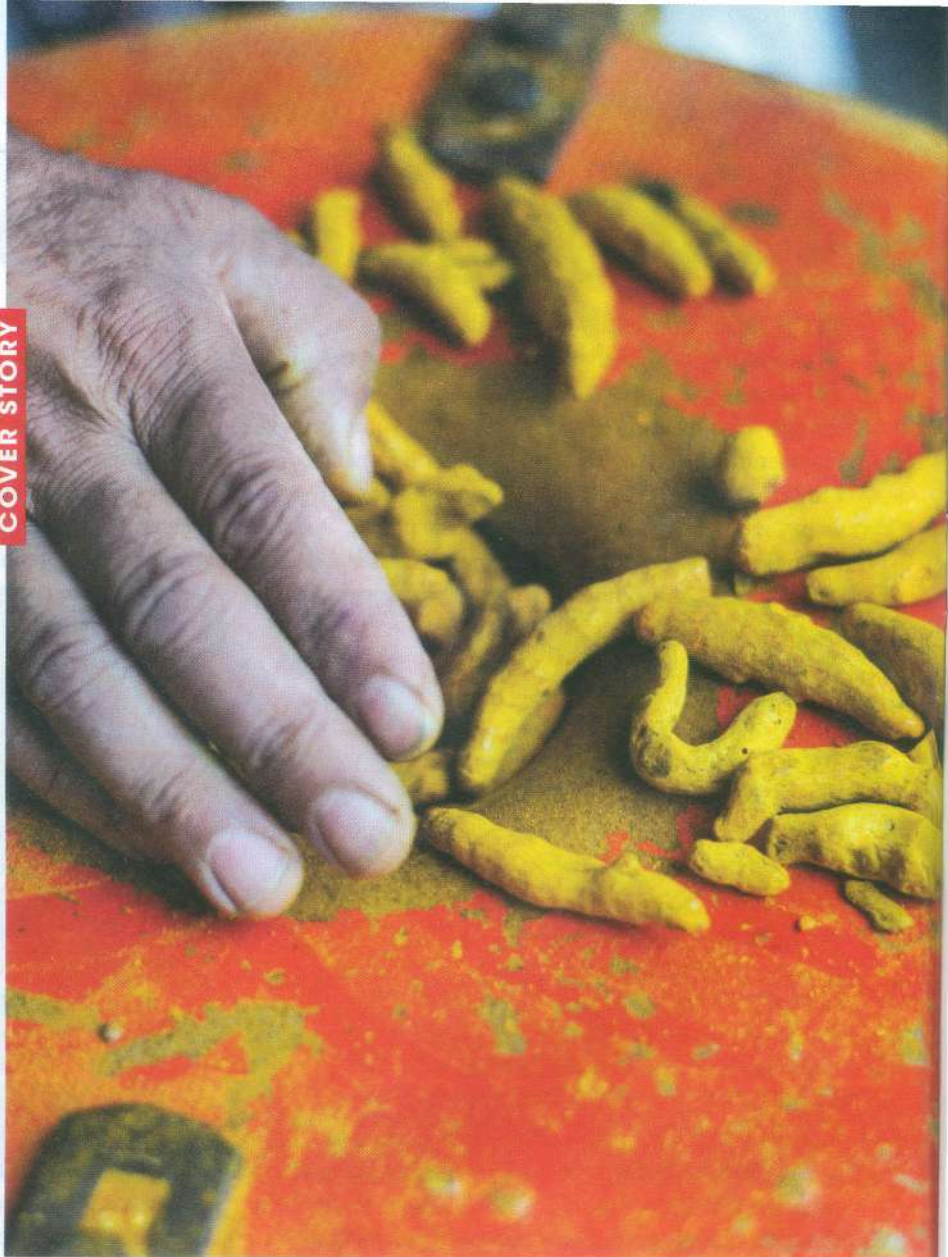
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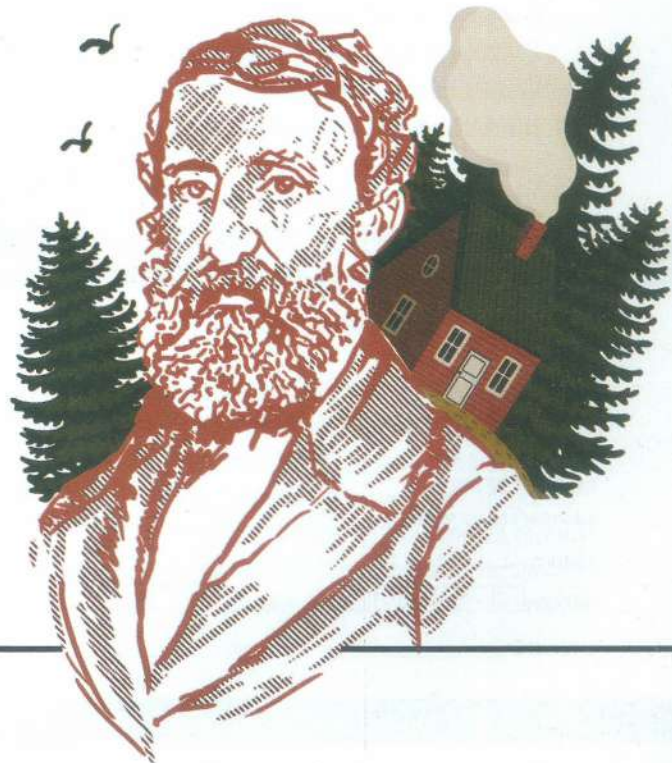


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# 50 Years of the Liberation of Bangladesh

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- Sex Work, Sex Trafficking, and Myopia of the State

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**Homeless Labourers in Delhi**

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CEO, NITI Aayog

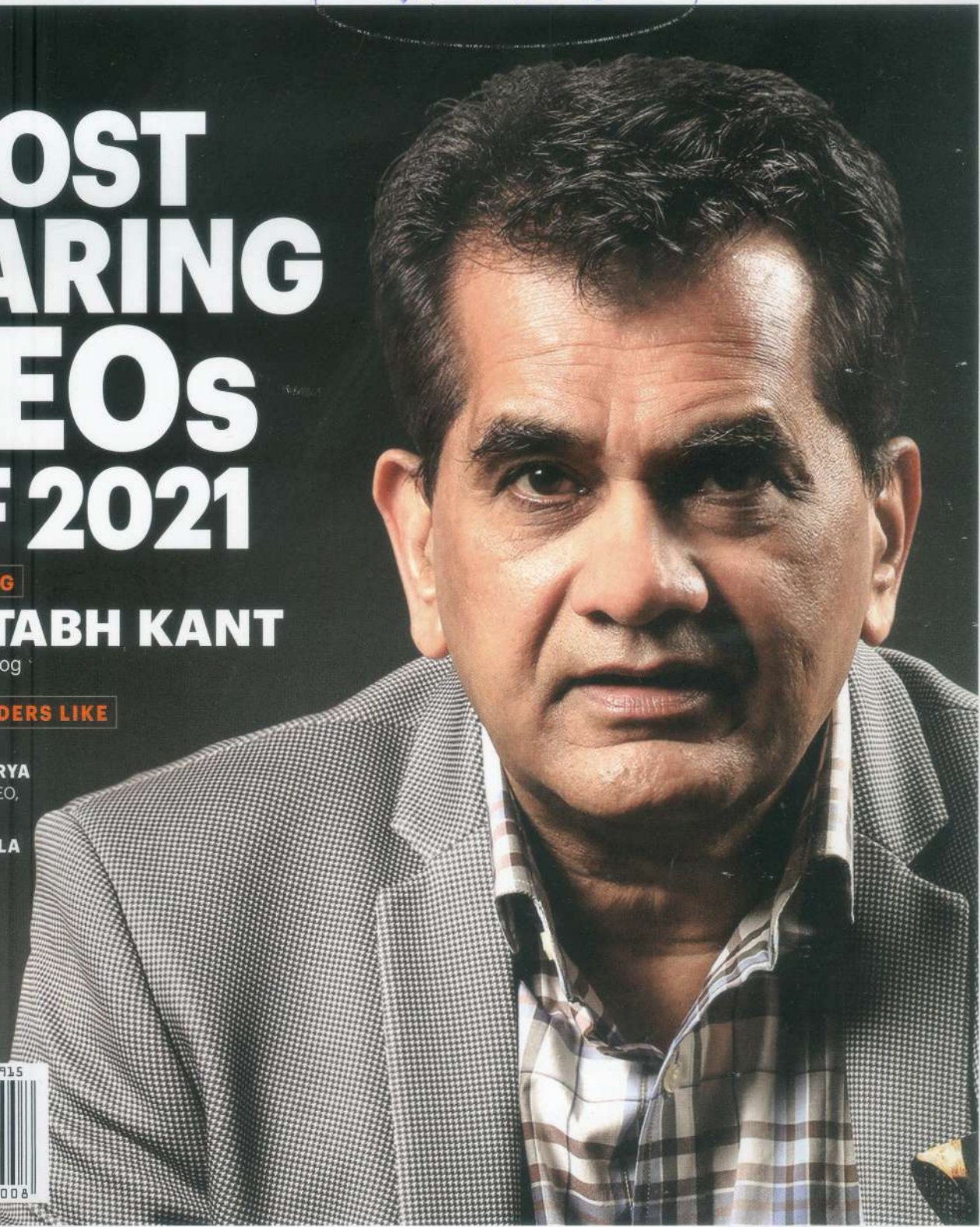
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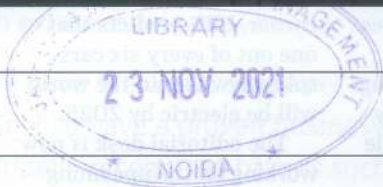
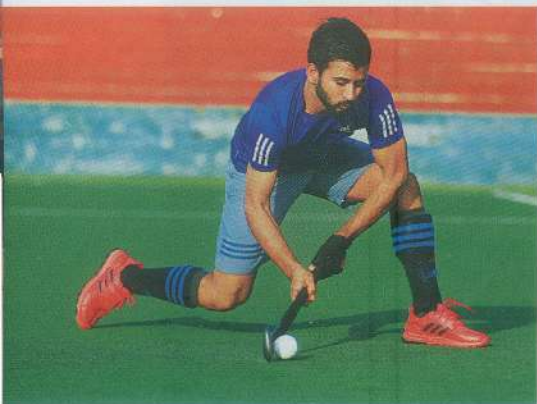
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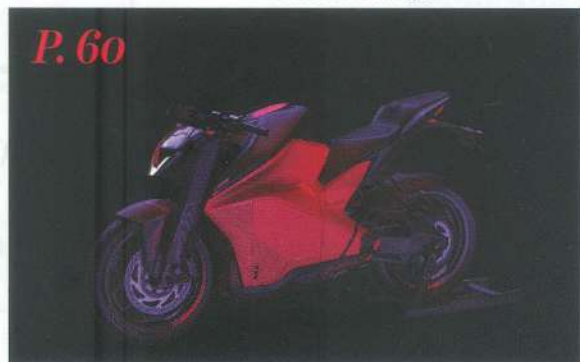
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INDIA'S 100 RICHEST

OCTOBER  
2021

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BYJU'S BUYING BINGE

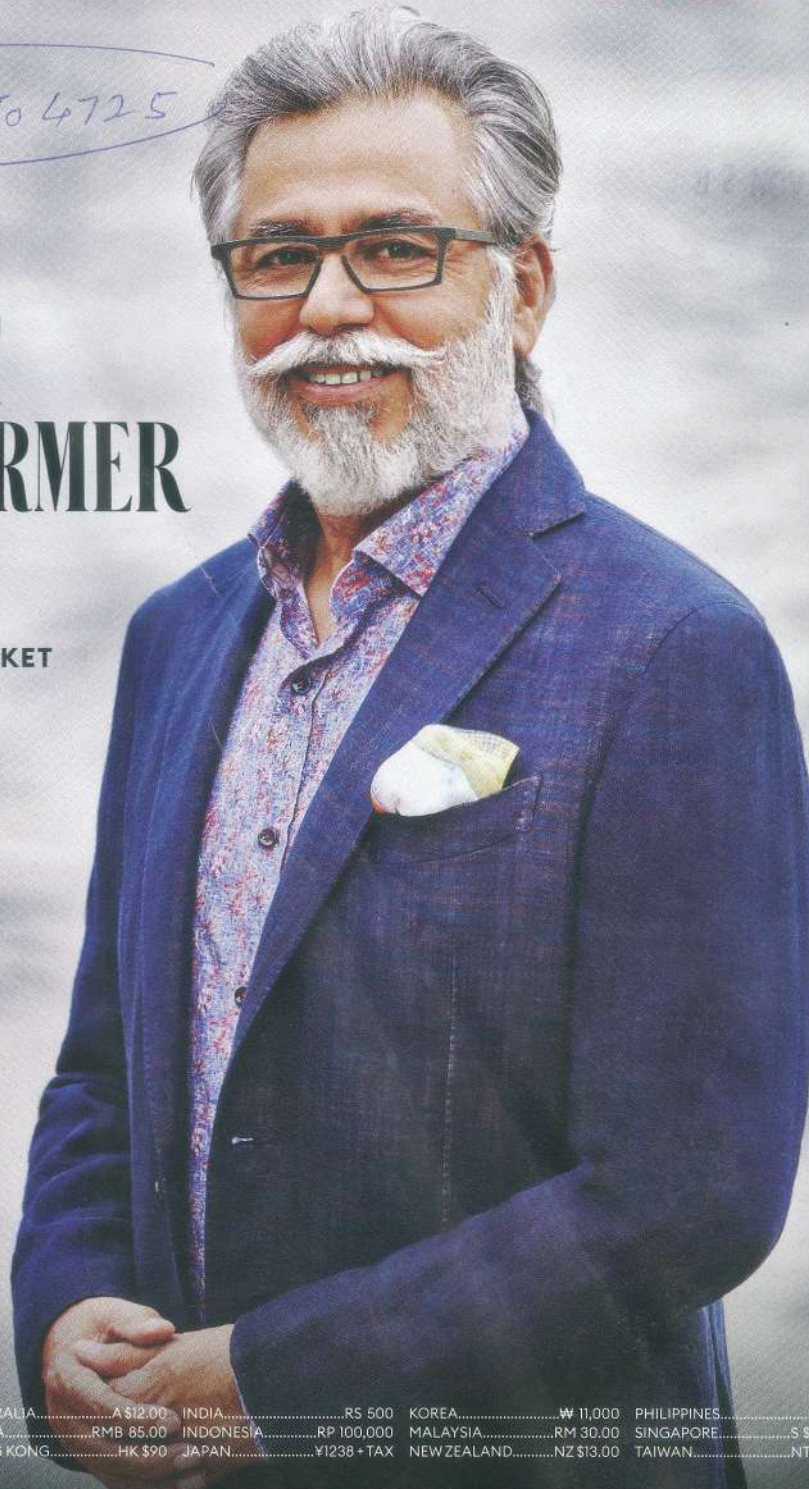
SPACE TECHNOLOGY

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## ELECTRIC TRANSFORMER

HERO MOTOCORP'S  
**PAWAN MUNJAL** AIMS  
TO DOMINATE INDIA'S  
TWO-WHEELED EV MARKET



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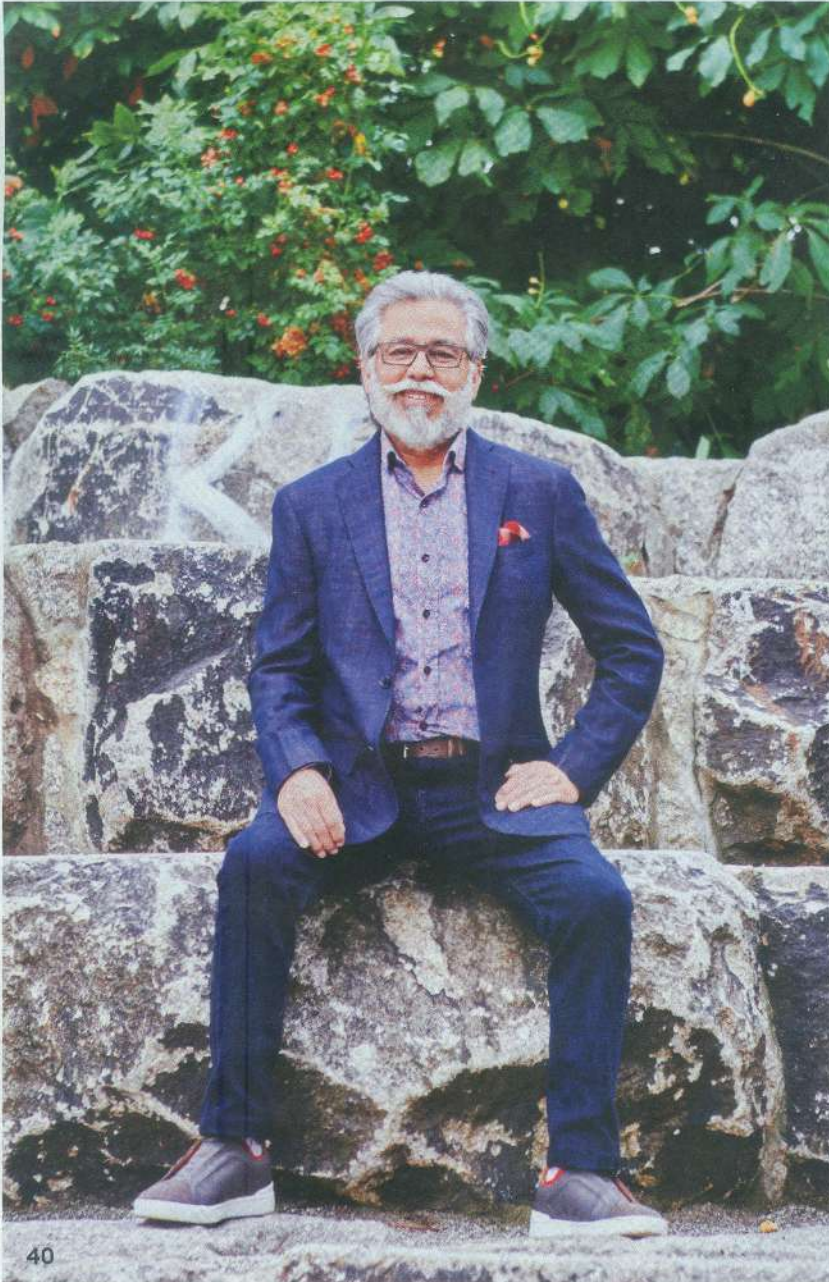
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A soaring stock market propelled wealth to record levels.

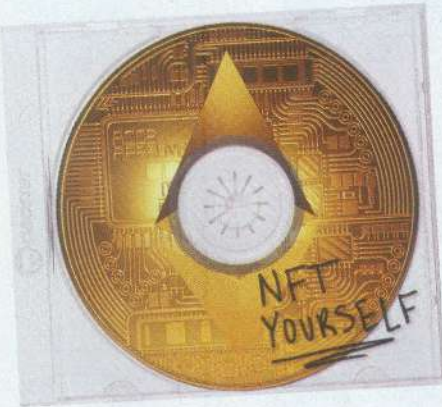
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## CABLE FABLE

Tracking Inder Jaisinghani's  
journey from Mumbai's  
Lohar Chawl to debuting  
on the India Rich List

RICH LIST RANK

57

NET WORTH

\$3.6 bln

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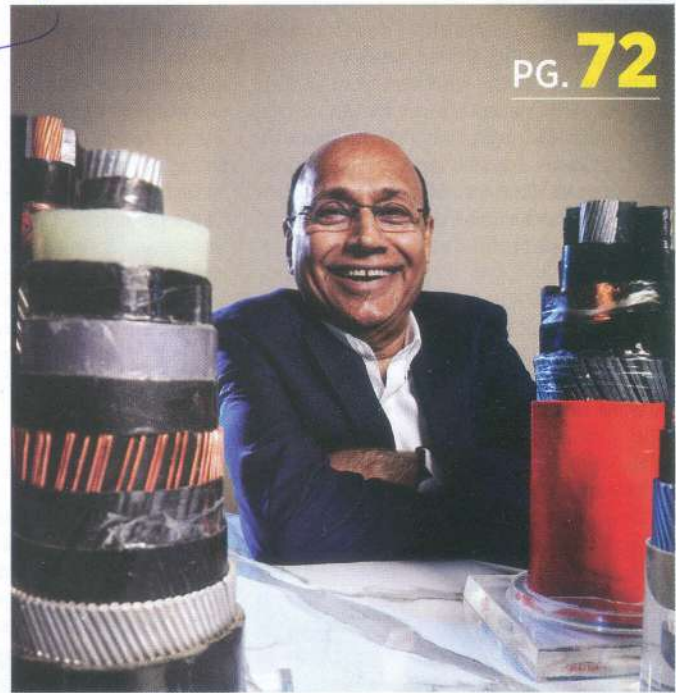
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# THE 100 RICHEST INDIANS 2021

MEXY XAVIER

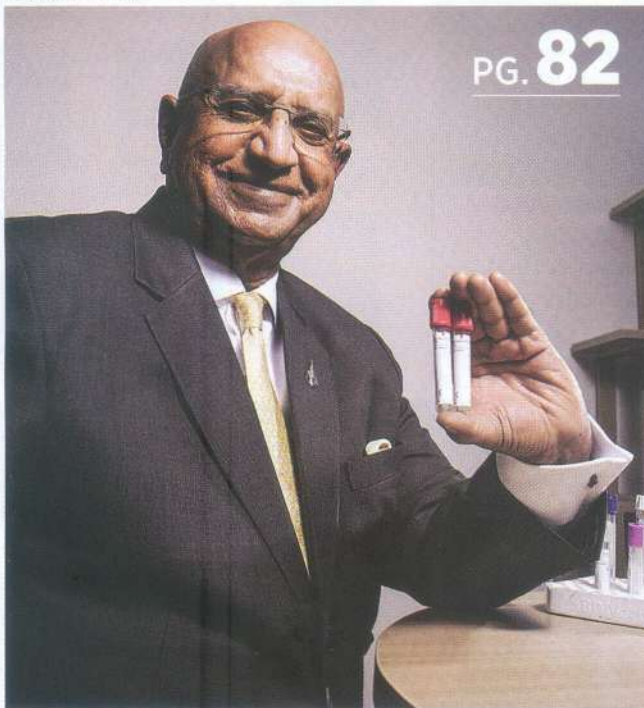
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## WIRED TO THE FUTURE

How Inder Jaisinghani, of cables and wires manufacturer Polycab India, battled the headwinds of Covid-19 and made his debut on the Rich List

MADHU KAPPARATH



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## THE BILLIONAIRE YOGI

Military man Arvind Lal is at the forefront of India's health tech revolution with Dr Lal PathLabs

ANIRUDHA KARMARKAR FOR FORBES INDIA



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### 118 • THE MOTHER OF TURNAROUNDS

Vishal Bali-led Asia Healthcare Holdings has bucked the trend by pushing loss-making single-specialty entities on the growth path



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### 110 • THE CORPORATE PLAYBOOK

India Inc is investing money and mindspace to fuel the country's Olympic dreams. It's been a good start, but there is a long way to go

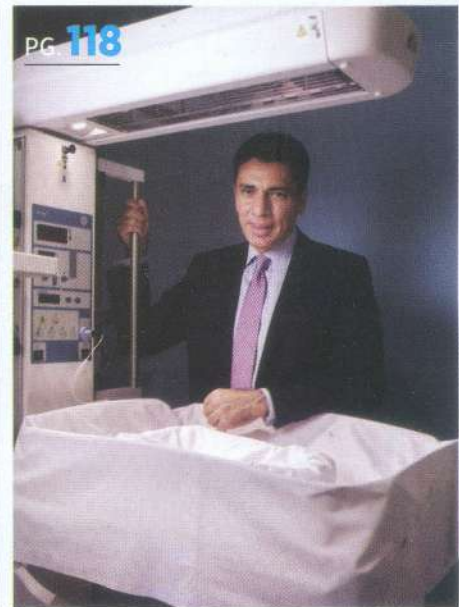
### 118 • THE MOTHER OF TURNAROUNDS

Vishal Bali-led Asia Healthcare Holdings has bucked the trend by pushing loss-making single-specialty entities on the growth path



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With a net worth of \$19 billion, SII founder Cyrus Poonawalla moves into the top 5 of the Rich List



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Vishal Bali of Asia Healthcare Holdings says the investment platform is a long-term play

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# WOMEN POWER

Clockwise from left:

**RANI RAMPAL,**  
hockey captain (seated)

**VINEETA SINGH,**  
co-founder and CEO, Sugar Cosmetics

**APARNA PUROHIT,**  
head of Originals, Amazon Prime Video

**SANYA MALHOTRA,**  
actor

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**RANI RAMPAL:**

Photograph by: MADHU KAPPARATH; Styling: ANKIT MISHRA; Top: ROHIT GANDHI & RAHUL KHANNA; Trouser: M&S; Shoes: M&S



Rasika Dugal, actor



Vineeta Singh of Sugar Cosmetics



Sanya Malhotra, actor



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## HIGH-VOLTAGE GAMBIT

How Tata Motors plans to lead the electrification charge in passenger and commercial vehicles not just by launching new products but by creating the much-required ecosystem



SHAILESH CHANDRA  
PRESIDENT, TATA MOTORS  
PASSENGER VEHICLES

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Pawan Munjal, chairman and CEO of Hero MotoCorp



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Jeetender Sharma, founder and MD of Okinawa EVs

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AMIT VERMA

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WHEN DISRUPTION IS INCLUSIVE

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## AMAZON OF CONSTRUCTION

How Infra.Market's multiple private labels in categories from concrete to construction chemicals are fuelling the founders' ambition to make it a \$10 billion infrastructure conglomerate

AADITYA SHARDA  
CO-FOUNDER, INFRA.MARKET

Network 18 [www.forbesindia.com](http://www.forbesindia.com)

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### CORE TO HARDCORE

Infra.Market is making an audacious bid to disrupt the fossilised real estate and constructions industry with its innovative business model. As the B2B online infra procurement platform gets deeper with its retail play, will the aggressive gambit pay off?



**PG. 40**  
Ajinkya Dhariya is the founder of PadCare Labs, which converts used sanitary napkins into eco-friendly, recyclable materials



**PG. 70**  
(From left) Vamsi Krishna, Anand Prakash and Pulkit Jain, co-founders of edtech firm Vedantu that has entered the unicorn club

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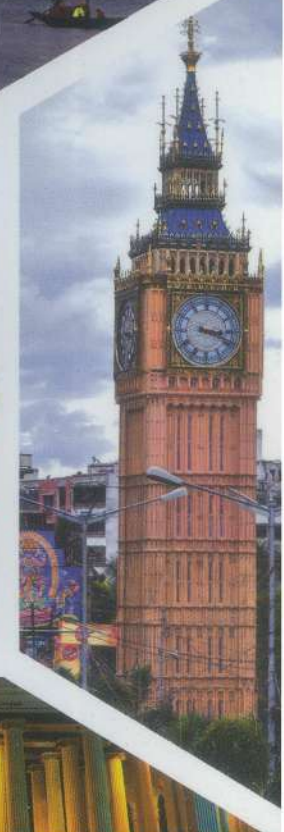
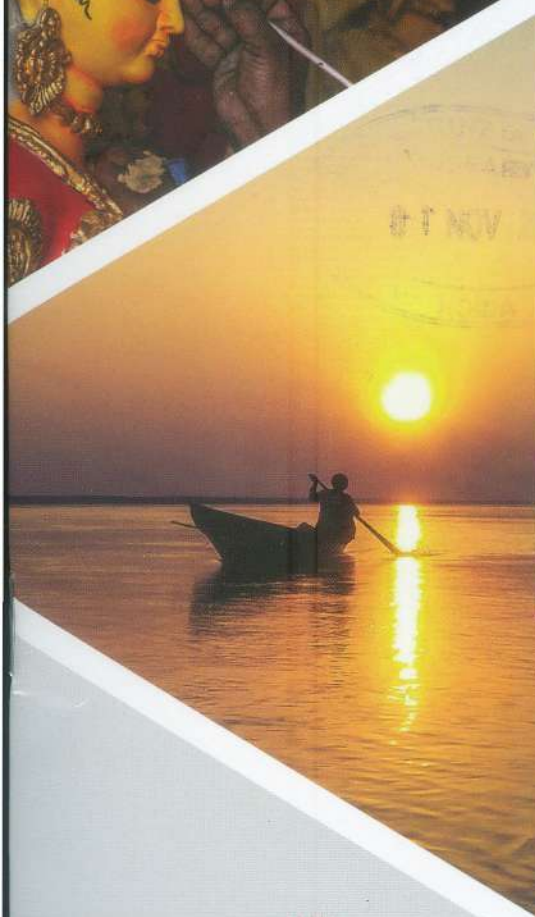
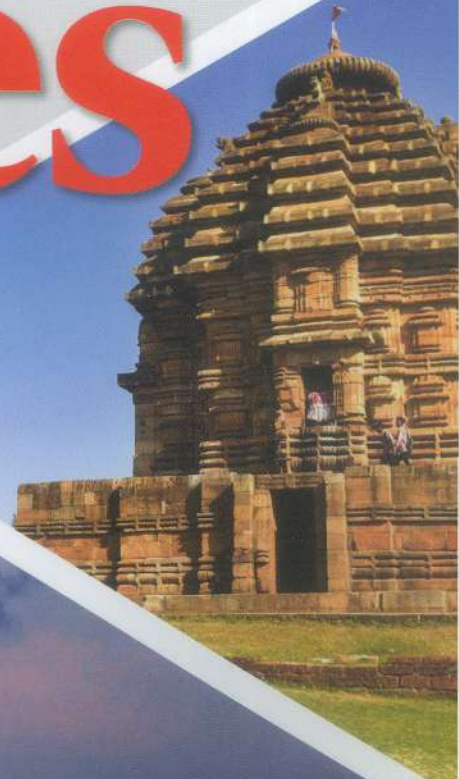
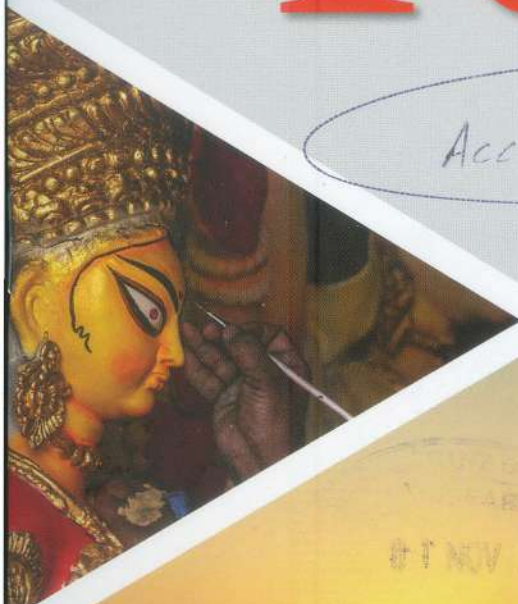


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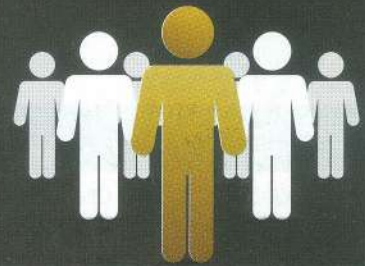
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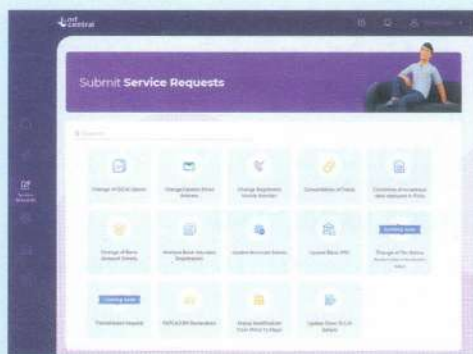
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# OUTLOOK BUSINESS

November, 2021 | ₹100

THINK BEYOND. STAY AHEAD.

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## India's Top Influencers

In the first ever nationwide ranking



## 18 Cover Stories: Influencers

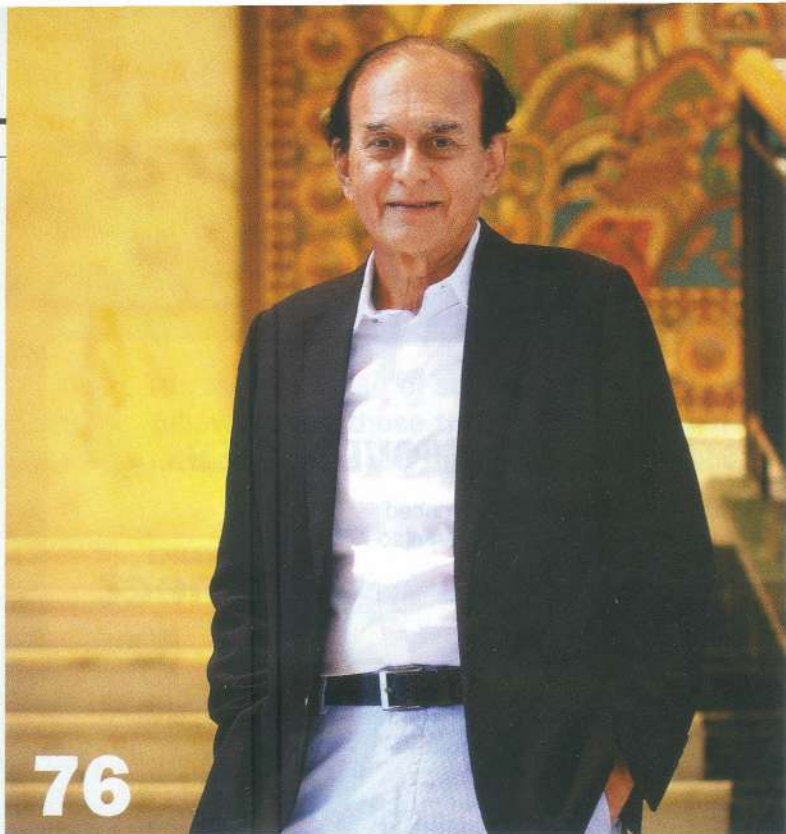
The meteoric rise of social media has given birth to two camps — the followers and those they're following. With the spotlight being on the latter, we take you through the online and offline journeys of six such sought-after 'influencers'



# 60

## Influencer Ranking:

In a sky full of content creators, some stars shine brighter than the others. Find out who they are as **Outlook Business**, in association with Grapes Digital, brings to you India's first-ever influencer ranking across five segments



**Future Sense:** What goes into the making of an \$8-billion FMCG conglomerate? Bold moves and tough choices. Read how Harsh Mariwala gave Marico a successful landing with a sturdy 'customer is king' parachute

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## *On Point*



**Energy Security:** India is staring at an energy crisis in the eye today. While soaring fuel prices have left the country sweating, the coal shortage has left it scrambling. What does that say about India's energy security?

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Why the Gen-Z  
and millennials are  
gravitating towards  
the equity and  
crypto markets

## YOUNG & SAVVY

**Special Story: Diwali**

**A Sparkling Clean  
Financial Life**

★ New-Age Businesses Drive Valuations   ★ Silver ETFs: New On The Block   ★ Money-Smart Wedding

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## THESE ARE EXCITING TIMES BUT DON'T GET LED ON

The Gen-Z and millennials are gravitating towards the stock markets on the back of a continuing bull run, information overload and ease of transactions. Let's understand the lure of the stock market and why they should treat this phase more as a learning curve



Actor Sonu Sood says financial discipline, belief in saving and investing wisely are important lessons for parents to teach their children

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## MARKET MANIA

Liquidity Flush, Retail Frenzy  
Firm Up Market Rally, But Ride  
The Bull Cautiously

The Sensex hit the first milestone, the 1,000-mark, in 1990, when deals were made on the floor of BSE. The ride to 60,000 has taken a little over 30 years.



**Special Story**

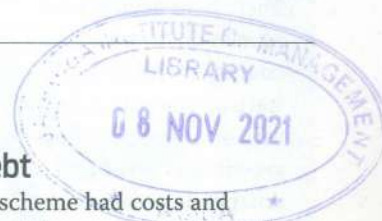
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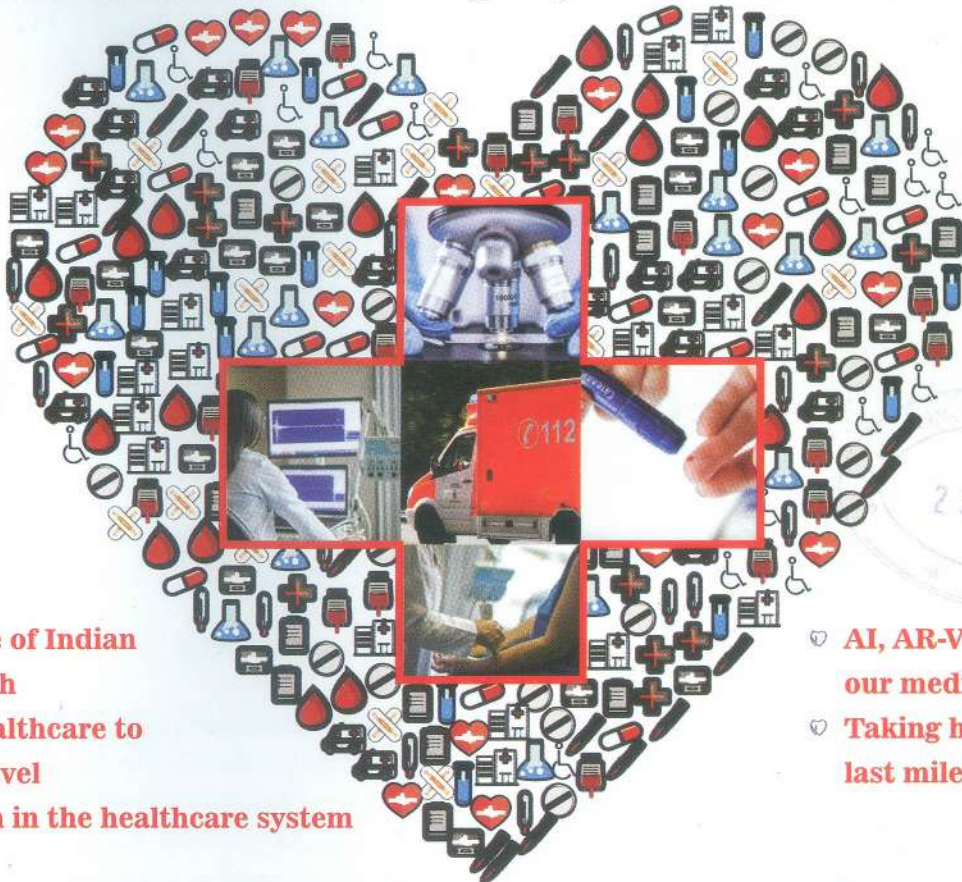
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PCQuest HealthTech Forum brings key solutions & initiatives to the fore

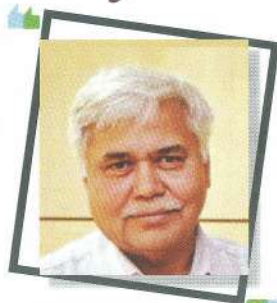


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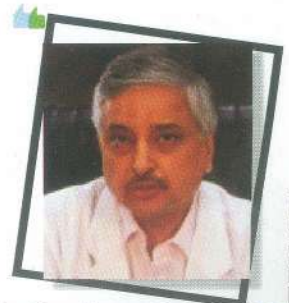
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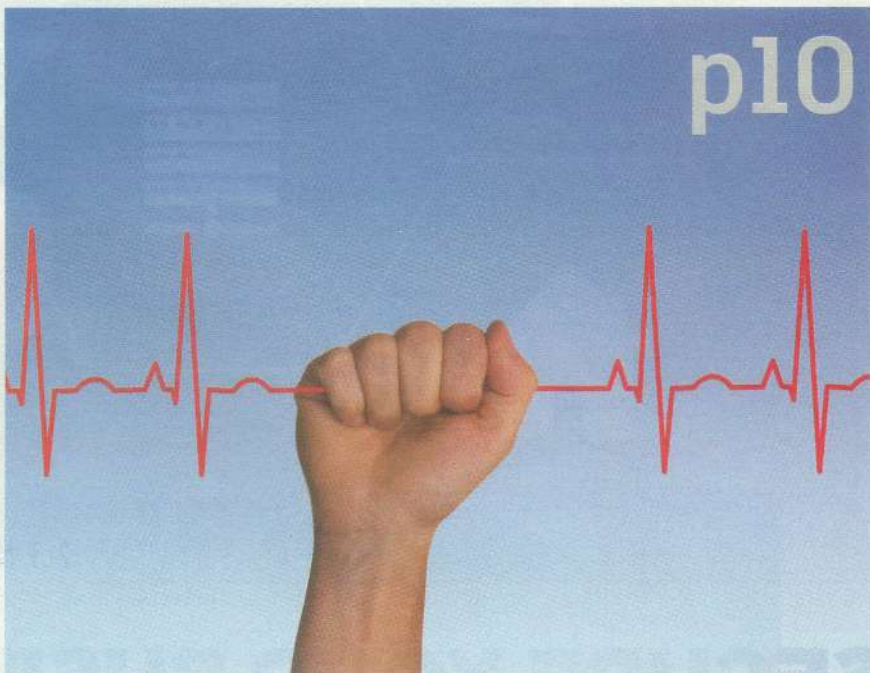


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*"The industry is estimated to grow by around 15 per cent during the current fiscal driven mainly by health and motor."*

**Prakash Chandra Kandpal**  
MD & CEO  
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*"As Covid claims have come down, the frequency of non-Covid health claims has gone up. Some of the other infectious diseases have spiked this year such as malaria, chikungunya and dengue."*

**Bhargav Dasgupta**  
MD and CEO  
ICICI Lombard General Ins.



*"Over the last 18 months of the pandemic, and especially during the second wave, re-insurers were badly hit by the surge in claims, and there has been a lot of pressure on them to hike rates."*

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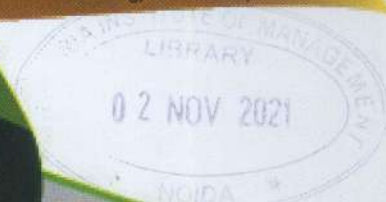
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- What chokes the life insurance industry of India - Answers are hidden in Data
- Optimism on Standardisation of Products Boost Insurance Penetration
- A Study on Health Insurance in West Bengal

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Life Insurance



*"It is our privilege to be associated with the State Government of Punjab and be at the service of the people and communities."*

**Atul Deshpande**  
Head Claims, Digital & Projects  
SBI General Insurance



*"Cyber insurance offers coverage against various cyber attacks and threats, and reduces the impact of losses in case any vital, financial or sensitive information is stolen or misused."*

**T A Ramalingam**  
Chief Technical Officer  
Bajaj Allianz General Ins. Co.



*"This is part of the company's aspiration to build an industry-best underwriting capability that would help it manage underwriting risks better without compromising on issuance speed to customers."*

**Manu Lavanya**  
Director &  
Chief Operations Officer  
Max Life Insurance

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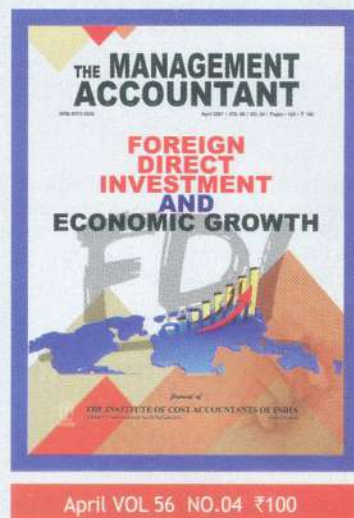
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