



2019



# 2019

**CELEBRATING**  
THE TITANS IN TECHNOLOGY



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## **From the CEO's Desk**

### **India – the Epicenter of Innovation**

The convergence of factors such as the emergence of disruptive digital technologies, a vibrant start-up ecosystem, a maturing leadership base and a skilled digital talent pool has made it possible for the Indian technology ecosystem to become a beacon of innovation and growth. In the last five years, mobility, cloud, sharing economy, electric vehicles have all become mainstream. Businesses are also betting big on AI/ML, IOT, AR/VR by investing heavily in these areas.

India's role as an innovation hub is undeniable. Latent X factors such as an adaptive and diverse culture, easy access to Asian markets, a data-rich economy, a highly collaborative ecosystem, the India Stack, nano markets, etc., are all fueling its growth narrative. To spearhead this next wave of growth in the technology ecosystem, India GCoEs need intrapreneurial leaders who are not just visionaries and pioneers, but are global influencers and possess the ability to identify new areas of value.

Zinnov Awards is the recognition of these innovators, connectors, and mavens who have made significant contributions in driving India towards becoming the epicenter of global innovation.

**Pari Natarajan**  
CEO & Co-Founder





**“We are what we  
repeatedly do;  
excellence, therefore,  
is not an act but a habit.**

Aristotle

## The Journey So Far...

Ten years ago, we instituted Zinnov Awards with the intent of acknowledging exceptional technologists and centers that were catalysts for change and value drivers for their global headquarters. The entire Awards process plays out over the course of 3 months, and culminates in a glittering black-tie event that toasts the success of the winners. Industry stalwarts and eminent leaders from the ecosystem come together to acknowledge the winners.

During the course of the Awards process, the eminent panel of our jurors plays a crucial role. The jury members spend a significant portion of their time analyzing and evaluating nominations, and have the unenviable task of selecting the winners.

The jury is comprised of the crème de la crème of the Indian technology ecosystem – a group of distinguished leaders and influencers. India CEOs, CTOs, CHROs, CInOs, and winners from previous years were part of the distinguished jury panel in 2019, who were gracious and generous with their time and effort to identify and acknowledge the titans in tech.



a big  
**thank you**  
to our **jurors**



Alexander Klotz



Amaresh Ramaswamy



Anita Vijaykrishnan



Anjali Rao



Dattatraya Kulkarni



Dayavanthi Kamath



Dileep Manguli



Dipesh Shah



Gunashankari Sridhar



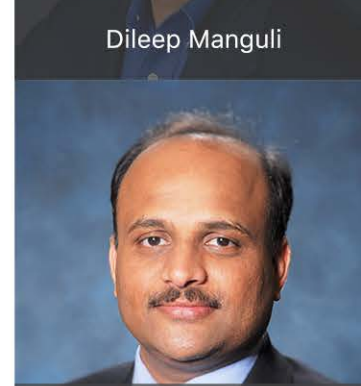
Hari Vasudev



Mani Ganeshan



Mohandoss Thulasidoss



Prakash Bodla



Ramaswamy Narayanan



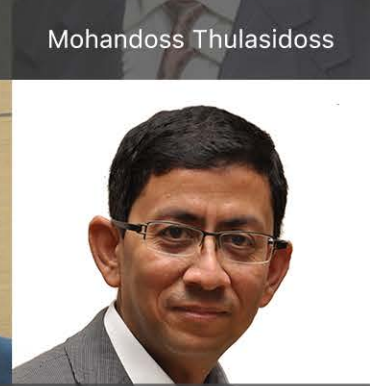
Ramya Vishwanath



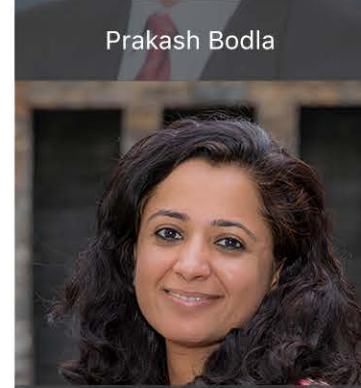
Sailesh Menezes



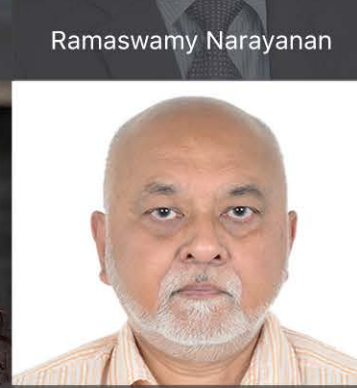
Santanu Bhattacharya



Shantanu Ghosh



Shubhra Bhandari



Siddhartha Nandi



Snigdha Ray



Subhash Bana



Sunil Shah



Suraj Rengarajan



Urmi Chatterjee



Vinok Sequiera



Yasmeen Shaikh



# The Trophy

Our trophy is designed to emphasize Zinnov's core values, which form the DNA of the company. These fundamental values are reflected in the six sides of the trophy, with the seventh value being embodied by a unified collective, the trophy as a whole. The DNA helix that runs through the trophy symbolizes the ethos of a person or a company that makes them a true inspiration for generations to come. At the heart of the trophy lies – Integrity; Customer Experience; Inspire Imagination and Creativity; Trust and Empowerment; Courage and Passion; Continuous Learning; and the Building of a demanding and caring organization – each distinct yet integral in creating a cohesive value system that stands the test of time.







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WINNERS' CIRCLE



# CATEGORY

## Great Place to Innovate

The ethos, ‘Innovation is not a process but a state of mind,’ has been embodied by these GCoEs that have made exceptional progress in seeding and fostering an environment conducive for innovation. This award is to celebrate those organizations that have taken dedicated steps across five key areas – Charter, Culture, Internal Programs, External Linkages, and Innovation Outcomes – and been successful in creating value from India centers.

### What makes your organization a great place to innovate?

For an organization to be innovative, there needs to be a blend of many characteristics and attributes. Firstly, there needs to be talent available and the appetite to try something new. Luckily, we have been growing at dah2 (DBS Asia Hub 2) for the last 2 years, and have 2000 brilliant minds working with us. We had the privilege to set the right culture right from the beginning without taking along any baggage. Secondly, there needs to be an appetite to innovate from the leadership; our CEO has been very open to the idea of innovation, and this has been a catalyst for us. Thirdly, we feel innovation truly blossoms when you have diverse minds, skillsets, and people coming together from different backgrounds and experiences. When we hire, we encourage diversity of thoughts and experiences, and that has been an enabler for us to innovate.

We are also of the opinion that **“everyone can innovate,”** if given the right tools, opportunities, and experiences. At DBS, we follow 4D Design thinking principles, lean start-up, agile, fail fast, and other frameworks that help us move our employees towards a discovery mindset. We have been able to prove our strong belief that abilities, intelligence, and talent can be nurtured, and led to creating new and better ideas.

Lastly, we understand that it is not possible for us to be the best at everything we do, and we are very open to partnering with the ecosystem. We want to collaborate with the best in class and learn from them. Innovation truly thrives by working with other partners, enterprises, universities, start-ups, accelerators, and industry bodies.

### Ambition

#### How have you empowered your workforce for innovation? Can it be run as a program or does it happen organically?

Innovation can actually be taught. The best innovators in the world have shown common characteristics, and people can be coached to imbibe those specific traits. Research has shown that creativity, and by extension innovation, can be cultivated. We have plenty of programs in our organization that enable us to build a conducive culture for innovation. We also run a lot of programs where we help employees build the right skills, help them ideate on the skills they have acquired, encourage them to ideate, build and showcase their ideas. We have built a funnel to receive ideas, validate them, and take them to market.

#### How do you measure your internal innovation success?

We have KPIs to measure both the quantity and quality of our internal innovation. We keep track of the number of people we have touched, the number of disruptors we have created, the number of ideas, prototypes, experiments that we have produced/undertaken, and the number of experiments that have graduated to production. We keep changing and evolving these metrics as per our success criteria. In the initial phases, we were focusing more on people and learning; as we have grown, success has evolved to mean the number of products that we have been able to touch and improve upon.

#### Mention the top 2 initiatives that have helped you build an environment conducive to innovation.

A few initiatives that we at DBS have undertaken to create an environment conducive for innovation include hackathons, challenges, and Crowdsourcing of ideas.

#### What are the 2 best outcomes of your internal innovation program?

We have been able to identify a pool of 118 cutting-edge technologists with a discovery mindset, through our internal innovation programs.

We have been able to arrive at and drive a staggering number of experiments – 100+ out of dah2 in 2019 alone.

### Readiness

#### What is your strategy to ensure your talent has high innovation quotient?

We have changed the way we hire people. At the time of entry, we try to gauge them on their characteristics that reflect a discovery mindset – attributes such as inquisitiveness, observation, cross associational, networking and collaborative skills. Hack2Hire, which is a two-part hackathon aimed at hiring bright talent that will enhance our digital offering, has been a huge success.

#### How do you ensure that your innovation translates to tangible business outcomes?

We have well-defined KPIs in place that help us measure the number of ideas that were implemented, the number of successful start-up exchanges (our start-up matching program) run, and the number of start-up offerings that were taken to market. This helps us assess and reinforce the conversion of innovation to tangible business outcomes.

### Blitz to the scale

#### What are the 3 key elements of weaving an innovation mindset in the organizational DNA?

- Support from Leadership
- Fail Fast approach with a risk-taking appetite
- Experiment, Experiment, and Experiment



## NetApp India Pvt. Ltd.

### What makes your organization a great place to innovate?

NetApp is a global company without a geo-based product ownership. However, we do have several products with end-to-end development and product management driven out of India. A strong culture of innovation, a dedicated Advanced Technology Group, several internal programs led by engineering groups, and the presence of a Global Center of Excellence (GCoE) lays the foundation for this spectacular achievement. This deeply ingrained innovation culture has led our engineers to publish numerous papers, file several patents (~500 patents filed and ~300 patents granted at NetApp Bangalore) and win multiple best paper awards, adding to the organization's list of accolades.

NetApp Excellerator – NetApp's flagship startup accelerator program encourages innovation within the ecosystem and also gives our engineers new ways to work on adjacent technologies

with the startups, thus bolstering their innovation mindset. NetApp technical mentors have clocked 600+ mentorship hours working with the start-ups so far. The program has helped in creating several joint reference architectures.

Last but not the least, the relationship with tier-1 & tier-2 universities in India and key partnerships with several industry consortiums have also been instrumental in driving the innovation agenda within the organization. NetApp India partners with several universities through academic alliances programs and university research partnerships that help the engineers submit high quality research output for conferences, thereby creating more avenues for innovation to brew within the organization.

The engineering and the sales team work together on large business opportunities to bridge the gap between engineering and market access. This strong synergy has led to the inception of the Data Visionary Engineering Center (DVEC) in the NetApp Bangalore campus. This center brings more customers to our campus for engaging discussions with the engineering team, and empowers our APAC customers and partners to change the world with data.

### Ambition

#### How have you empowered your workforce for innovation? Can it be run as a program or does it happen organically?

At NetApp, innovation happens organically. As mentioned above, the culture of the organization and the Global Center of Excellence are the foundation for our diversified growth and our position as leaders in the Data Driven space.

#### How do you measure your internal innovation success?

The key yardsticks of our internal innovation are the patents and papers published, and the revenue generating products that are developed in India.

#### Mention the top 2 initiatives that have helped you build an environment conducive to innovation.

- NetApp Excellerator
- Global Center of Excellence

#### What are the 2 best outcomes of your internal innovation program?

- 500+ patents filed and 300+ patents granted
- Close to 1000+ ideas generated with several innovation programs





## Readiness

### What is your strategy to ensure your talent has high innovation quotient?

NetApp India plays a vital role in the organization's global innovation charter. The high-level charter for NetApp India is as below:

- Delivering innovations that help our customers succeed in their digital transformation and help them in their journey to adopt hybrid cloud, All Flash Arrays, Hybrid Cloud Infrastructure, Artificial Intelligence, IoT, and Data Lake
- Accelerating NetApp's advancement and leadership with highly skilled local talent and seasoned partners
- Inspiring growth through innovation
- Chartering ownership for the strategic focus areas of the company, including Data Management, Data Protection, Security of the ONTAP product, Cloud Solutions, NetApp Manageability Suites
- University partnerships and Advanced Technology Group collaboration targeted at emerging and nascent technology innovation
- Show a new model or create a new need in the market using our innovation to help customers substantially benefit their business
- Create an offering with substantial differentiation in the market vis-à-vis the competitors, thereby fetching NetApp an unfair market advantage
- A program that supports a macro view of innovation is NetApp's first start-up accelerator program, the NetApp Excellerator. It has been designed in India to provide start-ups with access to productivity tools and networking opportunities with potential partners, customers and investors, helping them innovate through technical and business mentorship.

### How do you ensure that your innovation translates to tangible business outcomes?

80% of the ideas that are generated in NetApp Bangalore enter into the prototype phase and 10% reaches the market phase. 70% of the ideas are incremental and the maximum originate from senior technical talents within the organization. There are 4 revenue generating products that have been conceptualized and developed end-to-end out of India.

## Acceleration

### How do you plan to put the India center on the global innovation map?

At NetApp, we believe that innovation is a global charter for the company. Nevertheless, the India center is playing a pivotal role in advancing this charter globally. The charter for innovation through NetApp Excellerator is completely designed and defined in India. This method of exploring the start-up ecosystem is being integrated with the global corporate development strategy team.

### What is the framework to drive the next phase of your innovation agenda?

Reinventing the Customer Experience for the Hybrid Multicloud.

## Blitz to the scale

### What are the 3 key elements of weaving an innovation mindset in the organizational DNA?

- Engineering knowledge transfer
- Looking beyond the boundaries of the organization to accelerate innovation
- Strong leadership

### How do you celebrate innovation in your organization?

We have the 'NetApp Innovation Day' that happens annually, where our employees along with the CEO celebrate the innovation within NetApp. The 'University Day' is yet another forum that fosters innovation by inviting professors from leading universities across the country to discuss projects that involve adjacent technologies.

### Innovation to you is

- Turning an idea into a solution that adds value to the customers' business
- Product, service, process, or experience with a viable business model that is perceived as new and is adopted by customers

**An innovative workplace is** that which employs cutting-edge technologies, design and business practices.

**An innovator's dilemma is** Competitive talent market, adapting to new-age technologies, and Subject Matter Expertise.

### Do failure and innovation go hand in hand?

Yes, failure is always a step towards success. Every innovation is an outcome of several failures.



## Stryker Global Technology Center

### What makes your organization a great place to innovate?

We at Stryker, are committed to innovation, and there are various aspects that have been instrumental in our journey of emerging as a great place to innovate.

The first enabler is a supportive leadership with solid commitment towards innovation. Innovation is a part of Stryker's global and local strategy. A highly engaged, customer-focused technical talent has been the second aspect. 35% of our employees have been with us for more than 5 years, with the attrition rate on an average hovering around 7% for the past 3 years. The Gallup engagement score has been at 4.23/5 which talks about our focus on keeping our employees engaged.

Further, a culture integrated with the Stryker mission and values focused on driving global innovation, has enabled us to reinforce the freedom to express, transparency, and accountability-driven organization that we have built. We have a world class facility with a dedicated lab, and 10% of our budget is allocated for innovation. We have also built a rich ecosystem of partners with a shared vision of driving innovation. Our center is uniquely positioned to understand the unmet needs in the MedTech field, which adds to our credibility of being a great place to innovate. We have also formed technology-specific technical forums that drive innovation and have various local and global platforms where exemplary innovations are recognized. We also have a reporting structure to Incubation of Medical Technology at global level and not into commercial divisions that have P&L pressures.



### Ambition

#### How have you empowered your workforce for innovation? Can it be run as a program or does it happen organically?

At the heart of what Stryker Global Technology Center (SGTC) does and believes, is the vision of making healthcare better. We do this by collaborating with our customers, and by developing innovative products and services that ultimately improve the lives of patients. Our innovation creates life-changing solutions, which motivate our people to do innovation every day.

SGTC has a blend of organic and program methodologies to drive innovation in the center.

#### How do you measure your internal innovation success?

The internal innovation success is measured by the number of ideas/patents on product/processes that enable SGTC to make healthcare better, through evidence-based products and services that improve outcomes.

#### Mention the top 2 initiatives that have helped you build an environment conducive to innovation.

- Customer-centered design philosophy
- Dedicated regional innovation teams

#### What are the 2 best outcomes of your internal innovation program?

Two major programs that were initiated based on the ideas generated for the mid-tier segment include:

- Unmet needs for Endoscopy domain in the China market and ICU space in the India market
- Two COVID -19 response projects made it to commercialization phase out of three considered.



# Stryker Global Technology Center

## Readiness

**What is your strategy to ensure your talent has high innovation quotient?**

We hire the best talent who want to make an impact in healthcare. Once they are in Stryker, the employees are exposed to a wide variety of programs such as design thinking, invention Disclosures, training on generating ideas and patents, comprehensive IP program, customer exposure (cadaver labs), clinical immersions, and in-depth medical domain trainings. This approach of hiring the right talent and training them appropriately has led to ensuring a high innovation quotient.

**How do you ensure that your innovation translates to tangible business outcomes?**

Ideas are generated and incubated within the center. On completion of the front-end research, the ideas are pitched for global and regional businesses, enabling them to fund the idea and bring to the market.

## Acceleration

**How do you plan to put the India center on the global innovation map?**

Together, we are driven to make healthcare better by collaborating to accelerate innovation across the company through:

- Partnering with global divisions to accelerate the user need identification and product development programs
- Enabling technologies and platforms to drive innovation across the company
- Understanding the region-specific unmet needs and deliver solutions

**What is the 3-step framework to drive the next phase of your innovation agenda?**

Our three-step framework to drive the next phase of innovation is

- Scale our divisional partnerships to continue to drive global impact
- Incubate ideas and build capabilities in front-end research
- A long term roadmap to drive mid-tier innovation out of this center

## Blitz to the scale

**What are the 3 key elements of weaving an innovation mindset in the organizational DNA?**

- Mission to make healthcare better
- Deep customer focus
- Empowering employees to take risks

**How do you celebrate innovation in your organization?**

We celebrate innovation by hosting the following set of awards/events:

- IP Society Membership & Award: Every employee that has a patent filed/granted gets membership to this exclusive society of patent holders at SGTC. There is an annual event to felicitate the new patents filed or granted in the presence of the society members and global R&D leaders of Stryker.
- SGTC R&D Awards: Award to recognize technical and team performance to design and develop innovative products from SGTC.
- Global R&D Award: Global forum to recognize best in class innovation to deliver the New Products and Technology in the year

**Innovation to you is** applying technology, customer focus, and leading the way to solve unmet customer needs.

**An innovative workplace is** highly engaged, customer focused, fully empowered.

**An innovator's dilemma is** the risk mindset and tradeoffs associated with these risks.

**Do failure and innovation go hand in hand?**

Yes. Every failure provides an opportunity to see things from a different perspective. And, therefore, we think failure and innovation go hand in hand.

# CATEGORY

## Disruptive Leadership

‘The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails.’ These centers have embodied this quote and redefined leadership for the innovation era. This award is the celebration of GCoEs that are on their journeys to become transformative hubs by understanding future disruptions, leveraging initiatives to accelerate the pace of innovation, tapping into the global ecosystem, and leveraging triggers to cross the value chasm.



## Danske IT, India

### What makes you a disruptive leader?

'Disruptive Leadership' was not our conscious aspiration. At Danske IT, we are committed to deliver on the core values, vision, and the promise made to Danske Bank's customers. The recognition that the industry has shown us for our initiatives is both encouraging and humbling.

At the heart of Danske Bank's foundation is the vision to be recognized as the most-trusted financial partner to over 2.8 million personal and business customers. We are proud of our legacy of over 145 years of helping people and businesses realize their ambition.

Danske IT was established in India with the aspiration to empower Danske Bank's customers to make informed decisions and enable a seamless experience by harnessing technology, data, and advanced analytical tools.

We started out with small project deliveries; but over the years, we have built a formidable talent pool, spearheading a number of globally strategic transformation programs from India. We have also been successful in moving functional roles with global ownership to India.

The Analytics Centre of Excellence (ACoE) was set up in 2014 for consolidating ongoing Business Intelligence projects, catering to all the business units across the bank. The potential to scale talent and leverage synergies across business units further propelled the decision to create a pool of data scientists at Danske IT who could create ML and predictive models for the bank, using innovative technologies. We conceptualized the ACoE to continue unabated focus on our customers, core banking transformation, and risk & operations to modernize and reimagine our processes.

Since 2016, we have also strengthened our investment to support hiring a strong leadership, building a robust talent pool of high-end engineering

talent, and introducing Agile@scale to build in delivery predictability and ensure faster time to market. With our customer base in Denmark & Nordics, it was important to create collaborative channels between business units for in-depth knowledge on customer needs through on-site interactions, workshops, and deep learning sessions. We dove-tailed all these initiatives with a streamlined communication plan championed by senior executives and leadership, to ensure global buy-in for key decisions.

We also value the many challenges that came our way, and still do. They have taught us the value of perseverance and focused commitment in the face of doubt. Availability of data, its quality, governance modalities, varying maturity levels of business units, and creating a culture and mind set where we could cohesively work without conflicts, were some of the challenges.

Working with small data sets and investing in larger data sets as and when required, having a data governance team for all data users, streamlining and refining processes, and sharing best practices on an ongoing basis have helped mitigate some of the challenges.

Disruption lies embedded in every innovative process. The ability to create something powerful needs both passion and dispassion in equal measure. Passion propels us further, and dispassion allows us to destroy and reimagine what we have created with such care, when it no longer serves its purpose.

We remain committed to creating and reimagining tools and programs which can offer our customers a truly exceptional experience.





## Danske IT, India

### Ambition

#### What are the top 3 strategies that gave you the competitive advantage to emerge as a disruptive leader?

Digitalization, Data, and our Analytics Centre of Excellence form the three key strategic priorities for us. Core banking transformation to cloud is a global initiative managed out of India. While the customer-facing channels have embraced the latest open source/distributed technologies, Core Banking continues to operate on a legacy mainframe platform. The migration of data from legacy to API/Micro services on private cloud is a multi-year program following a phased approach. This will also enable us to tap into real-time data for analytics, which can power real time decision making for our customers.

The Analytics COE has been globally managed out of India for the past few years, focusing on Customer, Risk, and Operation. Models based on AI & ML are being developed out of India for both these segments in a phased manner. The success of any organization in a highly volatile, uncertain, chaotic world lies in its ability to harness real-time data, analyse, and optimize the output to build solutions in real-time. Data latency could be the death knell for many organizations. At Danske IT, we remain focused on these strategic initiatives to ensure we are ahead of the curve.

#### What are some of the cultural shifts you had to enable as an organization to achieve disruptive leadership status?

We made the transition from a passive leadership style to a proactive assertive one, taking concrete steps and building a strong case to reposition India as a Global Capability Center instead of a cost center. This entailed building a work culture focused on value creation and capability enhancement.

Learning has always been a focal point at Danske IT. Knowledge sessions, open forums, workshops, conferences, and discussions are encouraged through team initiatives and physical spaces which promote collaboration.

A cultural shift also requires empowering employees to take decisions and initiatives that enable their own development. The other initiatives we undertake in this direction include hackathons, annual innovation challenges, and technology conferences, where

external and internal industry experts are invited to speak, ideate, and discuss, submission of papers in international journals and technology conferences.

Teams that play together can create great synergies at work. We map out engagement activities at the beginning of the year to ensure the fun element at work gets equal attention. Indoor and outdoor sports, appreciation weeks, coffee and conversation with leaders, book-based workshops, and murder mystery challenges keep up the fun quotient high at work.

#### What are the 2 things that are core to a leadership initiative? Did you run the initiatives as programs, or did it happen organically?

Vision and engagement would be core to a leadership initiative. Other aspects like budgets, plans, measuring outcomes are equally important, but having a clear sense of direction on what the initiative sets out to achieve, is critical. We ensure that our employees are engaged and enthusiastic collaborators through frequent check-ins, communication, and reviews. These interactions give the initiative the required momentum to self-sustain.

Coming to whether the initiatives were run as programs or were they organic, there is no clear demarcation. The initial years require a structured approach, like a well-designed program - whether it is a change management program or leadership communication or setting up a Center of Excellence. Based on changing priorities, initiatives are launched as pilots to deliver proofs of concept. Some programs go through multiple iterations before they are successfully relaunched.

Over the years, some initiatives have evolved and run almost organically. There were also initiatives which have their origins in team sessions and evolve organically, finally finding a spot in best practice shares, thereby creating a shift across the organization.

### Readiness

#### What are the 3 steps that you are taking to future-proof your organization against disruptions?

Our key focus would continue to be our customers, and that probably is the biggest future-proofing any customer-centric organization can swear by. Staying as close to them and plotting their changing and aspirational journeys is crucial. Being able to use data to understand their needs and enhance their experience through the entire consumer journey has always been our priority. Also, we focus on being acutely aware of how social, cultural, economic, and most importantly technological advancements, are changing the way the customers interact with businesses.

Digitalization of not just banking operations but every single aspect of the business whether it is finance, procurement or business operations to enable faster decisions across wider organization and streamlined processes, is important.

We embarked on the agile journey a few years back, feeling that it would be central to avoiding death by disruption in the coming years. We can no longer afford to work in silos; so cross collaboration and putting agility at the core of operations will be a key focus area. An agile mindset that is quick to adapt to transitions and transformations is less likely to falter when sweeping changes come in. Building such a culture would be key.

#### How are you encouraging and enabling your top leadership to have global roles?

The India center has been successfully demonstrating its thought leadership/execution skills in the Core Banking transformation program. There was a focus on hiring leaders with the right tech talent along with business knowledge, and immersive experience in large transformation projects, which they had managed globally. This was instrumental in building a relationship of trust among the executive board, opening doors for other areas of the bank to move ownership of global projects to the India center.



### Share 2 key initiatives to identify and nurture your high-performing, high-potential disruptive leaders.

Leadership development programs are conducted twice a year to enhance people and technical leadership skills amongst the extended managers' teams. The nominated team members are also sponsored for external trainings with product experts like Red Hat to build their engineering skills. Frequent performance reviews help in identifying talent which is then nurtured to take on more responsibility and product ownership.

### How do you ensure that disruptive leadership is scalable, repeatable, and sustainable across the organization?

We break down the silos that exist within the organization across technical teams and operations by encouraging cross collaborations. This creates a space for the teams to examine their existing business models and realign swiftly with customer needs. Once the teams have the autonomy and the vision, they do not wait for instructions from the leadership. With empowerment comes agility and the desire to effect change. We believe that for disruptive leadership to be scalable and sustainable, each employee should feel like an important part of the transformation journey. They should feel equally empowered, valued, and view themselves as change agents and not merely implementers or executors. It is not an easy task and cannot be accomplished overnight. Transparent communication is an enabler, and with that, we can build both trust and confidence within the organization.

### Acceleration

#### How are you giving your workforce global exposure and visibility?

Our teams travel often to our overseas bank locations to work in collaboration with their technology/analyst counterparts on either long-term projects or short-term stints. Some of the teams have taken roadshows to multiple locations to talk about their work, encouraging participation and dialogue with other teams and exploring streams where they can collaborate. The senior team that leads from our headquarters also travels to India for extended periods and spends time working with the India team on projects. The Business and IT teams have also collaborated to learn more about the markets we operate in and the customer behavior in each of these markets. Customer Experience (CX) trainings are extended to development teams as well as those teams that interact with customers directly.

#### How are you planning to increase the impact of your disruptive leadership?

The Zinnov Award for Disruptive Leadership has created an opportunity for us to build conversations both within the organization as well as outside, on sustaining a culture of constant innovation through dialogue and exploratory sessions within teams. Key global roles in specialized areas like IT Infrastructure and Transaction Banking has moved to India in the last few months. Our focus on Digitalization, transforming Core Banking operations, and Analytics continues to be undiminished.

Our investment in hiring top talent with the required engineering skills will continue, as will the focus on diversity hiring. Increased emphasis on upskilling and cross skilling will enable teams to create advanced business models that have greater value for the customers.

Communication both within the teams and across teams will continue to stress on building a collaborative work culture.

Data, Analytics, and Agile work culture will continue to drive our agenda of a disruptive workforce in the coming year as well.

### What is your vision for 2025?

- Have CIO – 1 level position in each of the functional areas and aspire to have one global CIO based out of India
- Continued focus on driving our global vision of equal site strategy, where all locations are equal and any work can be done from any of the locations
- Continue to get closer to business by driving distributed Agile@Scale across the organization
- Be the location of choice for all IT work being done for Danske Bank

### Blitz to the scale

#### What are the top 3 traits of a disruptive leader?

A disruptive leader should be fearless in gauging the situation on its merits. If a company strategy is not working in the face of changes, a disruptive leader is bold enough to change the course if the situation so demands.

Active listening skills help leaders analyze incoming information more effectively, helping them make balanced and informed decisions.

Perseverance to stay the course even when the going gets tough.

#### What is your organization's disruptive leadership mantra/war cry?

Our Nordic Integrator Strategy, with its three main pillars is our disruptive leadership mantra:

- Closer to Customers
- Closer to each other (our colleagues)
- Closer to society

**A disruptive leader is a....** customer-obsessed, inclusive, and adaptable leader.



# Sony India Software Center – GISC – India

## What makes you a disruptive leader?

There was a time when Sony India was only leveraged for the cost advantage that it offered. During this time the morale of the team had hit a real low owing to the continuous cost cutting measures and the lack of new initiatives. We took it on as a challenge to break out of this negative spiral.

With the dual objectives of meeting both the cost reduction goals of the organization and reinvigorating the talent and capability within the team, we launched innovation events/campaigns and hackathons. Similar to the IPL (Indian Premier League), we launched a CPL (Code Premier League) calling for a competition to generate ideas towards extreme automation and other new technologies such as RPA, AI, Blockchain, etc. This brought about a drastic shift in the mindset of the India center's employees. Not just that, this turnaround caused a big ripple in the entire Sony IS organization, leading the way for other teams (outside India) to replicate these initiatives. Eventually, Tokyo conducted an event called ISIF (IS Innovation Forum), which has now become an annual event. The India team has won 3 awards (one each year) in the ISIF event, in the past 3 years. As a result of this, India team got much higher respect and recognition, and has secured a seat at the global table for new technology initiatives, innovation, and technology strategy-related discussions.



## Ambition

### What are the top 3 strategies that gave you the competitive advantage to emerge as a disruptive leader?

We decided to involve all our employees in our innovation journey irrespective of their seniorities, grades, or skills. We have empowered individuals to form their own teams to develop ideas and build solutions.

We had brought in place a mandate that PowerPoint slides were not to be used to explain ideas – the only way to explain an idea was to do a working prototype demonstration. This way, the idea was not kept at only at a conceptual level but was a tangible prototype for people to actually see it working. We allocated funds for developing the solution, based on the approach and the detailing of the concept. We assigned a few mentors who weren't responsible for the selection/shortlisting of ideas, but were to guide the teams to refine, enhance, and make the ideas more business-centric.

### What are some of the cultural shifts you had to enable as an organization to achieve disruptive leadership status?

The following are a few approaches that we adopted to bring about a cultural shift that was inclined towards participative innovation, which has eventually led us to achieve the disruptive leadership status:

- Mentorship was based on the guidelines focused on encouraging more than eliminating ideas.
- Our reward schemes were not just monetary, but also included providing opportunities to work on better project assignments to those who participated in our innovation programs.
- Training and workshops in certain technology areas were arranged for employees to enable them to apply the learnings for solving Sony-specific business problems.

### What are the 2 things that are core to a leadership initiative? Did you run the initiatives as programs, or did it happen organically?

The vision to make things happen and perseverance against all odds to realize it – These were at the core of every leadership initiative that was undertaken. The following is a formula that we religiously follow:

$$D \times V \times F > R$$

- D** = Dissatisfaction with status quo
- V** = Vision for a better future
- F** = First pilot which shows hope that it is realistic
- R** = Resistance to Change

To answer the question about how the programs were run, they were run as initiatives. They had a high visibility and the direct attention of the head of the organization.



# Sony India Software Center – GISC – India

## Readiness

**What are the 3 steps that you are taking to future-proof your organization against disruptions?**

- Continuous learning and upskilling
- Always challenge the status quo
- Being closer to the business/customer and solution focus

**How are you encouraging and enabling your top leadership to have global roles?**

By enabling our leaders to function closely with the businesses and understand the business needs/problems, and by encouraging them to have a detail-oriented and solution-focused mindset, we have steered our top leadership to have global roles.

**Share 2 key initiatives to identify and nurture your high-performing, high-potential disruptive leaders.**

We have in place result-oriented performance metrics, and the Variable pay directly linked to organizational performance. This approach encourages alignment of an individual's performance with organizational goals, and also motivates them to do better.

As discussed earlier, enabling our leaders to be closer to the business, and to be focused on solutions and consistent value generation, have helped us significantly in nurturing high-performing, high-potential disruptive leaders.

**How do you ensure that disruptive leadership is scalable, repeatable, and sustainable across the organization?**

With the continuous support of the top management, we have been able to seed initiatives focused on innovation successfully, for the last 4 years. Every year, we see more and more participation from the employees, and there has been a steady increase in the patent count with each passing year. What started as a part-time (overtime) activity, has now become a budgeted initiative – this speaks volumes about how we have been able to scale, repeat, and sustain our disruptive leadership.

## Acceleration

**How are you giving your workforce global exposure and visibility?**

Many of our India leadership teams have been vested with the responsibility of managing global teams. The India leadership team has secured a seat at the table for deciding the overall IS strategy and roadmap. Employees in India are taking up leadership, managerial, and architectural roles in several global initiatives. The key to sustaining this is a) being closer to the business, b) having a solution mindset, and c) focusing on continuous learning and upskilling.

**What is your vision for 2025?**

More global roles from India.

## Blitz to the scale

**What are the top 3 traits of a disruptive leader?**

- Continuous learning and upskilling
- Always challenge the status quo
- Being closer to the business/customer and solution focus

**What is your organization's disruptive leadership mantra/war cry?**

Continuous learning

**A disruptive leader is** a visionary, result-oriented, and business/customer focused leader.



# CATEGORY

## High Impact Global Roles

Exemplifying the quote, ‘Companies don’t go global, people do,’ these India GCoEs are leading the way in making a global impact from India through successfully enabling and sustaining global roles critical for the organization’s success. This award celebrates those GCoEs that have recognized the impact that these roles have created or have the potential to create at a global level.



## Ambition

### What measures did you take to ensure high center maturity and competency?

Globally, Dell Technologies has standard processes and procedures to ensure maturity and competency of its business. We focus on building world-class products and exceptionally talented teams that pave way for rapid business growth. The India center was no exception to this approach. We have continuously focused on hiring the right talent and investing in their development, and that has been responsible for the growth of our team members and the business.

### How did you identify the global roles that could be led from India?

We kept various factors in mind while identifying the global roles that could be led from India. The global roles in India is a combination of the right leadership, senior talent (possessing both technology and business skills), and the right set of skilled resources. We also tried to create product architect roles, leveraging the strong technical skills of the talent in India.

### How do you manage HQ expectations and ensure optimum visibility for the India center?

Dell Technologies is a global business and like any other business, we have ensured that we communicate with the global team consistently and maintain transparency. This is to ensure visibility, and avoid surprises throughout our progress in building this team.

## How do you chart/plan the career of a global leader?

We have developed end-to-end development programs to help all our team members acquire leadership skills at all levels of our organization. These programs are aimed at augmenting the skillsets of the workforce and enhancing their strategic thinking, listening, problem solving, and decision-making capabilities –turning them into inspiring leaders.

Some notable programs undertaken at the senior level are as follows:

- **Manager and Director Development:** This program helps new leaders transition smoothly to their new role. The program aims at enhancing their business acumen, with the opportunity to learn first-hand from senior Dell leaders.
- **Executive Development:** This is an onboarding program customized for new executives, targeted at speeding up their time to performance. This set of tools helps executives understand the company's business and culture.

There are several other training workshops, leader-led sessions, and targeted leadership programs that leaders can opt for, to become successful in their careers.

## Readiness

### What are the top 3 initiatives that you are taking to ensure that the India center creates more high impact global roles?

Dell Technologies has institutionalized several programs to establish and sustain global roles in the India Center. We have heavily invested in people development programs to ensure that we can identify the right leader for the role, develop the leader, and retain them. The key programs that make a huge difference include:

- **EDGE:** Converting Managers into Successful Leaders
- **RISE:** Designed to bring women in leadership
- **TechEDGE:** IIM-B Workshop-based program on world class technologies and leadership

### How do you weave a global mindset in your local workforce?

We are a global organization and our entire company (from top-level executive to the leaf node engineer) goes through the strategy cascade to understand the company vision, how the BU supports the vision, and what is their team's role in making it happen. Hence, in the beginning of the year, all our team members get together to understand the common goal we set out to achieve and how they will contribute their bit.

Besides this, we organize weekly site huddles, all manager meetings, leadership roundtables, executive emails, newsletters, etc., around the year to have a common discussion platform.



## Acceleration

### What is your succession plan to foster the next set of global leaders?

Besides the obvious focus on enhancing leadership strengths, we encourage all our leaders to stay true to the Dell culture code. We continuously imbibe the following values to align ourselves with the company, while producing results:

- **Be customer-centric** – this is the ultimate differentiator and foundation of our success
- **Winning together** – we are more successful as a team than as individuals
- **Innovation** – it is the core of what we do. Breakthrough thinking will ultimately lead to success and progress
- **Results** – be accountable to exceptional standards of performance
- **Integrity** – our integrity must govern our desire to win

## Blitz to the scale

### How do you measure the impact that you've made globally?

While we constantly measure ourselves against our previous year's success, in terms of profitability and creation of next-gen products, there are four key metrics that we lay special emphasis on: eNPS, cNPS, business and product quality metrics. All these metrics are aligned to our global charter and we ensure that we have made a mark on all of them.

**The four global leadership fundamentals are** – Being customer-centric, Being Connected, Being a role model, and Being a great corporate citizen.

**A high impact global leader is** - humble, inclusive, customer-centric, ethical, and results-oriented.

### How do you transform leaders from good to great?

Every good leader understands the customers and their business problems very well. They use deep technical insights and latest/emerging technologies to ensure that they give their customers the best available solution in the market.

Besides being customer-centric, what makes a good leader a great one is 'humility' and 'respect.' A humble leader is appreciative, collaborative, and is free of ego. They are not fearful to learn from others or to accept their own mistakes. They treat everyone who comes their way with respect and kindness. These qualities help these leaders lead with a positive attitude and inculcate the same value in their teams. Optimism and a will to make things happen make them extraordinary!

## How do leaders breed leaders?

Five principles that can be followed for being a successful leader:

- **Be humble:** One can only breed good leaders after becoming an example of being a humble leader.
- **Be connected** to the core purpose of the organization: For any team member, it is very important to know the connection between their work and the vision of the company for them to be effective. Their actions must reflect the vision, mission, strategy, and the larger purpose of the organization. The leader's job is to ensure that this connection happens.
- **Be in demand:** Demand is directly proportional to the skills possessed. You must ensure that you and your teams possess world-class skills in whatever job you do. This must be accompanied by a great 'attitude.' The skills alone are of no use if you do not bring value to the table or if you are difficult to work with. It is the leader's job to build that kind of team.
- **Be a role model** and strive for your team members to be so: People work for people. A company cannot become great without great managers. The leaders need to be compassionate, listen to their team members, and empower the aspirations of their team members by developing them and guiding them towards their goals.
- **Be customer-centric:** Customer centricity is at the heart of what we do. This applies to both internal and external customers. Make sure that your customers love you! The relationship with the customer elevates to 'love' when you give them unprecedented value, give them more than they expect, and get in their shoes to understand what they really need.
- **Be a great corporate citizen:** The multinationals establish themselves in different countries to become global corporations. They truly become global corporations when their local teams help them connect with the market better, understand the socio-economic issues, and become ambassadors of the company in the community.

## How is your organization building a leadership tribe?

Leadership is not only about holding a prime position; it's much more than that. A leader is someone who has a vision and a passion to make things happen. At Dell Technologies, we have developed many programs that ensure the growth of our team members and prepare them for the leadership positions. We also instill the culture of innovation and diversity in our teams.

## Paypal India Private Limited

### How have you created high impact global roles?

PayPal's centers in India and the global roles that are being played from here have undergone significant changes in the past couple of years. For one, our centers have more than tripled in size in terms of headcount. Secondly, the nature of the work has transformed – from an emphasis on product delivery and execution excellence (which predominantly involved playing a supporting role to products managed in HQ) to owning end-to-end outcomes for our customers that go far beyond mere execution responsibilities. Today, significant parts of PayPal's product portfolio are entirely designed and developed in India where everything from decision-making to execution and post-deployment support are owned from India for all geographies that PayPal operates in. In fact, while some of our global roles include people reporting into India from other locations, the more amazing outcome of our transformation has been to eliminate the need for cross-geography reporting in most cases – for most of our products owned from India, the strength and depth of our ownership is such that every single person needed to make the product successful is located in India itself.

One of our most successful examples is the Disputes portfolio. About 18 Million customers go through a dispute experience every year. USD 3 Billion worth of transaction volume goes through the dispute process. Around 1800 customer service teammates work on disputes every year.

The Disputes team is run wholly out of India, and has displayed enormous success in product delivery and execution. The team which began small has now grown manifold with the entire ecosystem of Risk, Consumer, Merchant, Customer Service, Resolutions and Policies, and the Program Management Office (PMO) co-located and operating in the same time zone. This is a true testament to our ability in leading a team which drives strategy, planning, and execution from India and delivers world class products to PayPal's customers.

We drive global roles from India through a strategic set of steps that have helped us obtain, retain, develop, and build a pipeline of global leaders.

### OBTAIN:

We identify the right leaders through programs like the 'Emerging Leader Program' targeted at the senior management, and the ACE and the rEVOLVE program targeted at the middle management.

These programs are aimed at achieving outcomes such as enabling the leaders to strive to act as customer champions, recognizing the strategic challenges facing the business, articulating better and building a strong brand image, having win-win conversations with teams, connecting through stories, etc. 'rEVOLVE' is a platform to opt for a stretch assignment outside their domain, in order to gain cross-functional exposure.

### DEVELOP:

We have programs like leadership on the edge, leadership at the helm, and various other programs for developing intrapreneurial skills, and the Good to Great, technical leadership program, and the Directors/VP forum for developing functional/domain skills. These programs are aimed at developing the senior management.

The various learning objectives of the intrapreneurial skills programs include enabling the leaders to explore antifragility and strategic thinking amidst disruption and fast-changing environments, engage in small group and full-cohort experiences to explore how to manage disruptions, apply insights to strengthen execution as One Team leaders at PayPal, grow and deepen personal networks with other senior leaders at PayPal, lead teams to achieve high performance by building trust, engaging talent, managing conflict, overcoming challenges, and enabling collaboration and coordination, understanding and achieving organizational benefits of One Team alignment, etc.

### RETAIN:

Through programs like Strengths Finder, Leadership in Action: Performing at Speed, and Boundary Spanning Leadership, we strive to sustain the global roles while they are relevant.

These programs are aimed at helping the leaders identify their strengths and talents, develop extreme agility and the ability to work under stress, and help them tear down boundaries and work across organizational silos.

### SUCCESSION:

We aim to develop the next-gen leaders and build a global leadership pipeline through the 'Shadow a Leader' program.

In this learning intervention, the participants get to work alongside leaders, enabling them to learn niche leadership skills first-hand and effectively lead teams, make difficult decisions, and drive strategies.

This is how we have been able to create high impact global roles.



## Samsung R&D Institute India – Bangalore

### How have you created high impact global roles?

The Samsung R&D India center is the biggest R&D center of Samsung outside Korea, and has identified Center of Excellences (COEs) in Wireless Protocols, Camera & IOT technology domains, that has provided the center with an edge to drive impactful global roles from India.

The R&D center in India has played an important role in the research & development of niche market products. Our headquarters had developed a business case for the CTO role to bring in innovative ideas, and enhance research and development. The proposal was subsequently reviewed and approved by the headquarters, and thereby, SRI-B played a global role in IOT Data Analytics platforms.

The R&D center in Bangalore is involved in all Wireless Communication Generations over the last two decades. In the past three years, the India center has played a major role in 5G technology development in Samsung. This has enabled the India center to make a global impact.

We have developed Vision Neural acceleration methodologies much ahead of competition, and have proved the capabilities of the India center by delivering close to 20 variants and more than 600 derivatives across the world. This is another instance of how we were able to drive a high impact global role.

We have been able to drive global roles through leadership development interventions like core staff, global executive course, technical trainings, IP creation, on-the-job-training, end-to-end thinking, and various other programs focused on honing functional and domain skills.

Our 'best bet' is the succession program that is focused on building a leadership pipeline.

# CATEGORY

## **Inclusion & Diversity**

These GCoEs have embodied the mantra – ‘Diversity is having a seat at the table, inclusion is having a voice, and belonging is having that voice be heard’ – in their organizations’ DNA through established programs and initiatives. This award recognizes those organizations that don’t just talk, but walk the talk, every step of the way in their I&D agendas.



## ANZ Bengaluru Service Center

### What makes you a truly inclusive organization?

ANZ invests in a diverse and inclusive workforce with the vision to build a team that reflects the communities in which we operate. To create an inclusive workforce, we ensure that the environment is conducive for the development of employees throughout their journey at ANZ. We focus on hiring People with Disability (PWD), and from the LGBTIQ+ community – three transgender individuals were hired in 2018-19, taking the total number of people from the LGBTIQ+ community in the workforce to 8. We have employed 100 PWD, out of which more than 40% are women. Overall, 37% of our workforce comprises of women.

Sensitization workshops and sign language training are regularly conducted for hiring managers, team members, leadership, and house-keeping staff, so that they are equipped enough to make various communities feel comfortable from day one. We also focus on the flexibility offerings as we consider them as enablers for all D&I interventions.

It is very normal to see staff conversing in sign language on floors and be served at cafés run by PWDs. We have made significant inroads into creating an inclusive work environment, by providing infrastructure support such as wheelchairs, dedicated washrooms for PWDs, all-gender washrooms for LGBTIQ+ community, special medical cabs for PWD staff, braille nameplates on all doors in the facility, ramps for easy movement, and other assistive tools. Regular mentoring and coaching sessions are conducted to ensure people flourish in their careers. An exclusive dictionary of banking words in sign language is available, to enable seamless communication of the hearing and speech impaired staff. Wellness coaching and counselling is also provided to our support and housekeeping staff.

Groups and networks have been created to bring the diversity and inclusion agenda to life. For example, the PRIDE Network, the Abilities Network, and the FORWARD Network. The Pride Network is a voice, a point of contact, and support mechanism for the LGBTIQ+ community. The Abilities Network fosters inclusiveness and raises awareness about disability. This network includes staff with severe disabilities like cerebral palsy, autism, muscular dystrophy, and missing limbs. Our FORWARD Network champions gender equality, inclusion, and recognition of women based on merit.



The following numbers give a sense of the gender diversity that we religiously practice and propagate.

37% of women constitute our workforce where more than 30% of women have been with the organization for more than five years.

89% of women join back after their maternity leaves.

Today, 28% of women are in management roles, a 6% increase over the last three years.

We believe that different backgrounds, perspectives, and life experiences help forge strong connections with customers, help innovate, and make better decisions for our business. We have a diversity scorecard that outlines priorities and targets, and lays down measurable outcomes. We are proud to say that our employee engagement scores for D&I is in the 90s. We stand with our purpose of shaping a world where people and communities coexist and thrive, and dedicate 25-30% of our CSR budget for not for profit organizations that support the PWD cause.

Not only are we building an agile, outperforming organization which actively leverages diversity to create competitive advantage for itself we are also making an **impact in the larger community**

that we represent. We are driving the change in the society through **Mission 1000, Money Minded and Stride with Pride** initiatives to name a few.

ANZ is committed to building a community where every single person is valued, heard, respected, empowered, and feels a real sense of belonging.



## ANZ Bengaluru Service Center

### Ambition

#### What are the top 3 initiatives that you have undertaken to enable professional development for women, PwD, and LGBTQ+ employees?

ANZ believes that diversity of thought is important to enhance the quality of decisions. Our people are vested with the opportunity to learn and progress with us, regardless of their gender, age, ethnicity, cultural background, disability, religion, sexual orientation, or professional background.

Our gender diversity agenda spans across the employee lifecycle. We believe that excellence and talent do not depend on genders. ANZ provides opportunities for women to learn and grow through supporting and inclusive policies, practices, and programs. Dedicated leadership initiatives, women's networks, formal mentoring, flexibility, and succession planning, enable women to build successful careers.

- **Internal and External Reskilling Forums: We provide platforms, both internal and external, to our women in technology that enable reskilling, and also build confidence.**

**a. Reskilling Accelerator (Internal):** This is the reskilling program that strengthens curious, motivated, and passionate ANZers's skills through a full-time, 6-month training program that creates a pipeline of junior software engineers within ANZ, with the support of mentors.

**b. Women in Technology Forum (WiT) Bangalore Chapter (External):** An unique knowledge initiative facilitated by RBS India, was launched in Delhi last year in the presence of over 200 senior industry leaders, women professionals, and representatives from top corporates, NGOs, academia, and the government. ANZ hosted the 2nd session of the newly-formed Bengaluru chapter on Nov 29th, 2018 with leaders from fields such as Technology, Diversity, and Human Resources, Academia, NGOs, and Independent bodies in attendance. This session was convened with the objective of exploring what each organization can do to enhance the presence of women in technology.

- **PWD Mentorship Program:** PWD employees are mentored by senior leaders. The mentorship program helps in elevating their confidence and enhancing their communication skills as well as performance. Mentoring and regular trainings help us focus on building long-term employment opportunities for people with disability. It also aligns with our purpose – to shape a world where people and communities thrive.
- **PRIDE (Internal):** The PRIDE Network is a dedicated network for LGBTQ+ community, focused on creating an environment where people feel safe to bring their true selves to work. Regular mentoring and coaching sessions aid in boosting their confidence and help them focus on building a successful career.

#### What are some of the sensitization measures that you have taken to build an inclusive work culture? How do you make the initiatives more specific to your male workforce?

We strive to ensure that our workplace reflects the diversity of our customers and markets, and harnesses the unique talents, perspectives, and experiences of all our people. By ensuring a gender-balanced workforce, fostering diverse teams and leadership, and a truly inclusive working environment, we are building an agile, outperforming organization which actively leverages diversity to create competitive advantage.

Our approach to workplace inclusion and diversity is underpinned by a strong suite of people systems, processes, and policies in relation to equal employment opportunity, bullying and harassment, flexible working, and parenting, eldercare, childcare and other caring responsibilities.

**Unconscious Bias program:** We believe that addressing unconscious bias towards people and communities plays a key role in achieving healthy diversity and inclusivity in the organization. To overcome unconscious biases, we offer a classroom-based program which makes the workforce aware of their unconscious knowledge and how it might lead into biased, suboptimal responses. It also helps our employees understand how they are including and excluding certain groups. This training is targeted at both men and women.

**Sensitization programs:** Peer sensitization and manager sensitization programs are conducted for all teams that hire people from PWD and LGBTQ+ communities. We organize a series of sensitization workshops through a dedicated Learning and Development training program – for all the stakeholders, including the top Management, the HR/Recruitment Heads, the Facility and Operations Team, and the immediate peers of the new recruits.

The aim of these sensitization workshops is to ensure that our workforce is well-prepared to deal with, and care for, our PWD and LGBTQ+ hires, and are equipped to make them feel comfortable.

**Sign Language training:** We administer sign language training to teams that have PWD members so that they can interact seamlessly with their hearing and speech impaired colleagues.



## ANZ Bengaluru Service Center

### What are the 2 prominent results that you have achieved through your I&D initiatives?

We have created a workforce that reflects the diversity of our customers and markets, and harnesses the unique talents, perspectives, and experiences of all our people. Through continuous awareness and sensitization programs, we have created a gender-balanced and diverse leadership and teams, and a truly inclusive work culture. The diverse culture is appreciated by our people, due to which we have a good representation of women, PWD and LGBTIQ+ communities in our workforce. Representation of women in leadership and management roles is one of our strategic priorities; today, 28% of women are in management roles, a 6% increase over the last three years. Today, our workforce consists of 100 PWD and 8 Transgender individuals.

Not only are we building an agile organization which actively leverages diversity to create competitive advantage for itself, but also making an **impact in the larger community** that we represent. We are driving the change in the society through these initiatives:

**Mission 1000:** It brings employers and NGOs together to challenge stereotypes and assumptions around disability employment. It aims to provide 1,000 opportunities to people with disability, in 1,000 days. Till date, we have provided more than 470 opportunities through the Mission 1000 project.

**Money Minded:** This ANZ's CSR initiative creates awareness among the community on managing one's money by budgeting, saving, using money wisely. Over 4300 external participants were trained through this initiative, where for the first time, we facilitated 412 Specially Abled participants and 26 transgender participants. Almost 50% of the target population are women. We also conducted sessions in three corporates for their support staff – drivers, housekeeping, and security staff (Lowe's, Axa, and Mast Global).

**Stride with Pride:** Through this initiative, we train and develop LGBTIQ+ community members to equip them to join the corporate workforce in ANZ or any another organization.

**Opportunities for women entrepreneurs:** This enables women entrepreneurs to be our service providers. To name a few vendors – Mitti Café, Raagas, Give me 5.

### How has inclusion become mainstream through your organizational structure and processes?

We are proud to have created a sense of belonging for our employees by providing opportunities to learn and grow through supportive and inclusive policies, practices, and programs. We have dedicated Employee Resource Groups like FORWARD for women, PRIDE for LGBTIQ+ communities, and Abilities for PWD employees. The networks are periodically reviewed by the country MD (Managing Director), and is also connected to the Global chapters.

- **Recruitment & Promotion:** Our gender-balanced recruitment practices enable us to maintain a balanced mix of men and women right from the beginning of the employee lifecycle.

a) ANZ ensures that a female candidate is interviewed for every role.

b) All interview panels have at least one woman.

We have a structured process to identify job roles that are suitable for PWD – skills mapping is done with the help of experts from our hiring partner, Enable India. They understand our business processes, and map them to the skills and capabilities of PWD candidates to make the hiring process smoother, faster, and more efficient. We partner with 'Enable India' to conduct specific recruitment drives for PWD at least once a year. This initiative is known as our PWD Hiring Accelerators.

- **Equal Opportunity, Bullying, and Harassment Policy:** At ANZ we are committed to treating all people with dignity and respect. ANZ firmly believes in the right of all people to work in an environment that is free from discrimination, harassment, workplace bullying, and victimization/retaliation. Equal Opportunity, Bullying, and Harassment Policy sets out standards of behavior that employees must follow.
- **Women in Management (WIM):** Targets are defined for each business unit to ensure WIM through recruitment, progression, and development initiatives. We identify a pipeline of women, groom them, and encourage them to grab any new opportunity that may promote them to the leadership level. This process is tracked and reviewed every month, and is owned by the Business Head.

A few key initiatives that have enabled our diversity hiring are strong leadership sponsorship, educating hiring managers, leveraging our partnership with NGOs, flexible approach to recruitment based on candidate needs, sensitizing hiring managers for specific candidate situations, employee referral program, sign language training for peers and line managers. ANZ encourages a "Speak-up Culture" under which, various avenues are made available to the employees to voice their concerns.

We also organize health & wellness promotional activities for women on a regular basis. We put a great deal of focus on our flexibility offerings to encourage women, PWD, and LGBTIQ+ communities to thrive at work.

### How do you codify I&D in your organization? Who owns it? (Level in the hierarchy)

Building a diverse and inclusive workplace is the goal of all our employees, and is hence owned by all of us. Our leadership team is very focused on making ANZ a diverse and inclusive workplace. We have created networks for each of these groups that rolls out initiatives focused on well-being, flexibility, career advancement, and upskilling. The network acts as a voice, contact point, and support mechanism for these groups.

The sponsors of these networks are members of the India Management Group. The Steering Committee of these networks meet on a monthly basis to take stock of the I&D initiatives and plan new ones. They are also periodically reviewed by our country MD, who is the sponsor of I&D.

The I&D goals are set at the group level and are cascaded down. Our ongoing public Diversity & Inclusion targets, as approved by the Ethics, Environment, Sustainability, and Governance Committee of the Board, are to build an engaged, diverse, and inclusive workforce by increasing the representation of Women in Leadership and recruiting people from under-represented groups.

## ANZ Bengaluru Service Center

### Readiness

#### What are some of the tools/technologies/platforms that you leverage to drive an organization-wide I&D agenda?

We provide an environment that enables our employees to participate fully in the workplace and perform at their best. We celebrate PRIDE Week once every year, where an increasing number of our employees register themselves as allies to show their support. We also celebrate Women's Day where we inspire people by sharing some success stories of women who have broken the glass ceiling.

We have employee networks like FORWARD for women which focuses on gender balance issues and builds the confidence of our female workforce, the PRIDE Network that supports the LGBTIQ+ communities, and our Abilities Network that listens to our PWD group.

We use our internal communications mediums like the electronic walls, yammers and our intranet to celebrate and create awareness about our diversity and inclusion agenda.

#### What are some of the L&D initiatives that are propelling the I&D agenda?

**Women and Ambition:** This module was designed to be run for groups of women and men. The focus of the module is on exploring the relationship that working women in the corporate world have with ambition. It covers topics like importance of career and a well-defined career path, the importance of a mentor, caregiving challenges, the role of a support system, work-life integration, and the importance of me-time.

**Speed Mentoring:** This is a session with Senior Leaders for women staff, so that they have an opportunity to have a candid chat with the leaders on challenges and get career guidance.

**Parental Coaching:** This aims to provide guidance and acquainting new parents, especially first-time mothers, with the policies that support this phase of their professional lives. It also aligns them to a coach who facilitates their "back to office" transition and to their line managers who have conversations around flexible work arrangements.

**Career Advancement:** "Changing the Narrative," "Be your own right," "Aspire & Take Risk," etc., are sessions focused on sharing stories of successful women.

**Leader Connect:** These sessions with Business Heads are conducted to network, motivate, and develop women's aspirations of being a future leader.

**Fearless Session:** Conducted with senior women leaders, this gives an opportunity for women to learn and get inspired from successful women leaders.

**Unconscious Bias program:** This is targeted towards both men and women. Through a lens of inclusion, this helps to understand how we are including and excluding people and to think differently about our challenges in realizing and leveraging diversity. 20 sessions covering 350+ employees have been conducted.

**Toastmasters Club:** This aims to enhance public speaking and leadership skills.

Sensitization to create awareness on working with LGBTIQ+ and PWD communities.

#### What is the role of leadership in ensuring inclusivity?

Our leadership not only provides support but also leads from the front. It is a part of the leadership's goals to create opportunities for practicing inclusivity and providing a sense of belongingness to all employees regardless of gender, age, ethnicity, cultural background, disability, religion, sexual orientation, and professional background.

#### How do you measure the success of your I&D journey? What are the metrics that you have in place to measure inclusiveness?

We drive accountability by setting targets and measuring performance across our business, governed by our Management Board and Corporate Sustainability and Diversity Committee. For example, we conduct 'My Voice' survey every year which provides us a comprehensive review of the diversity in our organization. This helps us assess the levels of employee engagement and inclusion amongst our different groups within our workforce.

We have a public diversity scorecard that outlines priorities and targets with measurable outcomes. Our employee engagement scores for D&I proudly ranges in the 90s. We stand with the purpose of shaping a world where communities coexist and dedicate 25-30% of our CSR budget to not for-profit-organizations that support the PWD cause.

We also believe that addressing unconscious bias towards people and communities is a key part of achieving a healthy diversity and inclusive culture in the organization.

There is a good representation of the LGBTIQ+ community members in the various forums like HSW (Health, Safety, and Well-being), Pride Network, and LYC (Love your Campus).

#### What are the top 3 strategic alliances/partnerships that have helped you propel the I&D agenda?

In 2017, our Bengaluru Service Centre joined a 120-member network of NGOs for people with disabilities, committing to the Mission 1000 project. This initiative was brought forth recognizing that traditional disability employment often fails to hire people with severe disabilities; it brings employers and NGOs together to challenge stereotypes and assumptions on both sides. It aims to provide 1,000 opportunities to people with disability in 1,000 days. Opportunities can be employment, training or provision of services. To date, our Bengaluru Service Centre has provided more than 470 opportunities through the Mission 1000 project.

We have a structured process to identify job roles suitable for PWD. Skills mapping is done with the help of experts from our hiring partner, **Enable India**. They understood our business processes and mapped them to the skills and capabilities of PWD candidates to make the hiring process smoother, faster, and more efficient. We partner with Enable India to conduct specific recruitment drives for PWD at least once a year, which are known as our PWD Hiring Accelerators.

We have a tie-up with our key hiring partner, **Periferry**, who provides us with a pool of eligible candidates from neglected communities, that ANZ can consider. We have also received a talent database from other avenues such as the Pride Circle – an NGO that is currently driving a Pan-India LGBTQ job fair, which is a platform for Pride Hiring. We currently have 8 members from the transgender community in the organization.



# ANZ Bengaluru Service Center

## Acceleration

### What is your I&D vision for 2025?

We have always considered an inclusive and culturally-diverse workforce to be a critical ‘people foundation’ for delivering on our strategy. We plan to build, celebrate, and leverage the diversity of our workforce, and drive an inclusive environment across the organization by:

- Building culturally diverse and culturally capable leaders who are role models of our values;
- Celebrating the diversity of our workforce and support all our employees to perform at their best; and
- Continue to attract, retain, and engage a culturally diverse and inclusive workforce.

### Blitz to the scale (Cardinal shoots of Diversity)

#### Diversity often overshadows inclusion. How do you ensure that your organization is diverse as well as inclusive?

ANZ invests in a diverse and inclusive workforce with the vision to build a team that reflects the communities in which we operate.

To create an inclusive workforce, they ensure that the environment is conducive for the development of employees throughout their journey at ANZ.

The following are a few initiatives that we undertake to practice inclusivity in our diverse workplace:

**For Women:** We organize health and wellness promotional activities for women on a regular basis. We have a mother’s room for nursing mothers and sanitary napkin vending machines in restrooms. We offer flexibility, and work from home options. Parental leave is available for all employees (primary caregiver) for a period of 52 weeks, of which 26 weeks is paid leave, without any differentiation on tenure, mode of birth, and number of children.

**For PWD:** All doors in our new facility have nameplates in braille. All washrooms have automatic emergency lights which can be used during power cuts. Ramps have been built for easy movement and changes have been incorporated in work stations for a comfortable work environment. Assistive devices such as

wheelchairs, JAWS, joy stick and pedals are provided to the candidates.

We ensure that team members go through sign language training so that they can interact with their hearing and speech impaired colleagues.

We have an exclusive dictionary of banking words in sign language so that our hearing and speech impaired staff can communicate well.

House nurses/assistants have been provided to help PWD staff movement (including candidates) and special medical cabs have been arranged for PWD staff.

Internal portals are made accessible for the differently-abled.

Special medical cabs for PWD staff, door-to-door pick-up and drop, and special color codes in the mobile app for drivers to identify PWD staff on the route are all in place.

**For LGBTIQ+:** Insurance Cover: This year, insurance cover has been extended to all domestic partners irrespective of gender identity. Family floater also covers IVF treatments, cancer treatments based on employee feedback.

All gender restrooms are available on every floor.

#### What are the top 2 initiatives you have taken to prevent diversity overkill?

**Equal Opportunity, Bullying, and Harassment Policy:** At ANZ, we are committed to treating all people with dignity and respect. ANZ firmly believes in the right of all people to work in an environment that is free from discrimination, harassment, workplace bullying, and victimization/retaliation. Equal Opportunity, Bullying, and Harassment Policy sets out standards of behavior that employees must follow.

**Balanced representation:** At ANZ, it is a business imperative to maintain gender balance. Ensuring the equal representation of women and men in our leadership teams is more than just an issue of gender equality; it’s about accessing the talent, markets, and economic opportunities that gender equality brings. Our Sustainability Review also highlights some of the key initiatives

and programs we have put in place to address gender balance, including:

**Gender balanced recruitment practices** – ensuring a female candidate is interviewed for every role, and all interview panels contain at least one woman.

**Flexible working** – all roles can be worked flexibly at ANZ, ensuring we are better able to meet the needs of our customers and our staff.

There is a good representation of men even in our employee network group.

### What is your favorite I&D quote?

We believe in the inherent strength of a vibrant, diverse, and inclusive workforce where the backgrounds, perspectives, and life experiences of our people help us forge strong connections with all our customers, and innovate and make better decisions for our business.

### How do you celebrate the power of belongingness by design?

We provide an environment that enables our employees to participate fully in the workplace and perform at their best.

We celebrate **PRIDE Week** once every year where after learning more about the community, more and more people register themselves as an ally to show their support.

We also celebrate **Women’s Day** where we inspire people by sharing some success stories of women who have broken the glass ceiling.

ANZ’s annual Star Awards recognize and celebrate employees who have gone ‘above and beyond’ in supporting people with disabilities over the past year, be it our customers, our staff or those in the wider community. It is a tradition at ANZ to celebrate our winners on the International Day of People with Disabilities, which falls on the 3 December every year.



### What makes you a truly inclusive organization?

Dell Technologies has a multi-pronged strategy for diversity and inclusion. The motive has always been to bring about change in the mindsets of managers and team members, when they think about people with disabilities, the LGBTQ+ community, or other diverse communities. Dell Technologies aims to focus on individual abilities, keeping aside differences of any kind. At Dell Technologies, building diversity is one of the business goals - building an inclusive hiring framework to provide the right ecosystem for all kinds of people to come onboard. Some of the initiatives that Dell has implemented to promote diversity and inclusion across the organization are as follows:

**IT is not just for Geeks:** Dell fosters the uptake of STEM at the grassroots level through this initiative, which is developed to encourage more young women to choose science, technology, engineering, and math (STEM) subjects and courses. Dell volunteers reach out to tier-2, tier-3 schools in various parts of India to inculcate STEM interest in young girls. The company also conducts workshops and provides a sneak peek into the lives of employees with an objective to inspire school children to consider tech careers when they are older.

**Women in Action (WIA):** Among various other objectives, 'Women in Action' focuses on sensitivity around second-generation bias. This is to ensure that the male colleagues recognize the subtle behavioral nuances in themselves and the unconscious biases they might have. They also come to realize that their women colleagues play a critical role in creating an environment of inclusivity and higher productivity.

**Dell Women's Entrepreneur Network (DWEN):** Dell is committed to accelerating the increasingly powerful role that women play in driving global economic growth. Women have a unique approach to business; they leverage innovative technologies to reach customers, and utilize data in unprecedented ways. Women understand that it's not the technology itself that is important, but it is the connections, solutions, and changes that technology enables you to make, which is important. Through the Dell Women's Entrepreneur Network, Dell is connecting female entrepreneurs across the globe with networks, sources of capital, knowledge and technology, giving them the power to do more.



**Many Advocating Real Change (MARC):** As a part of this initiative, we coach all our people managers. It is mandatory for all our people managers to undergo two-day workshops which help in eliminating certain unconscious biases that can be in the minds of both men and women alike.

**Other initiatives:** Dell has in place global frameworks and programs that focus on promoting women in leadership roles such as 'Women Powering Business' and 'Women Inspired to Learn & Lead (WILL)'. These groups provide women team members an opportunity to collaborate on issues such as workplace advancement, flexible work solutions, career development and much more. To ensure the safety of women employees, Dell has Rapid Response Teams (RRTs). Also, Dell offers flexi-work solutions to its employees so that they achieve professional excellence without compromising on personal commitments. Dell's pan-India exclusive wellness initiative, 'Well at Dell,' strives to build a healthier and fitter workplace. Additionally, Dell has also tied-up with several childcare facilities in Bangalore and Hyderabad, and provides speaker sessions on parenting as well.

While the initiatives elaborated above focus on women, we also undertake initiatives pertaining to other diverse groups.



## Ambition

**What are the top 3 initiatives that you have undertaken to enable professional development for women, PwD, and LGBTQ+ employees?**

DWEN: Through Dell Women's Entrepreneur Network (DWEN), we are connecting female entrepreneurs across the globe with networks, sources of capital, knowledge, and technology, empowering them to do more.

ERGs: Dell Technologies is an equal opportunity employer and considers PwD (People with Disabilities) as an integral part of the system. On the whole, to make Dell an inclusive workplace, there are several Employee Resource Groups (ERG). ERGs are communities within Dell where team members with common interests or backgrounds bring their collective voices together to drive innovation, create business opportunities, and develop inspiring leaders. Globally, we have 13 ERGs, 300+ Chapters across 60+ countries, and 37K ERG members led by 12 Executive Leaders. 'Pride' is one of the ERGs that connects team members around focus areas such as gender, ethnicity, sexual orientation, and background. Created in 2001, it now has chapters in over 20 countries around the globe.

The PRIDE Ally ERG seeks to create an inclusive workplace for our Lesbian, Gay, Bisexual, Transgender, and Intersex (LGBTI+) and Ally community. Pride is open to all Allies regardless of their LGBTI affiliation.

**What are some of the sensitization measures that you have taken to build an inclusive work culture? How do you make the initiatives more specific to your male workforce?**

Dell Technologies has an initiative called **Many Advocating Real Change (MARC)**. It is mandatory for all our people managers to undergo two-day workshops that are a part of this initiative, which help in taking cognizance of unconscious biases, and therefore equip our people managers to change that.

**What are the 2 prominent results that you have achieved through your I&D initiatives?**

Dell Technologies, in collaboration with APD (Association for People with Disability), has supported over **250 differently-abled children** by integrating them into mainstream education, over the last two years. These programs aim to support children with disabilities (CwD) by providing them with an enabling physical and learning environment in mainstream education. The program includes the identification, enrollment, and retention of CwDs in mainstream schools, which create a support system to improve the quality of education, conduct extra-curricular activities, and take care of the health and rehabilitation of the CwDs.

As a company, we have won the following awards for our efforts:

- Zinnov's D&I Award 2019
- NASSCOM's Transformation Catalyst Award 2019
- NASSCOM Global Capability Center's (GCC) Award 2018
- Great Place to Innovate at Zinnov Awards 2018
- Culture of Global Influence at Zinnov Awards 2017
- Agents of Change – Finance at Zinnov Awards 2017
- Beacons of Change at Zinnov Awards 2017

**How do you codify I&D in your organization? Who owns it? (Level in the hierarchy)**

As mentioned above, globally we have 13 ERGs, 300+ Chapters, 60+ countries, and 37K ERG members led by 12 Executive Leaders. Every country has its own ERG chapters that are connected to the global charter. In India, we have 7 ERGs consisting of 6000+ members, with each ERG sponsored and governed by the India Leadership Team at a regional and country level.

One of the biggest impacts of these ERGs in the system is that, an active ERG member's ENPS (Employee Net Promoter Score) was higher by 18 points versus a non-ERG member, as per our annual survey. This has led to better CNPS, low attrition, better recommendation of our products, and augmented employee referrals.

## Readiness

**What are some of the tools/technologies/platforms that you leverage to drive an organization-wide I&D agenda?**

ERGs are our biggest platform for driving our I&D agenda. All these ERGs have various programs and events under them to bring forth the diversity and inclusion agenda among our team members.

These ERGs use various internal and partner tools like Workspace One, Zoom meetings, Slack, etc., to communicate several programs and initiatives running under them.

**What are some of the L&D initiatives that are propelling I&D agenda?**

Besides some of the programs that are already listed above, two of Dell Technologies Learning & Development initiatives that directly propel our I&D agenda are:

- **RISE** is a highly customized, supportive, and collaborative learning program that empowers and enables women team members to take ownership of their careers. This 12-month program for High Potential women team members focuses on Business Acumen, Influencing Upward, Leadership Presence, and Showcasing their Personal Brand. The program is facilitated by experts and leaders, both from Dell and the industry.
- Program **TAARA** is an initiative developed for the larger ecosystem of women (outside Dell) who want to upskill themselves and return to work. It encourages women to get back to the mainstream workforce, by providing them with free technical education to become VMware-certified professionals. The training and certification are free of cost. With the rapid pace of technology evolution and transformation, every woman needs to realize that it is essential to evolve, and we are happy to act as a catalyst in that journey.

## Dell Technologies

### What is the role of leadership in ensuring inclusivity?

We at Dell Technologies believe that apart from the leaders walking the talk, the organization should focus on ensuring that the culture of inclusivity is inculcated across all levels of the organization. When an organization considers diversity and inclusion as its responsibility, it has a better chance to retain the best talent and achieve sustainable growth. Therefore, it is becoming a strategic priority for companies to involve a diverse workforce to be a frontrunner in an ever-evolving marketplace.

### How do you measure the success of your I&D journey? What are the metrics that you have in place to measure inclusiveness?

The success and engagement achieved by our ERG programs is a great measure of the success of our I&D journey. As a company, we have checkpoints to ensure increase in the diversity of our workforce.

### Acceleration

#### How do you create a multiplier effect for I&D?

In a company as massive as ours, a change is not easy to bring about; but when it is implemented, the impact is huge. To create a widespread global impact, we ensure that we build diversity champions across multiple teams. The good news is that we have several team members who are passionate about the subject. All our team members are encouraged to be a part of ERGs, and that is how diversity and inclusion becomes a lifestyle and not a mere program. We move forward 'together' as a team, creating ripples in the society.

#### What is your I&D vision for 2025?

We envision a workplace where inclusion is a way of life and not a topic to be addressed.

### Blitz to the scale (Cardinal shoots of Diversity)

#### Diversity often overshadows inclusion. How do you ensure that your organization is diverse as well as inclusive?

At Dell Technologies, inclusion is a way of life. Some of the points that come up are:

- The **MARC** program mentioned above is a program that focuses on sensitizing inclusion and not just diversity
- Our internal Townhalls have a sign language interpreter to foster the culture of inclusion
- For the comfort of our **True Ability** team members, we have made all our campuses wheelchair-friendly, and have made sure that they are provided with special transport services, powered wheelchairs, easy access at all entry points, accessible restrooms, caretakers, support in assistive aids, etc.

The above are only a few examples of how inclusion is imbibed in our culture and all team members are treated equally. We roll out mandatory education on inclusion for team members every year.

#### What are the top 2 initiatives you have taken to prevent diversity overkill?

We have a long way to go, until we reach a point where diversity is an overkill. We should talk about diversity overkill when the workforce already has a healthy representation of people from different genders, ethnicities, races, sexual orientations, and people with disabilities, etc. Despite the efforts, the entire industry has a lot of work to do on all these fronts.

**What is your favorite I&D quote?** - 'Inclusion is not what we do, it is who we are.'

#### How do you celebrate the power of belongingness by design?

We encourage and practice the feeling of belongingness within our teams. Beyond the regular employee experience events, we have several platforms where employees can get together in groups of interest. The sense of belonging is clearly reflected in the huge number of employees who have been with the company for more than a decade.



# CATEGORY

## Next Gen Women Leaders

Embodying the mantra, ‘empowered woman empower women,’ these exceptional women leaders in technology GCoEs have created long term impact through their business and/or technology expertise. This award celebrates remarkable women technology leaders who have created long-lasting impact by empowering other women and been an inspiration to the ecosystem.

## Saveetha Rudramoorthy, Amadeus Software Labs India Pvt. Ltd.

### What makes you a next generation woman leader?

With over 19 years of experience in middleware, enterprise integration of B2B/B2C applications, and cloud, I have led end-to-end technical delivery of various mission-critical enterprise IT projects.

I am the face of Amadeus for a leading European Airline customer, who is also one of our largest customers. I act as a catalyst for moving airline solutions onto the cloud platform. My innovative mindset has enabled me to contribute many ideas beyond my areas of expertise which have translated into business benefits for Amadeus Bangalore, and also globally. I am the first Woman “Expert” from Amadeus Labs which is an elite group of technical and functional experts of about 60 in the entire organization.

Amongst my business achievements, the one that stands tall is my essential involvement in a path-breaking project for Amadeus Labs – a middleware project with a leading airline. I was a vital cog in this fully-owned mission where three business units were co-located in Bangalore, delivering product evolution, operations, and 24/7 platform availability and support. The outcome of the project was that more than 130 LHG applications were connected via middleware, serving various key airlines under the airline group. This resulted in a high-volume platform handling 2.2 billion transactions per month, and thus optimizing the customer’s business significantly.

My never-give-up spirit, resilience to get through tough situations, the desire to continuously learn and update myself, and the right opportunities that came my way have helped me become a Next Gen Woman Leader.

### Ambition

#### What was the driving force that propelled you to this state in your journey as a woman leader?

I truly believe that ‘Nothing can beat hard work.’ Coming from a middle-class family, I was raised to give my 100% in everything I do, and I follow the same till date.

I have been blessed to have mentors, well-wishers and peers, and a supportive family who have always had tremendous faith in me. They have been instrumental in pushing me to go that extra mile. My hard work and sincerity got me a University rank during my Bachelor’s degree, which eventually helped me find my first job within 10 days of my graduation, in spite of the recession in 2001.

Throughout my journey, I am grateful to have had the opportunity to work on diverse projects and with wonderful teams, spearheading discussions with customers directly, and orchestrating projects end-to-end starting from project ideation to project ‘Go-live.’

After I got married, my husband has played a very vital role in helping me manage a good work-life balance and thus enabling me to do my best at work. He continues to be a great support to my dreams.

#### What kept you going when the going got tough? What were the top 2 challenges that you faced in your journey and how did you overcome them?

Life is not a bed of roses, neither is it a bed of thorns. At times, when the going gets tough, I always think about people who really struggle hard to lead a meaningful life. I look at great leaders like Narayan Murthy, Dhirubhai Ambani who are self-made and have soared to great heights.

Challenge: True to most working Indian women’s lives, I was faced with the dilemma of self over family or family over self. The biggest challenge for me was when my kids were very young. I often wanted to give up working to focus better on the kids; but I was fortunate enough to receive tremendous support from my teams and flexible work arrangements from the organizations I worked for, which helped me cope and get through that phase. Today, I am glad that I have stayed in the workforce as it has helped me grow

as a person and make massive contributions to the world of technology, which is where my heart is.

### What impact has your leadership made on the organization?

As a senior architect for a mission-critical middleware platform, I lead the team’s technical pursuit of a modern and future-proof single homogenized platform. This platform evolution would save up to 700K Euros for our customers operating in the airline industry. I have brought in an API-first development strategy within middleware wherein proprietary airline functions are made accessible to the developers in the Internet community.

The team and I, have together simplified the integration and deployments using CI/CD (Continuous Integration/Continuous Deployment) frameworks which has resulted in increased efficiency of the middleware platforms by up to 60% in the year of 2018-2019, for our customer. We have begun our migration to cloud early this year, wherein we are componentizing legacy applications using microservices architecture and container orchestration environments like Kubernetes. Cloud-native applications and components can hence be deployed into any private (Amadeus Cloud Services) or public cloud like AWS, Azure or GCP.

Managing a large customer account like this has given Amadeus a solid ground within the customer group we work for. Every year, we have delivered and performed, and are happy to take up new challenges to ensure greater efficiency for the customer.



# Saveetha Rudramoorthy, Amadeus Software Labs India Pvt. Ltd.

## Readiness

### What are your top 3 priorities/focus areas that will help you scale to the next stage of your leadership journey?

As Henry Ford said, “Anyone who stops learning is old, whether at twenty or eighty,” being a constant learner, my next set of priorities are:

- To attain technology skills in the areas of cloud like cloud migrations across cloud providers like AWS and Azure
- To enable myself to work on transformational programs across various portfolios and projects; I would like to obtain TOGAF 9.2 certification which would be the specialization on enterprise architecture
- I will continue networking, both online and offline, such as participation in technical communities, conferences, engaging with other technical enthusiasts and domain experts to contribute to the industry at large too.

### How is your organization helping you get to the next phase of your journey?

Amadeus as an organization has a very transparent culture wherein the progress of every individual is constantly monitored and improved through quarterly feedback cycles. I am constantly motivated by my management on every initiative I take through “Monthly Connects,” “Chai and Why” sessions, and “HR Connects.”

To support open innovation, Amadeus provides various channels like aGeek, Futurize ideathons, etc., which bring out the best in every employee.

### How are you nurturing the next set of women leaders?

Being part of NASSCOM Women Wizards Rule Tech (W2RT) mentorship program, I have delivered technology sessions to women in technology, including speed mentoring sessions. Apart from that, I conduct a series of technology sessions not only for women but also for all aspiring young buds who want to upskill themselves and scale to the next level.

## Acceleration

### How do you stay relevant in the age of constant disruptions?

I am a part of various Engineering (‘Cloud’, ‘Big Data’, ‘DevOps’ etc) and Architectural communities within Amadeus wherein we constantly collaborate and efficiently share the ideas. Also, I follow technology articles on ‘Medium’ and ‘Futureskills.’ Apart from Amadeus’ learning programs, I ensure that I participate in at least 2 external technical events, every year.

I also consistently contribute whitepapers and knowledge briefs to various internal and external forums like NASSCOM, IEEE. This helps me develop a deep understanding on a subject through the reviews and feedback from subject matter experts.

### How do you continue to focus on your tech roots while not losing sight of business priorities?

Technical teams cannot work in silos. We must understand business requirements and priorities. I chair Monthly Solutions Forum and Monthly Architecture Forum with customers where we constantly look at evolving technology platforms aligning to digital modernization which would in turn cater to business needs.

## Personal trivia

### Who is the one woman who has profoundly impacted your life and why?

My mother. After losing my father when I was in college, my mother ensured that I continued my studies and pushed me to take up a job away from home so that I could learn to become independent. She lived by example, showing me the importance of perseverance and hard work.

### What is your leadership mantra?

Learn, Unlearn, and Relearn.

### Describe one instance where your leap of faith paid off spectacularly.

I took a leap of faith by coming to Bangalore without any prior

experience of living in a big city. But this risk has paid me off spectacularly as I got my first job within a week of moving to Bangalore, and there has been no looking back ever since.

### What are some of the accolades that you have won (Apart from Zinnov Next Gen Women Leaders 2019)?

- First Woman “Expert” from Amadeus Labs which is an elite group of technical and functional experts of about 60 in the entire organization
- “Exceptional Contributor” for Amadeus organization collaboration initiative
- “Master Collaborator” for handling big project initiatives
- “Incredibles Award” for successfully transitioning and owning middleware mission from the Bangalore site
- Pat-On-The-Back and Spot Awards
- Top Seeder Award for being instrumental in the middleware Center of Excellence (Hewlett Packard)

### How do you unwind at the end of a long day?

I spend quality time with family, and that rejuvenates me every day. We have a policy of “No mobile” until 9 pm, which allows me and my spouse to spend focused time with our children. Also, I begin my day with dedicated ‘Me time,’ wherein I do yoga/dance for 1 hour, which keeps me energetic through the day.

### Sort the following in order of their influence on your life –

- a. Career
- b. Organization
- c. Mentor(s)
- d. Family
- e. Team

Answer:

- a) Family b) Career c) Team d) Organization e) Mentor(s)



## Sukanyya Misra, Mastercard, India

### What makes you a next generation woman leader?

I lead Mastercard's India Tech Hub and I am responsible for driving Mastercard's strategy for the Hub, its alignment with Mastercard's global Operations and Technology organization; enabling growth and expansion, operational efficiency, talent acquisition, and development. I play a key role in guiding teams and driving initiatives within the hub to foster a culture of innovation and excellence with a focus on diversity and inclusion, and the company's commitment to be a Force for Good. Prior to my current role, I was leading Mastercard's Data and Services (D&S) Center of Excellence (CoE) in Gurugram for over five years, building Mastercard's largest D&S team and transforming the CoE into an innovation hub. In my 24 years of extensive, cross-functional experience, I have held many leadership positions in global organizations such as McKinsey, GE, SAS, etc.

In my career, I have always tried to foster a vibrant culture of innovation at the workplace. Under my leadership, the Gurugram Analytics COE won various internal innovation challenges across Mastercard. I also led the launch of the Innovation Forum at the India Tech Hub – a unique platform for employees to engage and come up with innovative, working technology solutions based on Machine Learning and Artificial Intelligence to address the automation of internal processes and to formulate smart solutions for the operational challenges within the hub.

I played an instrumental role in building a learning-focused environment, and introduced some unique L&D programs that allowed employees to learn from peers and internal Subject Matter Experts (SMEs). Skill development and certifications on technical skills as well as training of soft skills through the year resulted in a motivated and committed workforce.

I strongly believe that giving back to the community is a responsibility that we all have as individuals, and as organizations. And, I have always focused on building a culture of community engagement and social responsibility with a special focus on education and women empowerment. I have been inclined towards these causes, and hence, motivated employees and leaders at the center too to participate in many volunteering and CSR engagements. Going beyond mere cheque book philanthropy, I have driven the agenda hands-on by visiting partner NGOs such as Literacy India on a regular basis, along with a passionate team of employee volunteers, and supporting the Literacy India school

near Gurugram. I continue to drive the same passion in my new role at the India Tech hub where a cross-functional, cross-location CSR council has been put together working towards promoting volunteerism and maximizing Mastercard's community and social impact.

Another area which I'm deeply passionate about is encouraging women in the workforce and I have consistently worked towards enhancing their participation in leadership and technology by introducing them to the right opportunities and forums. I have spearheaded the Launch of the WomenInTech forum's Pune Chapter – a unique forum that allows leading tech companies across Pune to collectively work on various interventions, focused on improving the participation of women in technology and leadership.

### Ambition

#### What was the driving force that propelled you to this state in your journey as a woman leader?

Hard work, focus, and being truly passionate about what I do!

I have had a supporting family that inspires me to deliver my best in whatever I pursue. Several teachers and professional mentors throughout my professional career have guided and mentored me in the right direction. The passionate teams and people I work with, have kept me motivated and made my work meaningful every single day.

#### What kept you going when the going got tough? What were the top 2 challenges that you faced in your journey and how did you overcome them?

I have always loved challenges, and I believe that growth happens if you are willing to take risks and risks help you realize your strengths. When I accepted the challenge to set up Mastercard's Data and Services CoE, it was probably the biggest professional risk I had yet endeavored on. But a relentless focus on goals, support from the global and regional leadership, and the infectious energy of the team kept me going. The center grew from a strength of few to hundreds in a short period of time, soon becoming one of the largest Data and Services Centers of Mastercard. My role as a leader of Mastercard's India Tech Hub in

Pune is yet another exciting challenge. It has been great so far and I am excited about the future.

The two things that primarily drive me when it comes to getting through in tough times is a clear sense of purpose that makes the efforts undertaken meaningful, and the passion and dedication of the people around that makes the road much easier and the journey, priceless.





## Sukanyya Misra, Mastercard, India

### Readiness

#### What are your top 3 priorities/focus areas that will help you scale to the next stage of your leadership journey?

Firstly, my goal is to continue to build Mastercard India Tech Hub as the best place to work and innovate at. My focus is not only on strengthening our position as an organization that attracts and nurtures the best talent, but also as an organization that offers a diverse and inclusive culture where people are empowered to reach their highest potential.

Secondly, I work towards enabling teams to drive collaboration and innovation through strategic learning and engagement interventions.

Lastly, I'm passionate about Mastercard's focus on being a 'Force for Good' – a value that truly resonates with me. It is not just about engaging in charitable work but about ensuring how the kind of impact we can create by working together. When the sense of 'doing good' is ingrained in everything we do, our work and life become much more meaningful.

#### How is your organization helping you get to the next phase of your journey?

Mastercard's leadership has a clear vision of the future and in this phase of growth, the regional and the global leadership is highly supportive at every step. Mastercard has a winning culture, with decency at its core. This not only helps each one of us to put in our best work to succeed together, but also do it in a way that is enriching and enables us to grow both personally and professionally.

### How are you nurturing the next set of women leaders?

At Mastercard, we believe in encouraging women at the workplace and we have created several programs ranging from training interventions to recruitment of talent, developing, and mentoring leaders, as well as implementing policies that help women strike a balance at work. We also run initiatives that are aimed at enabling women entrepreneurs with access to financial services and ease of doing business and thereby promoting their growth. Our Women In Technology program is focused on creating more opportunities for women in tech and nurturing and mentoring as future leaders.

We have been recognized globally with Diversity Inc., that ranks us as one of the top 5 companies in the world diversity in 2018 and Bloomberg recognizes us as one of the top companies in Gender Equity Index. In India, Mastercard has been rated as a great place for women and mothers (for 2018 and 2019) as well as one of the top 100 most inclusive workplaces (2019) by AVTAR and Working Mother. And, we continue to be awarded and recognized for our efforts in this direction. We have also received a top 5 ranking in the DiveHersity awards 2019, bestowed by the prestigious diversity portal jobsforher.com. This was a recognition of our diversity and women in leadership programs.

We also consistently work towards creating an environment for inclusion and change the perception of STEM-related careers among young girls. Last year, we launched the Pune Edition of the WomenInTech forum, in association with technology companies, industry experts, NGOs, government, and academia in the city to make improvements and execute an industry-wide plan to encourage women to pursue careers in STEM. Mastercard's signature STEM program - Girls4Tech has been engaging girls on STEM topics through inquiry-based activities and real-world challenges for the past six years reaching over 820,000 girls in 27 countries.

### Acceleration

#### How do you stay relevant in the age of constant disruptions?

I believe in lifelong learning and try my best to keep myself updated with knowledge and skills that are required to excel in any job as well as help others to do so. Another great tool that has worked for me is active listening. There are so many people who we meet daily and each one of these interactions can serve as a learning experience. In an age of disruptions, what matters is focus and clarity, and that helps me stay relevant.

#### How do you build close-knit teams that work collaboratively?

The key to building close-knit teams starts with a very clear objective and a sense of shared purpose. People are inspired to rally behind a project that is purposeful and drives real impact. An important approach for collaboration is to 'mix with care' and 'care for the mix.' Mixing with care means identifying complementary teams and capabilities that can produce synergy together, and then keeping this team focused on a singular goal, enabling every individual to bring their best to the table, as well as to bring out the best in each other.

# Sukanyya Misra, Mastercard, India

## Personal trivia

**Who is the one woman who has profoundly impacted your life and why?**

I have many women role models who have shaped my values and character – mother, sisters, aunts, teachers, colleagues, and friends. My mother inculcated the value of education and self-reliance right from my childhood, inspired me with her hard work and inner strength to face any challenge that life throws at me, while her compassion and honesty was admired by all.

There are many women scientists, technologists, business leaders, and academicians who continue to inspire me through their achievements and contributions to the society.

**What is your leadership mantra?**

Leadership is to help others achieve their full potential that lasts and leading by example.

**Describe one instance where your leap of faith paid off spectacularly.**

I left McKinsey to join Mastercard, to establish a brand new Analytics and Consulting Center of Excellence in Gurgaon. It felt like establishing a start-up but it was extremely satisfying and successful; it helped me build relationships with colleagues across the globe and it was an amazing learning experience.

**What are some of the accolades that you have won (Apart from Zinnov Next Gen Women Leaders 2019)?**

- President’s Award for Operational Excellence (Mastercard Advisors)
- Oscar Award for establishing the Mastercard Advisors Center of Excellence in Gurugram

**How do you unwind at the end of a long day?**

I pursue many of my interests like exercising, cooking, spending quality time with family and friends, and listening to music. I also love watching and reading Sci-fi and comedy content.

**Sort the following in order of their influence on your life –**

- a. Career
- b. Organization
- c. Mentor(s)
- d. Family
- e. Team

Answer:

- a. Family
- b. Organization
- c. Career
- d. Team
- e. Mentors



## Suparna Bhattacharya, Hewlett Packard Enterprise

### Ambition

#### What was the driving force that propelled you to this state in your journey as a woman leader?

Aspiration to make lasting foundational contributions to advance technology through innovation that matters.

My work in the open source Linux kernel community advancing the operating system, that some say “runs the world,” was an immensely fulfilling experience. As we now enter the era of Software 2.0, the shift in the nature of applications with the growth of analytics, ML, AI creates an inflection point to rethink system software in the storage and infrastructure layers. Noticing this opportunity, over the last decade, I have developed a passion for blending insights from diverse technical domains to generate innovations that span technology specialization boundaries using the power of collaboration.”

#### What kept you going when the going got tough? What were the top 2 challenges that you faced in your journey and how did you overcome them?

Reminding myself to focus on what matters the most. Support of family, friends, and colleagues has often helped me regain perspective and realize that what we focus on grows, whether “possibility” or “limitation.” Just as tough technical problems spur technology innovation, tough times and unexpected challenges can sometimes prove to be a reinvention opportunity knocking on the door by jolting one out of status quo. As Richard Karp once said, the secret of doing great research or doing great work for that matter is that “You have to love your failures as much as your successes.”

Examples of challenges:

Persisting with innovation that spans multiple areas, through the uncertain terrain of technology and business risk.

**How:** Learning constantly by collaborating closely with experts from diverse areas and leveraging my background in both product development and research helps me work deeply with both advanced development and product organizations. Having an antenna for customer insights, external conferences and product management partnership helps assess business

opportunities and keep up with the latest in technology. Using hackathons, internal conferences, and research collaborations to explore feasibility by building POCs (to fail fast and iterate often) helps overcome early skepticism and gain momentum.

Establishing the viability of a technical career path for technologists in India within my organization in the days when opportunities were far more limited than today

**How:** Building both internal and external reputation by contributing to technical communities – open source and research. Founding a platform for the top technologists with diverse expertise across business units in India to collaborate and lead technical strategy initiatives to achieve global impact and peer recognition.

### Readiness

#### How is your organization helping you get to the next phase of your journey?

A global role where I can contribute to technical strategy/forward-looking initiatives. Supporting me in taking a break to write a book. Nominating me for the Zinnov Award. Mentoring program to help develop my capabilities for the next level. Opportunity to serve on global technical career path promotion boards.

#### How are you nurturing the next set of women leaders?

It takes a village to raise innovators, irrespective of gender, and sometimes even more so for women innovators who have the courage to try something different, pursue dreams beyond their comfort zone, quietly challenging the status quo. This is a responsibility that I take very seriously and a cause I care about deeply as I have personally been fortunate to receive a lot of support, guidance, encouragement, inspiration, perspective, and warmth along my journey. I enjoy every opportunity I get to share the same with those who are carving their path to greatness as I know how much having the right support matters.

Besides formal initiatives like technical career path coaching, mentoring, talks, and being involved in both internal and external communities, across academia and industry, it is perhaps the day-to-day engagement and actively reaching out to people at

critical junctures that count the most. I wish I could do more and am constantly learning as everyone’s experience and path in life is different and unique.





# Suparna Bhattacharya, Hewlett Packard Enterprise

## Acceleration

### How do you stay relevant in the age of constant disruptions?

The constant disruption is what makes our field so exciting and interesting. It is one of the best things about the world of computing, an opportunity to keep learning and inject fresh thinking in products and technologies that we develop. Besides actively tracking the new developments, I find that participating in invention reviews, being on program committees for cutting-edge research conferences, and university collaborations help me stay up to date with the latest advancements in the field. Staying up to date is not enough to remain relevant, though. It is also important to anticipate and try to lead the disruption ourselves. I prefer taking the leap of faith to innovate ahead even if it involves technology and business risks, as staying with the status quo could be even more risky!

### How do you build close-knit teams that work collaboratively?

Have an inspiring shared vision, mutual respect for the unique strengths of each team member and count on them, welcome initiative and differing perspectives even when they contradict my initial thinking, pitch in actively to support the team, especially through setbacks and celebrate the successes along the way.

## Personal trivia

### Who is the one woman who has profoundly impacted your life and why?

My mother, for encouraging me to pursue my dreams and not give up easily but also for having the strength to remind me to find joy in the little things, even during the most difficult times we have been through as a family. As a science graduate who could not pursue her aspirations to be a doctor because of the societal constructs of her time, both she and my father made sure I grew up feeling that there were no limits to who I could be but the ones I create for myself, while staying grounded in values and things that truly matter like kindness, love, patience, and integrity.

### What is your leadership mantra?

Leadership is the art of making possible what one never might have thought possible. 3 key ingredients of leadership:

- Imagination to see possibility that is inspiring (vision).
- Courage to brave uncertainties, make the path easier for others (conscience).
- Energy, capability, and dedication to realize those possibilities (collaboration).

### What are some of the accolades that you have won?

- Zinnov Next Generation Women Leaders
- HPE Women Leadership Award
- Outstanding Technical Contribution Awards at IBM
- Recognition for being the first STSM from IBM India
- Best PhD thesis award in Computer Science and Automation (IISc.)

### How do you unwind at the end of a long day?

My weekdays are usually very packed and intense with cross-geographical conference calls that stretch very late into the night. During weekends, I try to unwind a bit ... even though work usually spills over! I love taking walks in the IIM Bangalore Campus, catching up with family and friends (locally and remotely), reading books, and watching movies that touch the soul. Being an introvert, I need quiet reflection time to regain my energies and stay creative. Once or twice a year, we try to completely switch off and take a vacation to visit a beautiful place.

### Sort the following in order of their influence on your life –

- a. Career
- b. Organization
- c. Mentor(s)
- d. Family
- e. Team

Family is always the first and the rest are all important to different extents from time to time.



# CATEGORY

## Open Innovators

At the core of open innovation is SPEED. These GCoEs have realized the importance of having a structured open innovation strategy in India that is built for speed as much as for scale. This award celebrates those organizations that have actively engaged with a diverse set of ecosystem players and successfully evangelized, mentored, and partnered with them to foster innovation.

### What makes you an open innovator?

In its two-decade journey, Intel India has been deeply involved in advancing technology innovation, accelerating digital access, and promoting entrepreneurship and research, while making a difference to the community. It is Intel's largest design center outside the US, with state-of-the-art design facilities in Bengaluru and Hyderabad. Intel has invested over \$5 billion in India to date, and continues to expand its design and innovation presence in the country.

As a center that plays a strategic role in Intel's growth, Intel India has contributed significantly to Intel's technology and product leadership. Intel India is engaged in cutting-edge engineering work such as SoC design, 5G networks, graphics, software and platform for the cloud/data center, client and IOT markets involving advanced technology areas like AI, 5G and Autonomous Systems.

A key area of focus for Intel India is advancing innovation and entrepreneurship in the hardware and systems space that contributes towards making India a product innovation hub. In the past three years, Intel India Maker Lab – a first-of-its-kind incubation center, has supported 60+ startups by offering infrastructure, technology, mentorship and business connect for their products in the areas of healthcare, retail, agriculture, transportation, manufacturing etc. across technologies such as AI, vision computing, cloud, and client compute. These startups have more than 40 market-ready products.

To boost the Artificial Intelligence (AI) ecosystem in the country, Intel India has trained 150,000 developers, students and professors across more than 150 organizations in India through AI trainings and workshops. Aimed at empowering the young generation to become AI-ready, Intel India has also rolled out a comprehensive program called 'Intel® AI For Youth'. Together with CBSE, Intel has curated an outcome-oriented AI curriculum for students of grade VIII and above. The curriculum was piloted with eight schools, training youth to create AI projects focused on social impact in 2019, with the aim to empower 100,000 students with AI-readiness skills in 2020.



## Samsung R&D Institute India – Bangalore

### What makes you an open innovator?

Open Innovation at Samsung is about leveraging the frontier technology/services from the external ecosystem and combining the same with internal innovations to build products and services that provide differentiated experiences for Samsung users.

The organization has undergone a sea change in innovation activities over the last 8 years, ever since the CTO group was formed in Y2011 under the leadership of Dr. Aloknath De.

The Open Innovation group was started in the year 2011 with the main charter of technology partnership with start-ups, and for the last 3 years, the group has been successful in also including other key aspects of Open Innovation such as strategic investments, university and developer ecosystem connects.

We have actively built the culture of open innovation within the organization by consistently addressing areas such as start-up strategic investments and partnerships, Developer Ecosystem, and University Research Engagement.

The following are the various initiatives under each of these three areas:

- **Start-up Strategic Investments and Partnerships:**

- a. The vision for Open Innovation start-ups charter includes Strategic Investments and Partnerships

- b. At an organizational level, there has been a significant focus to promote the culture of adopting start-up solutions, which add significant value and differentiators to Samsung's products and services portfolio.

**Strategic Investment:** Invest as a strategic investor in early-stage Indian start-ups with innovative technologies and services.

Examples: Samsung Ventures invested in OS Labs (Indus OS), Gnani.ai, Silvan Innovation Labs, and a few more start-ups.

**Integrated Partnerships (B2C):** Start-up solutions commercialized as a part of Samsung products.

One of the key challenges faced by start-up companies is to

achieve scale of distribution. However, through integrated partnerships, we provide a channel for start-ups to be deeply integrated with Samsung Products and Services.

Examples: Haptik and Inmobi are a few such partners.

### Integrated Partnerships (B2B)

- a. **B2G:** Successfully partnered with the Governments of Tamil Nadu, Telangana, and Uttar Pradesh for their Healthcare (Women & Child Development program), Loan Disbursement, and Crop Insurance schemes respectively.

Examples:

- 1. Government of Telangana: Partnered with System Integrators like Streenidhi to cater to the wage distribution program for women entrepreneur schemes, using Galaxy Tab Iris for Authentication and Samsung MDM solution.

- 2. Board of Revenue, Uttar Pradesh: Pradhanmantri Fasal Bima Yojna (PMFBY) – crop monitoring and insurance disbursement using Samsung devices.

- 3. Indian Postal Services distributed Galaxy mobile devices with their app and workflows for postman on field level operations.

- 4. Police Departments to record and track progress of cases through Tabs & Knox integrated solutions.

- b. **BFSI:** Partnered with top banks for enabling eKYC and MDM services.

Example: Karur Vysya Bank

- c. **Make For India (MFI):** Empowered Micro Finance Institutes to have control on customers to whom they have offered loans for mobile devices purchase, through Knox solutions like Samsung Finance Plus programs.

- d. **Education:** Provide a wide range of Galaxy Tabs to meet the needs of K-12 students for regular studies and competitive entrance tests preparation like Byju's, etc.





## Samsung R&D Institute India – Bangalore

### **New Product Development: Samsung Galaxy Tab Iris in partnership with Delta-id**

A new product was conceptualized and built to cater to the Aadhaar ecosystem, to perform Iris-based Aadhaar authentication/eKYC. The core image processing algorithm was sourced from a start-up. This is India's first integrated Iris Tab to perform Iris Authentication using Aadhaar.

### **Mentorship & Social Responsibility**

As a part of its corporate social responsibility, the Samsung R&D Institute, Bangalore, signed an MoU with IIIT-B. The objective is to mentor start-ups in varied fields in order to support the sustainable growth of local entrepreneurs in the country.

### • **Developer Ecosystem**

#### **a. Tizen Developer Summit**

It assists application developers interested in contributing to the growth of the Tizen ecosystem. This includes Tizen-based Samsung products like Mobile, Gear VR, and other consumer electronic products. As a part of this initiative, a contest was conducted in colleges/universities to encourage students to develop applications for the Tizen ecosystem. 45% of the apps developed as a part of Tizen App store, is from India.

#### **b. Open IOT Standards Ecosystem Development**

This initiative was aimed at driving the Indian IOT industry, which helps Indian SMEs generate revenue from IOT services by reducing the lead time for development.

It has been instrumental as a common forum to engage developers/start-up community to contribute and utilize the open source implementation of OCF (i.e. IoTivity), funded by Linux Foundation to build IOT products.

As a part of the initiative on the National IOT standards development, we have worked with the Government standardization body (TEC, DOT) for coming up with a unified approach for IOT certification.

### • **University Research Engagements**

The aim of these engagements is to foster deeper interactions with the university ecosystem so that the results of these collaborations can be added to our products and services as differentiators. Below are the highlights of our journey thus far:

**a.** Visiting scientist/sabbatical program was initiated, under which professors from top Indian schools such as IISc and IITs were instrumental in driving new programs (e.g. Medical Image analysis, Metabolic Engineering) at Samsung through their knowledge and research expertise.

**b.** In 2016, a more focused approach to university collaboration was initiated by the CTO. Since then, the collaboration process has been streamlined to ensure the involvement of internal and external stakeholders. In the last 3 years, over 10 research collaborations have been executed with the top IITs, IISc, and tier-2 universities, in areas ranging from intelligence and multimedia to materials technology (e.g. Natural Language Processing, Flexible Electronics).

**c.** In identifying the right stakeholders from universities, our focus has shifted from individual experts to clusters of professors within universities to foster multi-dimensional solutions to challenging problems.

**d.** To tackle greater challenges in emerging and future areas, we have started to engage with Government initiatives fostering international research collaborations.



## Société Générale Global Solution Center

### What makes you an open innovator?

We believe that the best results are born from co-creation with the entire ecosystem including our employees, start-ups, universities, and industry partners.

Since its launch in 2016, Catalyst – our start-up accelerator program, has successfully delivered 62 solutions for a wide variety of business challenges, engaging with 58 start-ups.

With the philosophy that innovation is part of our culture, Société Générale is also a pioneer in setting up the intrapreneurship program with funding for the ideas generated by our employees. Three ideas from the program have been successively spun off as subsidiaries.

We also have active engagement with academia on activities to foster innovation as a community, and work with leading technology research and management institutes such as IIT Chennai and IISc Bangalore on various research projects.

We have always encouraged a culture of openness to share and learn from the industry peers.

### Ambition

#### What is your definition of open innovation?

Open innovation is key to transforming the banking sector and launching new products and services. Open Innovation is the ability to work with various stakeholders external to the organization such as start-ups, universities, and other industry partners with an intent of co-creation. In addition to our internal expertise, bringing in external expertise helps us balance perspectives, leverage cutting edge technologies, and develop on disruptive ideas and digital services.

#### What role did your organizational culture play in making you a successful open innovator? How do you pursue innovation with a multi-generational workforce?

At Société Générale, innovation is a core value, indicating that this is a part of our organizational DNA, and the culture that we create for our employees and business environments. An experimental

mindset adopted within the organization creates a conducive environment for fostering the growth of start-ups. Our focus on diversity stands us in good stead here an inclusive, a multi-cultural, cross-geographic, multi-generational workforce brings together a wealth of experience and perspectives, which sparks innovative thinking. For example, innovation is not restricted to new-age technologies alone but extends to process improvements as well, where tenured employees or those with a depth of experience bring valuable insights.

#### What are the 2 best outcomes of your open innovation culture?

By challenging the status quo and focusing on agility, we were able to accelerate the digital transformation for the Société Générale group, by engaging 50 startups and building research capabilities for the bank in collaboration with India's top universities.

### Readiness

#### How empowered are your teams to drive open innovation?

Our teams are completely empowered to drive open innovation. We encourage open ideation and incentivize innovation. The organization is hence imbued with innovation, right from our values to the conviction in diversity; and is a core aspect of every business strategy.

#### What are the top 2 initiatives your organization is taking to leverage open innovation?

Catalyst, our corporate accelerator program takes business challenges from Société Générale across the world and leverages our vibrant Indian startup ecosystem to explore solutions. This is one of the initiatives our organization undertakes to leverage open innovation. The other is our intrapreneurship program which calls





## Société Générale Global Solution Center

for internal startups, which not only creates a lot of interest internally, but also has resulted in successful spin offs from ideas of our employees.

### How do you break groupthink and push your workforce to embrace open innovation?

We challenge the status quo by curating a variety of experiences to enable a conducive culture and ecosystem. We facilitate design thinking workshops, ensure exposure to the external ecosystem, and by adopting a business-aligned approach to open innovation, we push our workforce to embrace open innovation.

### Acceleration

### How do you ensure the integration of external innovation with internal innovation?

Our business-led approach ensures focus and value right from the start of any endeavor around innovation. We ensure that there is a buy-in from all the concerned stakeholders before proceeding with developing the proof of concept (POC), and by working with IT teams on integration plans alongside the POC development, we make sure that our external and internal innovation engines work together seamlessly.

### How do you overcome structural and operational challenges of open innovation?

Several aspects help to overcome structure and operational challenges. First by enabling the right ecosystem that encourages innovation. Then by driving value-led approach which ensures our activities are aligned with industry, our businesses and our customers and partners. We also believe in agility - planning in detail, pivoting wherever necessary, and by integrating and coordinating with the concerned departments well in advance, we overcome the structural and operational challenges of open innovation.

### What do you look for in a potential collaborator?

First and foremost, we assess the spirit of innovation of the potential collaborators. And second, we evaluate multiple factors

such as openness to co-create, fitment of product, technology supremacy and the startup resilience, etc.

### Blitz to the scale

### What is your open innovation mantra?

‘Let’s co-create’ is our open innovation mantra.

### What are the 2 major barriers that you have faced in adopting open innovation?

Adoption of digitalization is one area which poses a challenge. Digital solutions often require multiple teams to align, and as such there are complexities involved in getting stakeholder buy-in to move to a production state. The second challenge is structuring a solution to align with the IT architectural guidelines. Legacy IT structures sometimes don’t support new-age solutions that emerge as a result of open innovation. In this case, the deployment of solutions by start-ups needs an integrated approach from the proof of concept.

### How does ‘open’ drive ‘innovation’?

Being open means challenging the status quo. Thus, ‘open’ drives ‘innovation.’

### Who is the lynchpin of open innovation in your organization?

The Head of Innovation is the key cog in the wheel of open innovation in our organization.



# CATEGORY

## Technical Role Model

A Technical Role Model leads by example to inspire fellow technologists – both within and outside the organization – to tread the ‘technical career path.’ This award is a celebration of individual trailblazers who have shaped their technical careers, while being the beacons of inspiration for other technologists.

## Ravi Chitloor, Dell Technologies

### What makes you a technical role model?

I have always been an engineer at heart and computers have always fascinated me. In the last two decades, I have gotten the opportunity to work with both renowned players and start-ups, which has helped in my successful career journey. At Dell Technologies, I drive the architecture for Data Protection Software and Solutions for private and public clouds.

I believe that a technologist should 'have strong technical expertise, make business impact, and be a technical leader.' With these three elements, a technologist can make an impact on customers, organization, and investors. To reflect:

- I have deep expertise in Data Protection, especially in areas related to Data Protection Storage, Data Deduplication, Data Protection Software, Storage Management, Data Centre Management, Hybrid Cloud, and Software Defined Data Centre.
- I have made 'tangible business contributions' to a multi-billion-dollar product line as the Chief Architect of Data Domain and Chief Architect of Data Protection Software.
- I have guided architecture and design for Dell Technologies data protection portfolio of products. These products are developed by large engineering teams in India, USA, China, and Israel.
- I am actively involved in growing technical leadership and I drive innovation at Dell Technologies India Center of Excellence (COE). I spend significant time in aligning teams to the Dell Data Protection vision. I continue to mentor technical leaders across the globe. I champion a year-long curriculum to groom the next generation leaders in Dell Technologies India COE.

### Ambition

#### Describe the genesis of your genius/expertise. How you have built on it, over the years?

My core expertise is in Data Protection storage and Data Protection software. I joined the Data Domain while it was still in its nascent stage, in 2007. Data Domain's focus was to eliminate tapes for backup and archive. I learnt a lot from my peers, and the

Chief Architects and CTOs of Data Domain. Over the years, I met many customers and understood the challenges of storage for backup. With the talented team of Data Domain, we embarked on solving many of these problems. I later became the Chief Architect at Data Domain.

After Dell EMC (formerly EMC) acquired Data Domain, I started to work closely with the backup software teams and architects to build end-to-end protection solutions for Dell EMC. From this, I developed deep insights in the challenges of backup software. I later became the Chief Architect of Data Protection Software within the company.

#### What was the driving force that propelled you to this state in your journey as a technical leader?

Engineering came to me naturally, and from a very young age, I knew I wanted to pursue this field. Technology, and everything to do with computers was very intriguing to me, and I just followed my passion. I thrive on finding a technical solution to a customer problem, and the Data Protection space was ripe for many innovations.

#### What kept you going when the going got tough? What were the top 2 challenges that you faced in your journey and how did you overcome them?

While I started my journey with a renowned company, I have also worked with a start-up which did not do that well. However, my passion for technology, quest for finding solutions to a customer problem, curiosity, and innovation, have always kept me going.

I would also like to mention a project that repeatedly failed, after putting in several years of investment. I feel that I have learnt a lot from this example – taking risks and learning from failure is the key to success.

#### What is the impact that you have created in the ecosystem?

Dell Technologies is the market leader in the Data Protection space, and this line of business is a highly profitable one for us. It is the market leader in Purpose-Built Backup Appliances and has almost eliminated the use of tapes for short-term backups. We have greatly simplified data protection for the large enterprise customers who are grappling with data growth.

### Readiness

#### What are your top 3 priorities/focus areas that will help you scale to the next stage of your technical journey?

- Deliver next generation Data Protection and Data Management products and solutions for the hybrid cloud;
- Enable the global architects and technical leads in India, China, Israel, and USA to innovate and deliver differentiated capabilities; and
- Deliver solutions that leverage the products and technologies across the Dell Technologies portfolio.

#### How is your organization helping you hone your technical skills?

- The Dell Technologies Leadership team has provided numerous opportunities for its team members to build new products and solutions by leveraging new technologies. The organization has allowed me to take risks.
- The company continuously invests in team members' growth by giving them access to instructor-led courses, creating a Technical Leadership Community to reach beyond the immediate organization, and by encouraging them to participate in industry conferences and forums to stay updated.



Ravi Chitloor, Dell Technologies

What is your role in nurturing the next set of technical leaders?

I am passionate about nurturing the next generation of leaders. I feel it is important to mentor, teach, inspire, and share your experience and knowledge with the next generation to enable their growth. Here is how I do my bit:

- Mentorship: I am actively involved in mentoring various team members, and I spearhead weekly and monthly forums for global Data Protection Software architects and technical leads globally.
- Teaching: I diligently contribute to the year-long technical leadership curriculum of the program ‘TechEDGE’ (with IIM Bangalore and Manipal) at Dell.
- Inspiring team members: My happiness comes from inspiring the next-generation colleagues and sharing with them what it takes to be a next-generation leader.
- Sharing your experience and knowledge: I share my experiences at various internal forums and hope that the team learns from my background. My experiences and learnings are also captured in a bi-monthly technical community newsletter which is circulated within the company.

Acceleration

How do you stay relevant in the age of constant technological disruptions?

I stay relevant by being curious, being an avid reader, attending conferences, connecting with people (actively involved in the technological disruptions), and tinkering with new technologies.

What is the next big tech/tech trend that you are excited about?

Digital Transformation of Business, Cloud, and Software-as-a-Service are the tech trends that I am excited about.

Fail fast, learn fast is the mantra today. How do you aim to inculcate the ‘fail fast, learn fast’ professional philosophy in your life?

‘Design thinking’ has helped me empathize, ideate, and experiment with new products/solutions (with prototypes). It has helped me converge quickly with a small team, on ‘customer need, economic viability and technological feasibility.’

Personal trivia

Who inspires you to go above and beyond?

My curiosity, my wife, and my mentors.

What is your leadership mantra?

Have a vision and focus, be a selfless leader, enable the team, and operate with integrity.

What are some of the tools/platforms/channels that you leverage to upskill/reskill yourself?

Mentoring, books, and taking instructor-led courses.

What are your thoughts on the symbiotic nature of mentoring?

Mentoring enables us to bounce off ideas, share perspectives, find creative solutions, inspire each other, and think differently.

Sort the following in order of their influence on your life:

- a. Career
- b. Organization
- c. Mentor(s)
- d. Family
- e. Team

Response: Family, Mentor(s), Team, Organization, Career

What do you do in your downtime?

Take a walk, read books, listen to music, watch movies, explore new types of coffee, and get creative with my kids.

Where do you draw inspiration from?

Books, philosophers, and the curiosity of my kids

A tech gadget(s) that you are addicted to

Phone and Kindle

The song that best describes your innovative thinking

Hall of Fame

## Vinay B Jammu, GE

### What makes you a technical role model?

Using technology to make our lives better has been my passion throughout my life. I have been fortunate in GE, to have had the opportunity to drive significant impact for GE and its customers through Digital Twin technology. Bringing together Physical and Digital together in the form of Digital Twin technologies to improve performance, reliability, and availability of large industrial assets, has been core of my research for the past 30 years.

The past 5 years, my team has developed 250,000 Digital Twins that deliver huge impact to our customers by fusing inspection, sensing technology, AI and Machine Learning, together with physics-based models. Some examples include developing Digital Twins to reduce failures and improve efficiency of Aluminum Smelters in Asia and Europe, electrifying 10 rural villages in Africa and Asia using diesel-solar-battery technology with optimizing controls, saving mothers and babies by enabling midwives to improve the quality of diagnosis for pregnant women by embedding hand-held ultrasound with AI, and using microwave sensing to create a real-time corrosion monitoring for insulated pipelines in refineries. Over the past several years, working at GE's John F Welch Technology Centre (JFWTC), we have been able to develop a center of gravity for work related to machine health prognostics, remote monitoring and diagnosis, and condition-based maintenance. These teams at JFWTC now make contributions worth hundreds of millions of dollars of savings for GE and its customers, using these technologies to increase uptime, optimize maintenance and improve performance of jet engines, gas and steam turbines, healthcare imaging equipment and wind turbines. While doing this work, the innovation has resulted in 40 patent applications, 26 issued patents, and more than 60 internal and external publications in total.

To help our customer take up the same Digital Transformation journey that GE has undertaken, I have given numerous talks and participated in multiple expert panels across Asia. These include publications in newspapers including Business Standard, LiveMint, YourStory, Financial Express, Jakarta Post, and Express Computer. I have had the opportunity to participate in numerous AI and Digital Transformation events including Deep Tech Summit in Singapore, Industry 4.0 and AI in Jakarta, Corporate Innovation Summit, Bangkok, Thailand, Manufacturing Tech Council, United States. In addition, I have given talks and keynote addresses in multiple conferences such as ASME, ISA and World IVHM Conference, IEEE

Smart Cities conferences, to name a few.

Today, GE India Technology Center (GEITC) has several hundred AI and Analytics engineers who support GE businesses in Aviation, Renewables, Power, and Healthcare. I have been extensively involved in helping hire, mentor, and grow these teams, and provide them training in the unique area of Physical-Digital Technologies. I have had the opportunity to mentor and grow multiple executive leaders, numerous principal and consulting engineers for GE over the past 5 years in Engineering and Technology.

My ability to drive impact through technology over the past 30 years, support people growth and drive thought leadership has enabled me to be considered as a technical role model.



### What makes you a technical role model?

**Advancing the Cause of New Medicine Development:** In my role as a Senior Consultant Engineer, I have led various process research and worked on developing engineering strategies to achieve drug substance deliverables via experimentation, process modeling, technology transfer, scale-up, and manufacturing (third-party CMOs). I have scaled up more than 45 drug molecules from their early phase of development and supported them up to Toxicological and Clinical studies.

**Architecting Innovation in Modeling/Digital Design:** I have proposed and tested different mechanistic models for chemical reactions and impurity formation during drug molecule synthesis. I have developed multiple models to identify key parameters responsible for impurities formation. I then went on to craft a strategy to control impurity formation and constructed a model-based design space for this process. I have accelerated late-phase projects by supporting manufacturing and process modeling. I have been instrumental in the ideation and the creation of a distinctive unit process and unit operations model that showcases and promotes the achievements of the department and, industry across the globe.

**Displaying Excellence in Process Safety:** I was at the helm of crafting and implementing process safety initiatives for one of Lilly's commercial oncology drugs. The subject matter expertise that I possess in the space, well-orchestrated experimental plan, and focused guidance to execute experiments were instrumental in identifying the root cause for one of the process safety challenges during a chemical reaction. I also developed a robust kinetic model to better understand the key parameters that were responsible for the cause and to identify the controlling levers.

**Consistent High-Quality Contribution to Science:** I have published 11 international publications in 9 high-impact factor international journals. Of these journals, 6 have an impact factor greater than 3.0. I have also authored/co-authored 2 chapters, and have been invited to give several lectures at conferences and universities. My work on microwave-assisted reaction rate enhancement, reaction modeling, biomolecule-nanotube conjugation, and nano-composites is well-recognized and has been cited in 390 papers of international repute, till date.

**Concentrated Efforts toward Waste Minimization:** The practical applications of my research range from pharmaceutical drug substance to drug product as a green concept with waste minimization. I avoided using column chromatography (it requires a huge amount of solvents and generates tons of waste per kg drug) and developed alternative separation processes to purify drug molecules (developed crystallization process). Now, this process is being regularly used by scientists to manufacture drug molecules.

**Recognitions:** I have had the honor of receiving several awards including the Best Research Presentation Award (BRSI-2006); Avishkar-2007; Outstanding Young Chemical Engineer (IIChE-2007); Post-Doctoral Fellowship in Nano-biotechnology (RPI Troy NY 2008); Outstanding Research Project Award (CBD S&T Conference, Dallas TX 2009); BMS Triumph Award (2014), BMS Galaxy Award (2015); and Lilly Emerging Talent-2019.

### Ambition

#### Describe the genesis of your genius/expertise. How you have built on it, over the years?

I earned my M. Tech. and Ph.D. in chemical engineering (2008) from the Institute of Chemical Technology (Formerly known as UDCT, Mumbai), Mumbai, India. During my Ph.D., I studied the effect of microwave irradiations on enzyme kinetics, and proposed a detailed mechanism/finding of microwave effect on enzyme kinetics. After completing my graduate studies, I worked as a post-doctoral researcher for two years at Rensselaer Polytechnic Institute (RPI), in Troy, New York. My post-doctoral research, in collaboration with Professor Jonathan Dordick and Professor Ravi Kane, was focused on utilizing the unique properties of carbon nanotube and nanoparticle in preparing bio-nano conjugates. My research has resulted in the preparation of enzyme-nanotube conjugates that have been utilized for commercial applications.

After spending almost 10 years (academic research/studies) in the field of chemical engineering, applied biotechnology, and nanotechnology, I returned to India and started my industrial career with Bristol-Myers Squibb-Biocon R&D center. In 2016, I joined Lilly Capability Center India as a Senior Consultant Engineer to support drug substance development. Since 2010, I have been contributing towards the development of new medicines by developing process engineering, modeling, and digital design platforms.

### What was the driving force that propelled you to this state in your journey as a technical leader?

Je ka ranjale ganjale | Tyansi mhane jo apule ||  
Tochi Sadhu olakhawa | Deo tethechi janawa ||

-Saint Tukaram

(Revere a person as God, who loves the suffered people (from pain and disease) as his own kin!). A lot of people across the world are waiting for medicines that will alleviate their pain and help them live a better life. The development of innovative medicines to prevent and treat diseases is the only propellant of my technical journey.

### What kept you going when the going got tough? What were the top 2 challenges that you faced in your journey and how did you overcome them?

"Struggle makes you stronger," was the mantra that helped me go through tough times. I faced financial problems during my undergraduate studies. I stayed in a government hostel and worked during holidays to earn money required for educational expenses. Thoughts of great people (Dr. Abdul Kalam, Swami Vivekananda) inspired me and helped me overcome these difficult times.

In my research career, I faced challenges initially in understanding the root cause, which is the first step to innovative solutions. I worked on sharpening my intellect/intuition by practicing Pranayama, and was fortunate to learn technical analysis from great scientists like Professor Jonathan Dordick (Rensselaer, New York), Professor Ravi Kane (Georgia Tech, USA), and Padmashri G.D. Yadav (ICT, Mumbai).

**What is the impact that you have created in the ecosystem?**

- Waste reduction: Developed alternative chemical separation processes to reduce solvent usage.
- Process safety: Chemical process safety analysis to handle explosive chemicals during drug substance manufacturing, thereby providing a safe atmosphere for scientists to work in.
- Process modeling (digital design): Process modeling to reduce extensive experimentation and accelerate drug development program (reduce medicine development time).

**Readiness**

**What are your top 3 priorities/focus areas that will help you scale to the next stage of your technical journey?**

The top three focus areas that I believe will help me scale to next level in my technical journey include:

- I. Digital design
- II. Process analytical technology
- III. Lab of futures using Robotics

**How is your organization helping you hone your technical skills?**

My organization respects talent and provides a platform for conducting cutting-edge research in medicine development, and that is the biggest support that I have received.

**What is your role in nurturing the next set of technical leaders?**

I train scientists to take up new roles, and I'm interested in nurturing the culture of innovation at Lilly. My overall contribution towards nurturing talent has pushed me to be a member of Lilly's Emerging Talent Group-2019 and of the Innovation Council.

**Acceleration**

**How do you stay relevant in the age of constant technological disruptions?**

By staying updated through digital media and technical forums/conferences.

**What is the next big tech/tech trend that you are excited about?**

Digital health is one technology trend that I am excited about.

**Fail fast, learn fast is the mantra today. How do you aim to inculcate the 'fail fast, learn fast' professional philosophy in your life?**

"I have not failed. I have found 10,000 ways that won't work," is the famous adage by Thomas A Edison while inventing the light bulb. This to me implies that failures are temporary, whereas success is autocatalytic. Especially in the medicine development field, it is of paramount importance to try fast, fail fast, and learn fast. That has been the genesis of many blockbuster drugs that have been developed in the Pharma industry. Hence, the faster we learn from our failures, the faster we can develop solutions to help the patients around the world.

**Personal trivia**

**Who inspires you to go above and beyond?**

Saint Dnyaneshwar: A great philosopher who inspired through his unwavering commitment to making the world a happier place even in his short life span of 21 years.

**What is your leadership mantra?**

Leadership is an achievement of trust, and to gain trust, one should have purity in heart, clarity in mind, and sincerity in action.

**What are some of the tools/platforms/channels that you leverage to upskill/reskill yourself?**

Through reading research publications, attending conferences, and by leveraging social media which includes taking up LinkedIn learning modules.

**What are your thoughts on the symbiotic nature of mentoring?**

In the current era, multidisciplinary mentoring helps us in connecting the dots for more effective innovation. The millennial generation brings a fresh and dynamic perspective in navigating through the research process in pursuit of solutions.

**What do you do in your downtime?**

Reading Vedic literature and singing Bhajans.

**Where do you draw inspiration from?**

Keep charging myself through Yoga (Pranayama) and meditation.

**A tech gadget that you are addicted to – Laptop**

**The song that best describes your innovative thinking –**

a. Koshish karne walon ki haar nahi hoti (Those who try are not defeated) by Harivansh Rai Bachchan

b. Je je apanasi thave| te te itaransi shikvave| shahane karun sodave sakala jana|. (Whatever one knows| one should teach others| make everyone clever) by Saint Ramdas Swami



## Dr Vishwanath Gopalakrishnan, Samsung R&D Institute India – Bangalore

With a PhD in Computer Science from the Nanyang Technological University, Singapore in 2011, Dr Vishwanath Gopalakrishnan always wanted to be an innovator. All 5 patents that Dr. Vishwanath had created are recognized as those of top quality by Samsung, and have been filed in multiple countries with 2 patents granted in the US. He has publications featured in nine leading International Conferences and one IEEE Transactions journal, which speaks volumes of his commitment towards the patenting culture and technical innovation.

He has made key contributions to Artificial Intelligence solutions in Global Flagship products such as Samsung Galaxy Series. Some of his innovations are also commercialized in the On-device AI engines using Deep Learning techniques as early as 2018 for Object detection and Object Recognition algorithms. He has also led the efforts for AI algorithm running in camera auto-mode in Galaxy Note 9. This was a first-time-in-the-industry solution. With his deep knowledge in 'Research-to-Market' projects, he has delivered key vision and Machine Learning-based solutions for global flagships and mid-tier segment devices.

Dr. Vishwanath is a recipient of global recognitions and accolades for successfully delivering AI-based solutions for global flagship products (Global CTO Award, etc.).

# CATEGORY

## Workplace of the Future

The mantra – ‘You don’t build a business; you build people. And then people build the business,’ has never been truer than it is today. This award celebrates those organizations that have successfully enabled and empowered their employees by building skills for the future and embracing digital for employee experience. Not only has this given a boost to employee productivity and morale, it has helped these GCoEs build workplaces of the future, with forward-looking and digital-ready employees.



## Eli Lilly Services India Pvt. Ltd.

### What makes you a workplace of the future?

Becoming a workplace of the future was not something that happened by chance for us. It involved meticulous planning, concerted team effort, and single-minded dedication to transform our ways of working. We were able to achieve it on the back of unwavering support from our leadership to transform the way we operate on a day-to-day basis.

We made this possible by identifying avenues of change across different facets of the organizational processes to make them more efficient for the diverse set of employees who work with us. Here are some of the key innovative practices and initiatives that we have undertaken:

**Building Automation** – Fully automated Hire to Retire HR operations system, Motion Sensor controlled workplace lighting system, globally-integrated ID cards, digital building management system (BMS).



**Smart Workplaces** – Agile workspaces that facilitate collaboration, AirMedia tool for wireless projection of presentations, Smart Displays for temperature and humidity control.

**Digital Networks** – Cloud-based tools like OneDrive and Lilly Box for data storage, dedicated browser interface WEBLIFE for personal Internet browsing, PhishAlarm tool to negate cyber security risks.

**Intelligent Amenities** – Electric Car Charging ports, RFID cards for vehicles, SmartQ App to place order for food in the cafeteria, Automated Room Scheduling Panels, etc.

In addition to the above, our in-house IT team works on multiple cutting-edge technology projects to bring higher efficiencies in delivery of solutions for our customers.

From a talent development standpoint, we have embraced LinkedIn Learning in a big way to enable ease of access to development programs, for our future-ready workforce.

All these initiatives have ensured that we not only claim to be a workplace of the future but also viewed as one by our employees and stakeholders as well.

### Ambition

#### Which element of your workplace transformation has had the biggest impact on your workforce?

For any organization to attain its long-term goals, it is of paramount importance that it has the right talent to take it forward. This is where our Talent Acquisition practices under the Digital HR theme, has had the highest impact in attracting highly capable and diverse talent for our most critical roles. A couple of examples that talk about our efficient recruitment practices:

**Personalized Social Recruitment:** We leverage social media channels like LinkedIn and Twitter to advertise jobs and communicate with potential candidates. We focus on getting the right set of talent and creating a passive talent pipeline for high-end roles in analytics, statistics, etc. We also started working extensively on improving the candidate experience by having the recruiter remain in touch with our interview

candidates. Our candidate satisfaction score for recruiting experience thereby went up to 4.7 on a scale of 5. The score was 4.4 / 5 earlier.

**Intelligent video conferencing with fraud detection:** We employ Mettl for online assessment of IT roles. We were able to filter out candidates who did not match the role by assessing them on coding evaluation. The candidate can thereby be given the flexibility of attempting the evaluation from the comfort of their home, and yet be monitored. The intelligent video conference can track and highlight if the candidate toggled between screens / moved away from system / if there were two people in the video at any time, etc. The high quality talent hired as a result, have been able to ideate and innovate. A few of the candidates hired for roles like Data Science, Full Stack Development are driving innovation projects across geographies.

#### How did you overcome the challenges of digitizing your workplace?

Creating a Workplace of the Future would not have been possible without highly-focused teamwork. There were theme-specific taskforces working towards clear goals that were defined, to be achieved within stipulated timelines. The 3 primary taskforces that worked in enabling this are –

**Digital HR** – All HR process leads are a part of this group. With around 10% of their performance goals specifically set on digitizing key processes, the key responsibility areas for the leads were to look for areas of opportunities to drive the digitization and innovation agenda.

**Digital Infrastructure** – This cross-functional team comprises of employees from Administration and Facilities, IT, Finance, and HR. Their key responsibilities include:

- Keeping abreast of latest market trends in infrastructure;
- Analysis of site needs and recommendations for appropriate interventions;
- Identifying future site needs and presenting the same to the site operations lead team;
- Implementing the new-age Digital Infrastructure tools and processes.



**Digital Age Skills** – This cross-functional taskforce changes as per the project. It comprises of employees from functions – HR, IT, and Finance, along with core sponsorship from 2-3 lead team members to drive the digital skills agenda. This group also has a cross-functional steering committee. The taskforce designs the project plan and execute as per plan. The sub teams in the taskforce identify new-age skills/competencies required and make relevant recommendations based on cost/benefit analysis. Steering committee takes decisions based on the recommendations.

### How did you manage a multi-generational workforce when building the workplace of the future?

While building a Workplace of the Future, our unwavering focus has been to ensure that we include our diverse workforce in its entirety, in this journey. 73% of our talent belongs to the Millennial generation, and our offerings in terms of benefits and infrastructure are aligned to cater to this diverse talent within the organization. Some of the prime examples of this being in action, is as follows –

- 1) Ideathon competition to generate path-breaking process improvements;
- 2) Flexi-Pay structure to generate higher disposable income for employees;
- 3) Blended learning approach using LinkedIn Learning;
- 4) Wi-Fi enabled office premises;
- 5) Communication channels like Microsoft Teams and Yammer which serve as internal social network at Lilly;
- 6) Agile seating arrangements in the workplace.

All of the above have been designed in order to cater to the requirements of our diverse workforce, to make them feel as a part of a cohesive Team Lilly culture.

## Readiness

### Which are the 2 workplace technologies/processes that you're betting big on?

**AI and Robotics:** These are prominent emerging technologies that have the potential to change the way we work in the future. Right from how we hire and onboard our talent, to how we go about administering our on-the-job training and other personal development initiatives, and eventually pass on our skills and experience, everything will be highly influenced by AI and Robotics. Absorption of these technologies and their application, coupled with LEAN principles, will enable us to take out redundant steps in our operational process. It will also help in automating some of the repetitive steps in various workflows and thus create additional capacity and bandwidth in the system.

**Predictive Data Analysis using Big Data principles:** “The best way to predict the future is to create it” - we plan to extensively utilize the power of data analysis, especially through People Data, to arrive at predictive models which will continuously churn out a view to tackle the challenges and scenarios that we might be encountering in the future. Be it around the potential attrition of critical talent, or market intelligence on talent demographics, the huge stockpile of data that we sit on can be used effectively to chart out future courses of action and initiatives. This will have a big impact in the way we approach our Strategic Workforce Management.

### How do you weave digital readiness across the employee lifecycle?

We have already come a long way in weaving the digital readiness into our workforce. Our entire Hire to Retire process is automated already. HR operations are about 80% automated, and is entirely paperless. Recruitment's application tracking system will be implemented on Workday platform shortly. The talent management processes on talent assessments and reviews were automated starting 2019. Through all these interventions, we have been able to acclimatize our workforce to digital ways of working, right from query management to working on operational processes. Hence, we feel confident to further this agenda using technologies like AI, Robotics, and Big Data in the future.

### How do you ensure leadership buy-in when building the workplace of the future?

We vest very high importance in the ‘Tone At The Top,’ and believe that the leadership direction goes a long way in internalizing the digital ways of working for our employees. Our leadership sees immense value in the adoption of digital practices, as it will help in terms of resource optimization for the company, and will eventually lead to better, faster, and more effective solutions that we will be able to bring to our stakeholders. This affinity towards digitization from the leadership is further validated by the Workday implementation project that we are working on currently, at a global level. Hence, we do not envisage leadership buy-in as a challenge in our quest to digitization for the future.

## Acceleration

### How do you envision the workplace of 2025?

The pace at which technological advancements and disruptions are happening around the globe, 2025 seems to be too far a timeline to visualize the workplace on a candid note. However, one thing that we are confident of is, about the adoption of digitization in totality, touching each sphere and function within the organization. From fully automating the claims process in the Finance domain, to having fully integrated talent management modules through Workday, we would look to embrace automation across organizational processes in 2025. We also expect the future workforce to be comprised of digital workforce (bots) along with human employees where the mundane, repetitive work steps in any workflow can be handled by the digital workforce, leaving more capacity for the human counterparts to focus on the strategic and critical deliverables.



### Blitz to the scale

**A digital workspace to you is** efficient, effective, and inclusive.

**What role has the digital workplace played in your innovation agenda?**

Digital workplace goes a long way in setting the tone for innovation within the company. The IDEATHON competition that we organized is a testimony to this fact. The theme of the event was “Building capabilities for tomorrow,” and it provided a platform for our LCCI talent to ideate, showcase, skills and cross-functionally collaborate, and create an impact. This saw overwhelming participation from over 200 employees and over 100 ideas were submitted through this initiative, most of which are in different stages of implementation today.

**What are the 5 must-haves of a workplace of the future?**

Improvement Mindset, Openness to Change, Agility, Adaptability, and Continuous Learning are the 5 must-haves of a ‘workplace of the future,’ in our opinion.

**You cannot imagine a workspace without** agility, learning, and automation.



# Schneider Electric Pvt. Ltd.

## What makes you a workplace of the future?

There are a few key elements of our overall business and people strategy that make us truly a workplace of the future:

- (a) We are enabling our organization to be future-ready by developing technical and leadership competencies for the future.
- (b) We have created an Innovation Ecosystem through Empowered Leadership and have built a Great Place to Learn (people with the right technical competencies) and Great Infrastructure for Innovation.
- (c) We have implemented a holistic "Employee Experience" approach to Talent Management and Development: it is a more collaborative approach towards building a leadership pipeline.

We have institutionalized 4 core committees – GROW, Great Infrastructure and Ecosystem (RUN), Customer Connect, and Innovation. The 'GROW People and Competency for Innovation Ecosystem' has been in place for the last 2 years. This team comprises of members from the leadership team as well as employees across functions, levels, etc. We have teams of

champions under each pillar of the agenda for this team. The team meets on a fortnightly basis to discuss the updates against each action, and presents a quarterly update to the leadership team to ensure alignment, support, and sponsorship from the top.

Key facets of the Workplace of the Future:

### 1. Digital HR

- a. Talent Acquisition:** We have implemented new-age technologies to ensure we hire the best and the brightest people from the external world. We have implemented an AI-based hiring platform. We have also implemented mobile-enabled gamified cognitive assessment tools to make our hiring process more data-driven.
- b. Talent Management:** We have a robust process for identification, assessment, and validation of key talent in the organization. Post this, we invest in the development of each of our talents, providing them with all the support to grow as per their career aspirations. We have also implemented a unique program to assess and develop our digital capabilities.

**c. Talent Development:** We have a plethora of capability building programs (both classroom as well as digital programs) to address the learning needs of our employees. We celebrate a 'Learning Week' every year to encourage all our employees to invest their time in building capabilities. The learning offerings are aligned with the industry trends and changing requirements.

### 2. Digital Infrastructure

- a. Smart Building:** We have set up a world-class R&D facility in Bangalore, India. The entire facility is equipped with state-of-the-art facilities to enable and encourage innovation at every level in the organization. This includes an 'Innovation Hub,' tools for prototyping, and state-of-the-art test labs, customer demonstration areas, areas for co-innovation.
- b. Smart Workplaces:** We have focused on both physical infrastructure as well as the IT enablement required for delivering results. It encompasses networks, smart devices, intelligent amenities, as well as HR policy-related matters like working from different locations, etc.

### 3. Digital Age Skills

- a. Technical Competencies:** We have set up two major interventions to build the technical competencies of our employees: (a) Communities of Practice: 4 CoPs around critical and strategic technology domains to fast-track competency to enable continuity of our business in the future; (b) Young Technology Council: To conduct research on new and upcoming technology trends in the industry.





## Ambition

### Which element of your workplace transformation has had the biggest impact on your workforce?

Talent Management and Capability Building have had a huge impact on the R&D Center. We have implemented targeted programs towards building technical, managerial, and leadership capabilities of our talent. There is a robust process of knowledge transfer that has been set up to ensure business continuity and innovation at every step. The Communities of Practice (CoPs) have led to very tangible outcomes (in monetary terms as well) The 4 CoPs around business-critical domains have participation from across the organization, across all lines of businesses. This allows fast-track development of our technology deliverables, collective growth of our knowledge/competencies and enable business sustainability. A CoP group brings together the employees who have common interests in a domain or area with the objective of gaining knowledge and applying the knowledge for our common business goals.

The biggest win for us has been our Empowered Workgroups that are given the freedom to set goals and create a great workspace. These workgroups are truly working together, looking beyond boundaries.

### How did you overcome the challenges of digitizing your workplace?

We did not face a challenge in digitizing our workplace because the need had been felt at both ends – the global leadership as well as at the India center leadership. With clear support from the India R&D leadership team, we formed a cross-functional team to address this need. The team was supported by the entire admin, facilities, and IT teams to achieve the vision and goals that we had set up for the India R&D center. The HR team in parallel, played a very important role in building the right culture, supported by the right policies.

### How did you manage a multi-generational workforce when building the workplace of the future?

We, at Schneider Electric, have a very inclusive culture ingrained in our DNA. This is evident in our EVP (Employer Value Proposition) – which has “Inclusive” as one of the 3 key pillars. Moreover, our core values also include “Embrace Different” as one of the 5 core values to be demonstrated by each employee of the organization. Given the nature of our work, we have a multi-generational workforce, comprising of technical experts in various domains. Hence, it is an imperative for us to create a conducive environment for all employees to deliver their best performance. We have continued engagement activities targeted at each section of employees. For instance, we have the “Edison Program” for technical experts – people who have made significant contribution to their respective domains. On the other hand, we have various programs targeted at the younger workforce to nurture them into technical leaders of tomorrow.

## Readiness

### Which are the 2 workplace technologies/processes that you’re betting big on?

The 2 workplace processes that we are betting big on are:

#### Technical Capability Building:

There are two aspects to building technical capabilities – (a) classroom programs by external (certified) agencies to develop skills; (b) create a robust process for community sharing and learning to drive innovation.

**a. Classroom programs:** We are running multiple programs for targeted employees to build skills to Boost Patent Capability, Whitepaper capability, AI/ML certification, etc. These are new-age skills that are critical to drive the business forward. It is in line with our ambition for growth and building skills for the future (moving from manual testing to test automation).

**b. (Community sharing and Learning:** We have 4 Communities of Practices (CoPs). These are business-critical domains and have participation from across the organization – across all lines of businesses. The intent is to ensure all the knowledge in the organization is documented and managed well, and is readily available to all. It also encourages new ideas from the community members and enables fast-track implementation.

#### Leadership Development:

We have implemented a robust process for identification, validation, and development of our talent. Talent Identification is done as part of the Talent Review Process – which looks at performance trends and the potential assessment of each employee. Then, talent validation is carried out through 1:1 meetings between the leaders and the employees. The feedback from these meetings forms a part of their Individual Development Plans (IDPs). The development process in Schneider Electric is very robust – we have a detailed competency review as part of the process, wherein a list of competencies is assigned to each job code, and hence, the employee is evaluated on the competencies relevant for the respective role. Then, the ‘Employee Development Portal’ provides relevant learning interventions for each employee,

based on the competencies required for their role (based on 3Es – education, experience, exposure).

We have invested in building succession readiness for the leadership roles through the ‘Generative Leadership Program,’ a 6-month-long development intervention for N-1 leadership roles. We have also implemented ‘Great Manager Program’ for middle managers to help them unlock their way to higher roles. We have also implemented a detailed capability building and mobility program for Early Career (young) talent, who can be future leaders in the organization.

### How do you weave digital readiness across the employee lifecycle?

We have set up a one-of-its-kind intervention for assessing and developing ‘Digital Readiness’ among our employees. With the changing market dynamics, we believe that it is imperative to be aware of our digital readiness, and then build the capabilities to bridge the gaps. Hence, as a first step, we clarified the definition of “Digital Readiness” – we crafted the definition around “Digital Ability” and “Digital Agility.” We created a robust assessment process for evaluating our employees on these parameters. This was done through a digital assessment tool. Post this, we analyzed the scores of our employees and identified the learning gaps. A variety of learning interventions have been designed to develop digital readiness/capability. In addition to classroom learning programs, we have incorporated learning expedition, external speaker series, etc., as part of the participants’ learning journey.

### How do you ensure leadership buy-in when building the workplace of the future?

To make this transformation a success, we have worked with the India R&D Leadership team throughout the process. The leadership team (called the India R&D Council), comprising of leaders from each line of business oversees the work done by the team leading this transformation. The vision and goals are aligned with the Council and regular reviews are planned with the Council. The organizational culture supports this initiative by providing the transformation team direct access to the leaders throughout the process.

## Acceleration

### What role is your digital workspace playing in your talent acquisition/retention strategy?

**Talent Acquisition:** We have implemented various digital tools for hiring. This has helped us bring in the best talent from the external market into the organization. The AI-based hiring platform ‘Belong’ has helped create very high levels of engagement with the candidates. We have been able to create a network of passive candidates – large amount of interested candidates from target companies across Software Engineering and Testing roles across different levels of seniority. This project has been supporting us with critical talent maps to enable data-driven talent hunt for skills like UX Designer, Test Architect, etc. These are generally difficult to hire through consultants. Through this project, we have been able to bring about innovation in the TA processes.

We have also implemented a mobile-enabled Gamified Cognitive Assessment for Campus Recruitment, in partnership with Aon and CoCubes, to create a truly next-gen assessment experience for campus recruitment. This is an innovative tool that creates a completely different candidate experience before they are called for an interview. This is also helping us create a positive image for the organization in campus as a workplace of the future.

**Talent Retention:** We have strengthened our talent assessment, validation, and development process. We have a robust Talent Review process to identify high potential employees. Post this, we have institutionalized a process for validation of key talent in the organization – this is done through 1:1 meetings between the identified talent and senior leaders. This helps get unbiased feedback from the leaders to support employee development. The IDPs (Individual Development Plans) of these employees are closely monitored and supported by leaders, managers, and the HR team. We ring-fence the critical talent through targeted development investment and also through differentiation in rewards. The High Performers in the organization are given higher rewards (annual incentive plan) than average performers. This is in line with our ambition to create a truly high performance culture.

### How do you envision the workplace of 2025?

- Co-innovation and Collaboration across the business value chain with Partners, Innovators, Universities
- Flexible Spaces which will be easily tailored to work needs
- Business-savvy Technical Leadership

## Blitz to the scale

**A digital workspace to you is** Empowering, Productive, drives Innovation.

### What role has the digital workplace played in your innovation agenda?

The concept of a digital workplace has been a key enabler in driving our innovation agenda. The digital workplace is a way of life for our employees. It provides all the enabling tools and technologies to employees to deliver their best performance, and also encourages innovation. The flexi-work policies have been key in enhancing workplace engagement. It allows employees to free up their energy for more meaningful, innovative work.

### What are the 5 must-haves of a workplace of the future?

The 5 must-haves for the workplace of the future are:

- 1. Technology Leadership:** Unique (future-ready and relevant) technical competencies that are difficult to find in other R&D centers across the globe.
- 2. Technical infrastructure** to support and encourage innovation at every step in the organization.
3. Enabling agility and quick decision-making process (more **empowerment** to the local leadership team).
- 4. Learning Culture** where employees are not afraid to try out new ideas – fail fast and dare to question and disrupt the status quo.
5. Have the right Talent – the **right people in the right roles**, and continue to invest in their holistic development, in line with the organizational requirements as well as personal aspirations.

**d) You cannot imagine a workspace without** Cutting-edge, meaningful work; Inclusive Culture; Empowered, motivated employees.



# CATEGORY

**Jury Special Mention**

NextGen Healthcare



