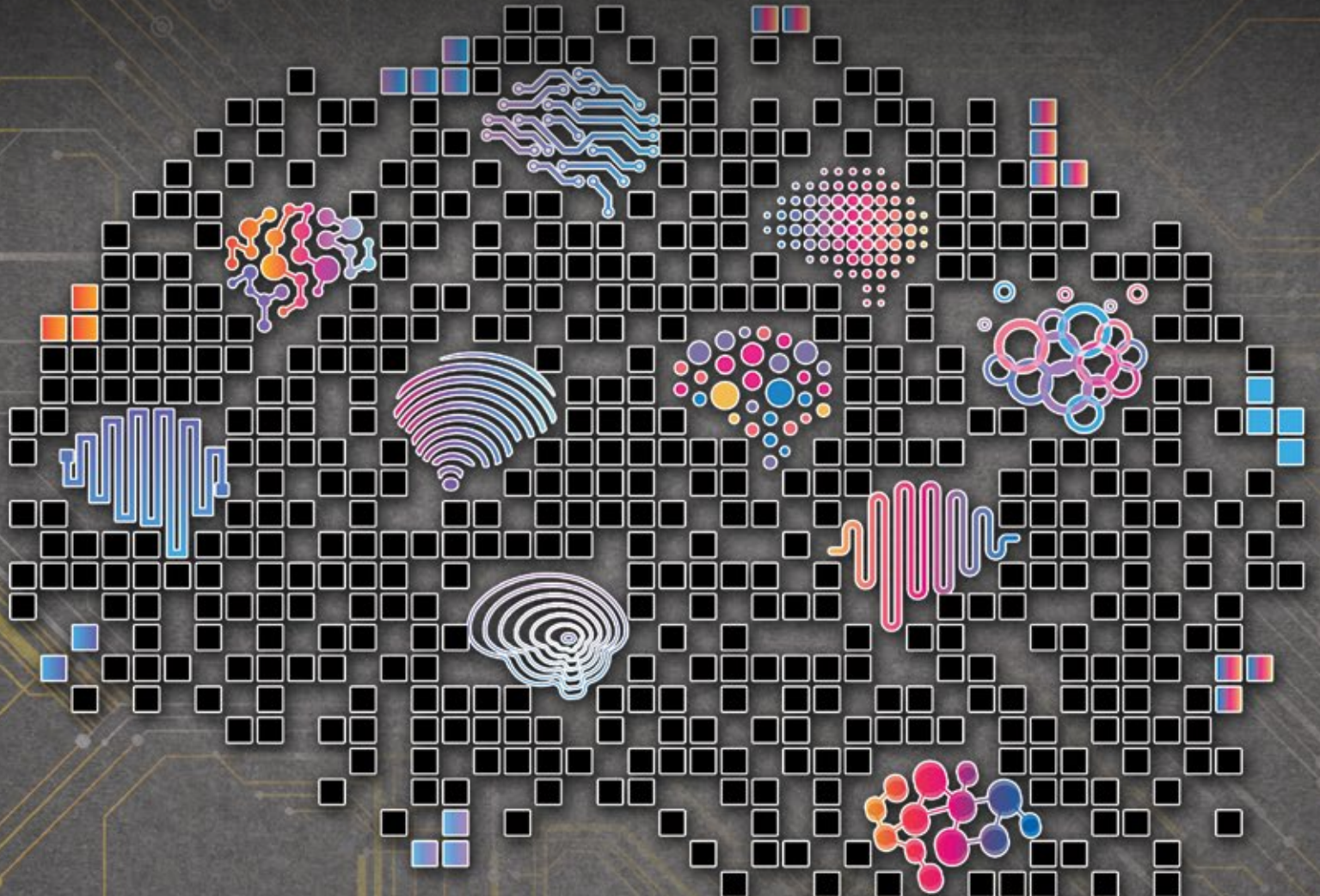




GENERATIONAL DIALOGUES

Bridging Eras in Leadership

INSIDE

- Democratising AI
- Purpose Blueprint
- Cursive Connect
- Circular Economy



Xplore

A LEADERSHIP, INNOVATION & EXCELLENCE COLLECTIVE

IGNITING
CONVERSATIONS
**SHAPING
FUTURES**



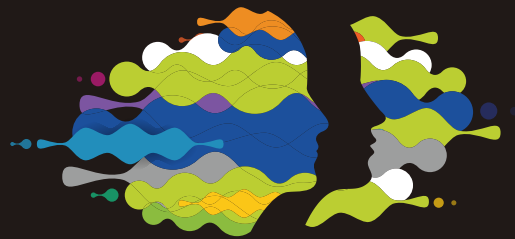
Podcasts



Roundtables



Workshops



Speaker Sessions

Scan QR code to get in touch



or mail us at xplore@xlri.ac.in

ⓧ @Xplore_XLRI

📧 @xplore.xlri

📺 @XploreXLRI

CEO LOUNGE



This edition is an embodiment of that belief, designed to challenge, to enlighten, and to inspire. It is a call to arms for the curious, the bold, and the visionary, to engage with ideas that propel us forward.

In this moment, as we step forward to present the latest chapter of Xplore, we're unveiling a new frontier of discovery. This issue is a homage to the relentless pursuit of excellence and the unyielding spirit of inquiry that defines our readership.

Our focus is on unearthing insights that lie at the intersection of innovation and practicality, insights that serve as beacons for the pathfinders in business and academia alike. Each piece curated for this edition is a puzzle piece in the vast mosaic of knowledge, offering a glimpse into the future we're collectively striving to create.

Xplore's ethos is built on the belief that progress stems from the courage to venture into the unknown. This edition is an embodiment of that belief, designed to challenge, to enlighten, and to inspire. It is a call to arms for the curious, the bold, and the visionary, to engage with ideas that propel us forward.

Your engagement has transformed Xplore into a dynamic arena where tomorrow's ideas are debated today. This dialogue, this exchange of perspectives, is what propels us into new realms of possibility.

As you navigate through this edition, let it be a lantern in the pursuit of knowledge, a compass guiding us through the complexities of the modern world. Your insights, your curiosity, fuel this journey, making each step we take a leap towards a brighter, more enlightened future.

Thank you for walking this path with us. As we forge ahead, let's continue to challenge the given, to question the status quo, and to celebrate the power of knowledge to transform worlds.

S. Patro

Prof Sanjay Patro
Dean - Academics
XLRI Jamshedpur



FACULTY TEAM

Professor Kanagaraj Ayyalusamy
kanagaraj@xlri.ac.in
Professor & Convenor Corporate
Relation and Placements

Professor Faisal M Ahsan
faisal@xlri.ac.in
Assistant Professor

Professor Narasimhan Rajkumar
rajkumar@xlri.ac.in
Associate Professor

Professor Rahul Kumar Shukla
rahul.shukla@xlri.ac.in
Assistant Professor

Professor Sunil Kumar Sarangi
sunilsarangi@xlri.ac.in
Professor & Co- Convenor-
Placements

Mr Rajni Ranjan
ranjan.rajni@xlri.ac.in
Sr. Corporate Relations Officer



The essence of Xplore lies in the synergy of diverse viewpoints. Each article, each analysis, contributes to a broader discourse that transcends the conventional boundaries of business and academia.

As we turn the page to unveil our latest edition, I'm filled with a sense of gratitude and anticipation. The journey of Xplore, from its inception to this moment, has been a testament to the power of collective curiosity and the thirst for knowledge that binds our community.

This edition marks another milestone in our shared adventure. The conversations that have unfolded in the wake of our previous issues have deepened our understanding and expanded our horizons. Engaging with thinkers and leaders across various domains, I've been inspired by the myriad ways in which our content resonates, sparking innovative ideas and fostering a culture of informed decision-making.

The essence of Xplore lies in the synergy of diverse viewpoints. Each article, each analysis, contributes to a broader discourse that transcends the conventional boundaries of business and academia. It's a dialogue that challenges us to rethink assumptions and explore new possibilities.

Your active participation is the cornerstone of Xplore's evolution. Witnessing the community's engagement transform into a vibrant exchange of insights is profoundly fulfilling. It reaffirms our commitment to nurturing a platform where academic rigor meets practical wisdom, creating a dynamic ecosystem of learning.

As you delve into the pages of our new edition, I hope it serves as a catalyst for reflection, debate, and innovation. Your feedback and contributions are what propel Xplore forward, shaping it into a beacon for those who seek to lead with knowledge and insight.

Thank you for being an integral part of this journey. Together, let's continue to build a legacy of knowledge that empowers and enlightens the business world and beyond.

Rajiv Roy

Prof Rajiv Roy
Dean - Academics
XLRI Delhi-NCR

STUDENT TEAM

Aaron George
b23361@astra.xlri.ac.in

Abhishek Banerjee
b23174@astra.xlri.ac.in

Afrin Pathan
h23007@astra.xlri.ac.in

Akshay Birari
b23365@astra.xlri.ac.in

Divyansh Khare
B23194@astra.xlri.ac.in

Gande Bhavya
b23077@astra.xlri.ac.in

Karan Chauhan
h23081@astra.xlri.ac.in

Kaushik Ghosh
h23030@astra.xlri.ac.in

Khanak Sharma
H23031@astra.xlri.ac.in

Kritika Singh
H23085@astra.xlri.ac.in

Nandhini S
b23333@astra.xlri.ac.in

Nandita Kumari
h23035@astra.xlri.ac.in

Navneet Mangal
b23143@astra.xlri.ac.in

Neelima Wadhwa
H23093@astra.xlri.ac.in

Ojasvin Nagpal
b23032@astra.xlri.ac.in

Srishti Sinha
b23410@astra.xlri.ac.in

Sukanya Chatterjee
h23179@astra.xlri.ac.in

Ujjval Choudhary
b23350@astra.xlri.ac.in

Vipin Balwant Tandra
g23115@astra.xlri.ac.in

Yashank Tiwari
g23116@astra.xlri.ac.in

In this moment, as we gather at the crossroads of curiosity and conviction, Xplore presents itself as a guide for the audacious and the dreamers who dare to question the status quo.

Imagine a symphony where each note is a question, each harmony a different perspective, creating a melody that dares to ask, "What If?" This is the essence of Xplore – a chorus of the curious, a gathering of minds that seek to understand and reimagine the world.

We stand on the precipice of the known, gazing into the abyss of the unknown, ready to dive into the depths of 'What Could Be.' This edition is an odyssey into the heart of imagination and the seas of innovation, where each wave brings us closer to uncharted territories of thought and action.

Xplore is your compass in this journey, charting your course through the fog of conventional wisdom towards the clarity of groundbreaking insights. Here, we share knowledge; cultivate wisdom, encouraging you to look beyond the horizon, to see the unseen and to explore the edges of possibility.

As you leaf through these pages, let each word, each idea, be a spark that ignites the fire of creativity within you.

Join us in this expedition of the mind, where boundaries are but a mirage, and the only limit is the breadth of our collective imagination. Let's not just dream of a better tomorrow; let's create it, one idea at a time.

Welcome to Xplore, where every page is an invitation to dream bigger, think deeper, and challenge the impossible. Together, let's turn the spectrum of reality, revealing patterns never seen, ideas never thought, futures never imagined.

Hari Govind Nair

Hari Govind Nair

Editor



Dec 2023 | Volume 1 | Issue 1



PUBLISHER

Deepak Yadav
deepak@ceolounge.net

EDITOR

Hari Govind Nair
hari@ceolounge.net

DEPUTY EDITOR

Amit Ranjan Rai

ART DIRECTOR

Santosh Nirala

DESIGNER

Suman Kumari

DIGITAL STRATEGIST

Vikas Raghav

VIDEO & PHOTOGRAPHY

Gurvinder Pal Singh
Gagan Arora



Disclaimer: X Lounge, the publisher of Xplore magazine for XLRI, issues this magazine exclusively for private circulation. X Lounge and XLRI disclaim any liability for claims related to advertisements, articles, or features, whether published or not. Reproduction of any magazine content is prohibited without explicit permission from the publisher. All trademarks and trade names mentioned are the property of their respective owners. We are not liable for unsolicited material submitted for publication. Any disputes will be adjudicated exclusively in Delhi/New Delhi. The views expressed in articles represent the authors' opinions and not necessarily those of the X Lounge editor. While we strive for accuracy in our content, absolute accuracy cannot be guaranteed.



IGNITING
CONVERSATIONS
**SHAPING
FUTURES**

TESTING, TESTING... MIC CHECK DONE. WE'RE ROLLING
SPEAK UP, STAND OUT
LET'S HAVE A CHAT...

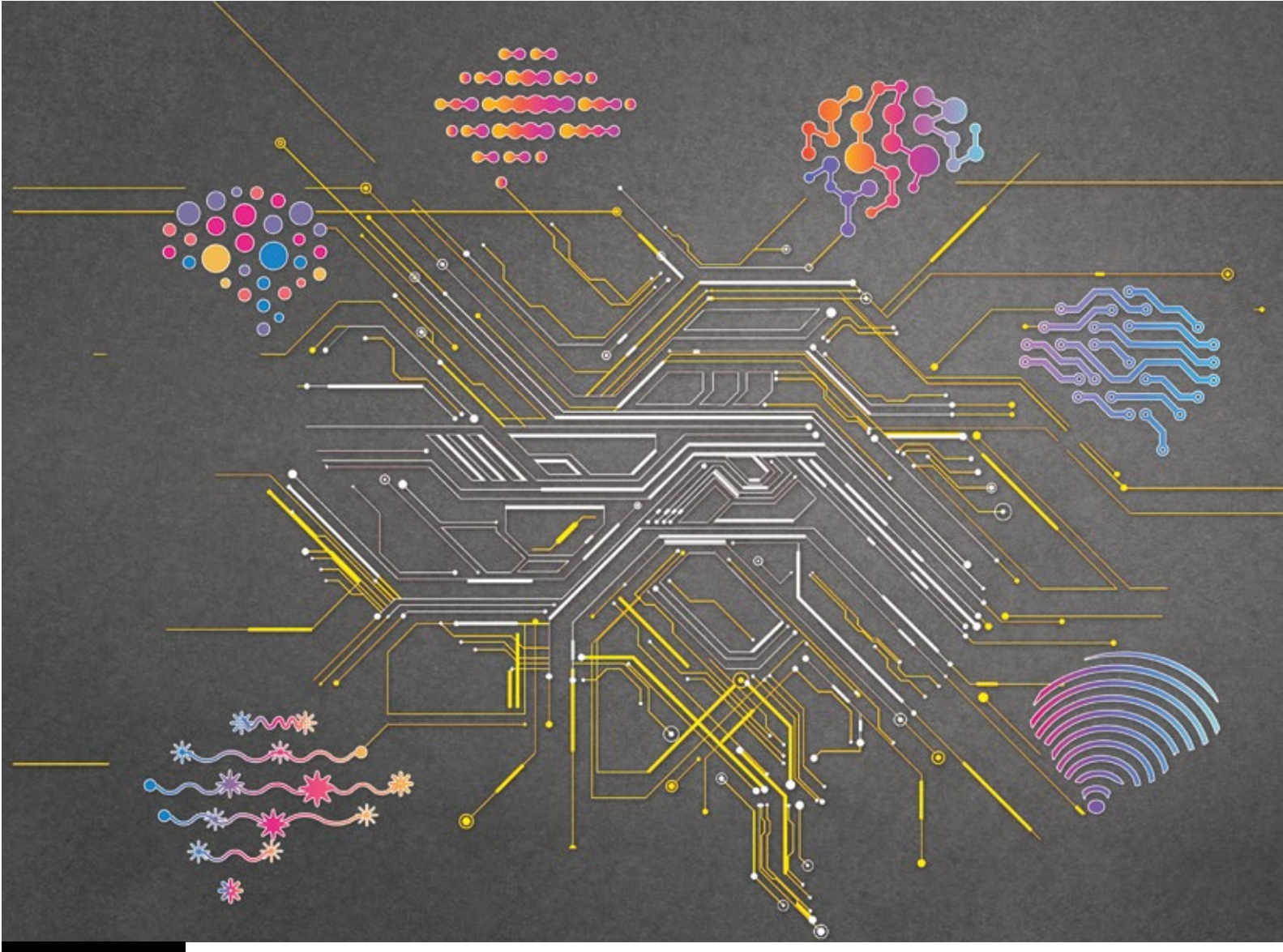


PODCASTS

Scan QR code to get in touch



or mail us at xplore@xlri.ac.in



36

Cover Story
Generational
Dialogues: Bridging
Eras in Leadership





24 **Tata's Blueprint:** Leading with Purpose

16 **Ink's Timeless Touch** in a Digital Age

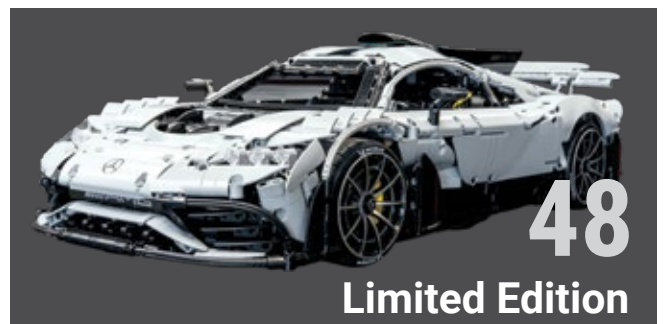
20 **Diagnostic Game-Changer** Inspires Leadership at XLRI

42 **CXO Interview** FIITJEE's COO, Manish Anand

46 **Q&A** J Ajith Kumar, Professor in Production, Operations & Decision Sciences at XLRI Jamshedpur



28 **How Circular Economy Ignites** Sustainable Business Revolution



48

Limited Edition

WHAT'S inside



AI UNBOUND: Breaking the Glass Ceiling

Unlocking the power of AI for businesses requires shattering the financial glass ceiling. Explore how to democratise AI adoption, ensuring accessibility and affordability for all



by Divyansh Khare



All companies today have realised the power of artificial intelligence (AI). Professionals across domains are talking about how they can leverage AI to boost their businesses. AI has been instrumental in transforming several areas such as online advertising, product suggestions, trend predictions, and customer-facing automation for numerous organisations. Many have successfully integrated AI into their operations, and others are working tirelessly to unlock its potential value. While the world is busy adding colours to the canvas of AI use cases, there remains a vacant space in some corners, where certain businesses thrive, seemingly untouched by this technological revolution.

One must ask: when the biggest technology companies are developing state-of-the-art AI systems that are, to some extent, available for free, why don't we see businesses utilising AI? Why don't kirana stores employ AI to optimise their inventories? Why don't sweet shops utilise AI to streamline their production? Why don't small-scale manufacturers harness AI to optimise their supply chain?

The answer to these questions is not unawareness, resistance to change, or a lack of confidence in AI; rather, it is the high costs of implementing such systems. Today, if a company wishes to integrate an AI solution to address a specific problem, it is highly likely that it will need to develop it from scratch. This will require allocating

The hurdle to widespread AI adoption isn't reluctance or ignorance, but the formidable cost of implementing these transformative systems in businesses

funds for hiring a group of developers, gathering relevant resources, and dedicating enough time for the project to bear fruit.

This is precisely why several organisations take a backseat when it comes to embracing AI. The problem is largely financial in nature, with many businesses struggling to answer the question, 'How will the costs of implementing such systems be justified?' rather than whether to implement AI systems or not. This financial obstacle can be seen as a glass ceiling.

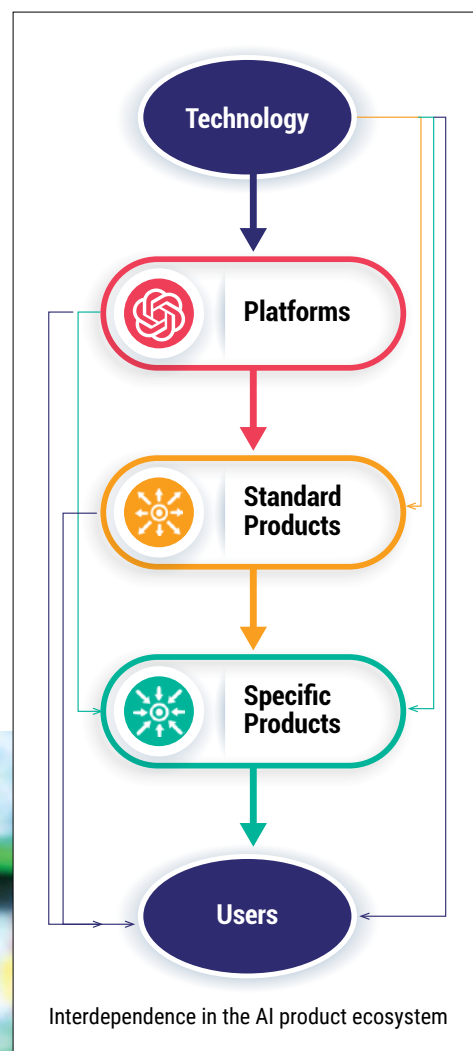
When seen from the outsider's lens, this idea might seem like a fallacy, considering that certain technologies, such as ChatGPT, are readily available for free. However, the catch lies in the fact that only a few such products are available in the mass market. There still exists a huge gap

between those developing this technology and those who should be utilising it.

Bridging the AI Accessibility Gap

The logical question that follows is: How do we break this glass ceiling? Given the complexity of the technology, we require more middlemen who can bring the technology to the masses. We need more and more products that bridge the gap between the 'developers' of AI and the 'users' of AI. The task at hand is to make artificial intelligence accessible to people in a comprehensible manner.

This can be achieved only when we build an entire AI ecosystem that is accessible to all. Big tech companies should develop 'platforms' that serve as the foundation for the development of other products. Such platforms should allow the user to comprehend the technology



To democratise AI, we need accessible ecosystems bridging developers and users. Big tech must craft user-friendly platforms, offering comprehension and resources for innovation



while providing enough resources to build something more.

ChatGPT is an excellent example of such a platform, allowing users to easily explore the applications of large language models (LLMs) and access resources in the form of APIs and developer documentation. These resources can be utilised to build products like 'Poe.com' that allow users to build their own chatbot using ChatGPT.

AI Ecosystem Building Blocks

After platforms, the next essential category of products is 'standard products' — solutions that address common problems across companies and have wide applicability.

These products may or may not serve as the foundation for the development of other products. Video editing, for instance, contains multiple standard problems prevalent across companies in the content creation domain. 'Invideo.io' is a company that develops various AI solutions to address many of these problems, such as script generation, voice modifications, and snippet generation. All these products are good examples of standard products.

Finally, there are 'specific products.' These products are tailored to solve unique

problems faced by a specific industry or company. Needless to say, they are highly customised, few in number, and not widely known. Often, they are custom-built with no potential for further development — that is, one cannot use these products as the underlying architecture to build another product. Examples include addressing issues in the insurance and banking industry, where stringent regulations demand unique and specific solutions.

Problems faced by SMEs and MSMEs often share the same ground, given their focus on serving specific customer segments and addressing particular issues. Consider, for instance, local kirana stores — the problems they face are notably specific. To address such issues, it's essential to develop customised solutions using other products or raw technology as their underlying architecture. Such products may employ low-code or no-code development methodologies to streamline the customisation process.

Forging a Cohesive Foundation

It's important to note that these three categories of products essential for building this ecosystem may not always

be interdependent, although, in practice, some level of interdependence might be observed. The accompanying figure on the previous page (Interdependence in the AI product ecosystem) illustrates this relationship. Platforms have a direct dependence on raw technology, while standard products rely directly on platforms and indirectly on raw technology. The degree of dependence varies across product categories. The cohesive existence of all these products collectively forms the necessary foundation for the AI ecosystem.

The world is moving in an unprecedented manner, and businesses are finding it difficult to keep pace. Utilising the right AI products can enhance efficiency and streamline operations. Despite promising advancements, the technology is still evolving. To boost AI adoption, there's a need to expedite product development across various categories. ◀



Divyansh Khare
is a first-year PGDM (BM)
student at XLRI Jamshedpur



IGNITING
CONVERSATIONS
**SHAPING
FUTURES**

**Experiences
that Stir**

Life in Monologue

Inspire Passion

SPEAKER SESSIONS

Scan QR code to get in touch



or mail us at xplore@xlri.ac.in

INK'S TIMELESS TOUCH IN A DIGITAL AGE

In a world swamped by digital dialogue, handwritten notes echo authenticity, revealing the heart behind every stroke. For leaders, it's a reminder: to truly connect, sometimes, they must pick up a pen

 by Srishti Agarwal

Sifting through the stuff in my office drawer, I was looking for my trusted stapler. The paint chipping off of it spoke of the years that I had spent in the very same office, working hours on end. Lost in my thoughts, my hands caught hold of what seemed like a paper note. Looking closely at it, I realised that it was a note from my first boss, my mentor, who had guided me and trusted me when I was a novice. Reading the words, I could feel all the emotions that had run through me the day he came and gave this note to me. His hasty but deliberate strokes in his favourite ink reminded me of the confidence that he had in me when I was at my lowest. This note is one of my most priceless wins in life..."

Can we ever imagine cherishing an e-mail like this? Probably not.

With the onslaught of AI and the availability of digital tools at our disposal, we hardly put any thought while communicating within our network. Whether it is a simple birthday wish or an appreciation post for our hard-working colleague, everything is made easy by pressing a few keys and getting it AI-generated. Still, expecting it to be as impactful as a handwritten message might be too far-fetched of an idea.







▶ **A personalised handwritten message is a manifestation of the bond between individuals, transcending digital interactions with its authentic touch**

A personalised handwritten message is not just a simple straightforward piece of information. It constitutes a lot more than those set of words. Its most basic characteristics — including the colour, writing style, size, slant, and pressure on the page, as well as the hastiness or calmness with which it is written, and even the type of paper used — reflect a lot about the intentions and emotional state of the person who has written it.

It often serves as a clear manifestation of the bond or connection that exists between individuals. It does not limit our creativity, unlike digital communication bound by its own rules and syntax. Instead, it allows us to be more original, add our personal touch, and create something unique. It facilitates us to communicate our authenticity and originality, permitting individuals to infuse their personality into each stroke. The existence of graphology, the science of interpreting and analysing handwriting to get insights into personality, mood and so on, indicates the significance of handwritten scripts.

Leaders can leverage this impactful form of communication to establish

stronger ties and build a more affable network for themselves. Its rarity amidst the digital deluge amplifies this impact, making it a powerful tool for leaders to establish genuine and enduring relationships.

By embracing handwritten communication, leaders can not only transcend the limitations of digital exchanges but also demonstrate a commitment to forging and fostering meaningful connections. It is an avenue that allows them to provide feedback, convey appreciation, extend gratitude, and offer encouragement in a manner that resonates profoundly with the recipients.

Therefore, in this era of effortless communication made possible by means of digital aids, the beauty and depth of handwritten communication will always stay unparalleled. ◀



Srishti Agarwal
is a PGDM (HRM)
student at XLRI



IGNITING
CONVERSATIONS
**SHAPING
FUTURES**

READY,
SET, DEBATE

VOICE
YOUR VISION

ROUNDTABLES

GATHER
ROUND

Scan QR code to get in touch



or mail us at xplore@xlri.ac.in



DIAGNOSTIC GAME-CHANGER

INSPIRES LEADERSHIP AT XLRI

Dr Om Manchanda, MD of Dr Lal Pathlabs, renowned for revolutionising the diagnostics service industry, unfolds his transformative journey during a recent visit to XLRI. Discover the intricate tapestry of innovation and leadership woven into the academic fabric

 by Xplore Team

XLRI has long been recognised not only as a premier business school but also as a nexus for fostering strong corporate relations. In line with this commitment, Xplore, the CxO club, organises speaker sessions, workshops, and engaging events, serving as a pivotal bridge connecting XLRI students and C-suite leaders.

XLRI Delhi-NCR had the pleasure of hosting Dr Om Manchanda, Managing Director of Dr Lal Pathlabs, on January 12, 2024. The Xplore student team warmly welcomed him to the XLRI campus. After a brief coffee meeting with the Director, Father KS Casimir, Dr Manchanda delivered the keynote speech on the "Mosaic of Leadership" before the PGP1 students of XLRI, who listened attentively. He spoke about the different phases of his life, starting with his humble upbringing in a small village in Haryana and becoming a veterinary doctor. He shared how he

stumbled upon MBA as a career option and chose to pursue it from IIM Ahmedabad (IIMA), as well as his entry into the healthcare industry.

Gaining Experience, Aligning Passion

Dr Manchanda's experiences at IIMA and his college stories around academics and placements resonated well with the students. He shared valuable insights from his time as a management trainee at HUL, immediately after graduating from B-school. This experience, he said, played a pivotal role in shaping his career.

After a decade-long commitment at HUL, he began to articulate how he felt a strong yearning to re-enter the healthcare industry, fuelled by his unwavering passion for biology. Having accumulated additional experiences at companies such as Monsanto and Ranbaxy, he found himself presented with an opportunity at the family-run diagnostic chain. Dr Manchanda discussed the risk

he took in venturing down the less-trodden path, motivated by his deep connection to the healthcare sector.

Patient-Centric Innovation

Dr Manchanda's leadership philosophy was encapsulated in the company's business approach, which he described as 'Patient Centric.' The focus on delivering quality diagnosis that is both affordable and accessible became the guiding mantra. This patient-centric approach not only aligns with ethical business practices but also addresses a crucial aspect of healthcare — ensuring that diagnostic services are accessible to a broader section of the population.

Furthermore, Dr Manchanda underscored the company's commitment to innovation by introducing cutting-edge technology platforms and high-end diagnostic tests to India. This move highlights the organisation's dedication to





► **From aligning passion to patient-centric innovation, Dr Manchanda's discourse at XLRI encapsulated life lessons, fostering resilience and joy**

staying at the forefront of advancements in the diagnostics field, ensuring that patients receive the most accurate and advanced diagnostic services available.

Gamified Engagement

The students found inspiration in Dr Manchanda's success story and actively participated in a Q&A session, seeking insights into the choices he made and how to make the most of the MBA journey. This interactive session left a lasting impact on the audience.

The Xplore team conducted a first-of-its-kind gamified panel discussion where Dr Manchanda engaged in conversations with 30 students across different panels, exploring off-beat topics such as afterlife, time travel, the future of food, diversity and inclusion, and so on.

'Xplore in Seconds' stood out as a distinctive event within XLRI's corporate engagement initiatives, featuring a unique and dynamic format that promotes rapid-fire discussions among C-suite leaders. Dr Manchanda took centre stage as the facilitator, infusing

spontaneity into the dialogue. The event unfolded as he randomly selected topics from a diverse range. Each panellist was then tasked with sharing insights on the chosen topic within a brief timeframe, typically one or two minutes. This fast-paced approach encourages concise articulation of ideas, swiftly bringing diverse perspectives to the forefront.

Following these rapid presentations, Dr Manchanda strategically selected one panellist to continue the conversation, fostering a deeper exploration of the chosen theme. This process continued for multiple rounds until a winner emerged.

The students and Dr Manchanda enjoyed this discussion, finding themselves intrigued by the thoughts of the next generation of leaders.

Luck and Laughter: Life Lessons

Dr Manchanda's engagement with the Xplore team extended beyond the professional realm, delving into broader and more profound topics resonating with the essence of the human experience. He delved into the concept of happiness,

sharing insights on finding joy both personally and professionally.

Moreover, he opened up about the role of luck in his own life journey. Through personal anecdotes, he conveyed that while hard work and dedication are pivotal, recognising the role of luck can instil humility and gratitude. This candid discussion on the role of chance in one's path added authenticity to the conversation, making it more relatable for the Xplore team. Dr Manchanda imparted a valuable lesson on not taking life too seriously. In a world often characterised by fast-paced and demanding professional environments, his advice served as a reminder to maintain a balanced perspective, navigate challenges with resilience, and find joy in the journey.

A special appreciation goes to Dr Manchanda for his generous offer of one-on-one mentorship to the winners of Xplore in Seconds, showcasing his dedication to nurturing the next generation of leaders. We thank Dr Manchanda, CEO Lounge, faculty, and the students for their contributions in making this event a huge success. ◀

Tata's Blueprint: LEADING WITH PURPOSE

Explore the Tata group's guiding principles and transformative initiatives, from trailblazing ventures to societal contributions, shaping its influential legacy



by Shobha



Nestled between the realms of socialism and capitalism, India has nurtured businesses in a way that reflects its rich diversity.

Within this dynamic landscape, the Tata group stands out, propelled by its distinct approach known as "The Tata Way."

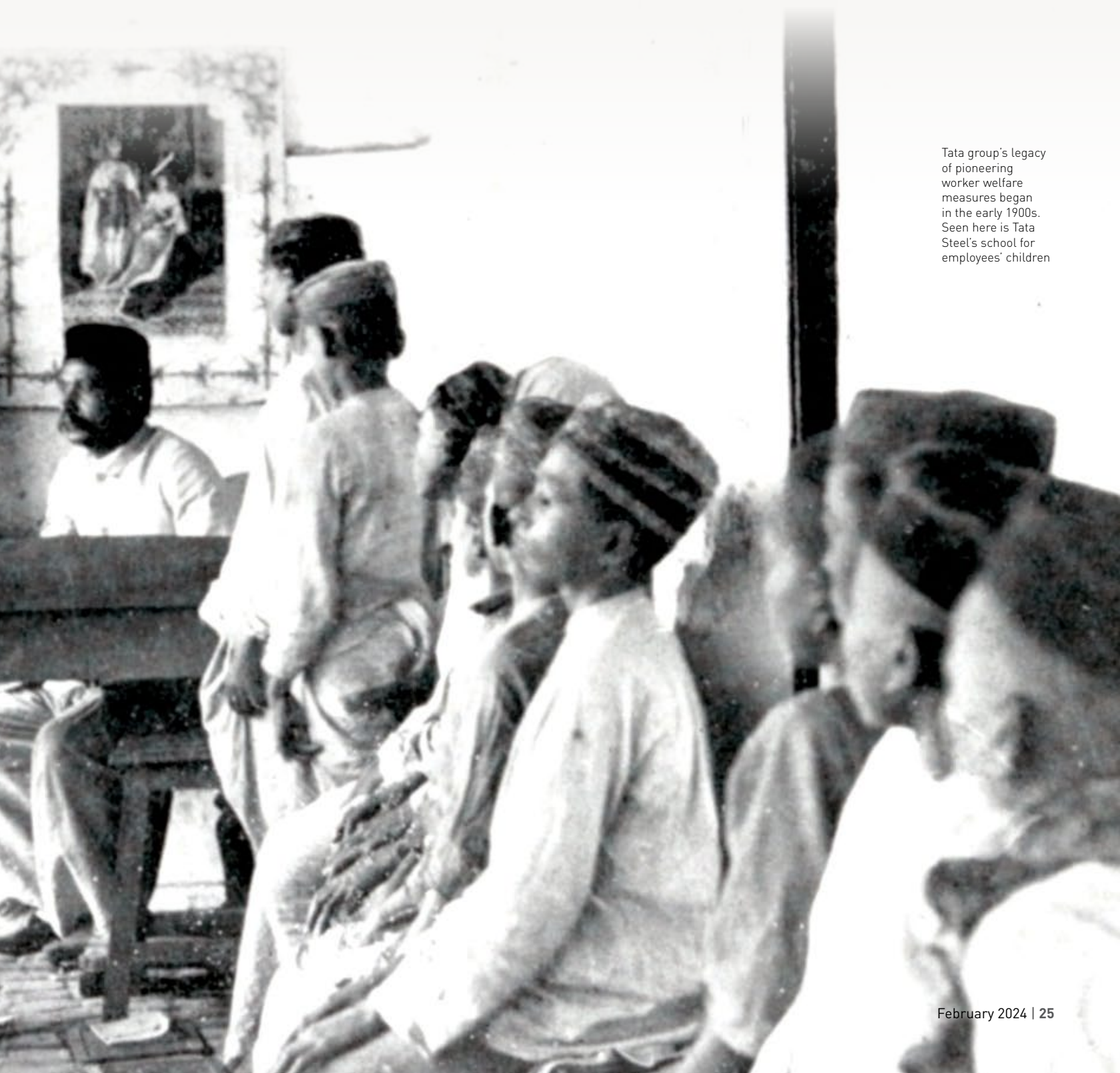
At the core of the 'Tata way' lie four guiding principles — pioneering, principled, purposive, and (not) perfect. These principles serve as a compass, steering the

group's actions and contributing to Tata's esteemed position as one of the 50 most valuable global brands.

The Tata group's journey of innovation and leadership can be traced back to its roots, notably the establishment of Tata Steel in the face of British opposition. This bold endeavour, aimed at proving "Indians can build," laid the foundation for the unique business ethos of the group.

▶ **Two fundamental considerations, trusteeship and philanthropy, shape the distinctive Tata approach**

Tata group's legacy of pioneering worker welfare measures began in the early 1900s. Seen here is Tata Steel's school for employees' children



The emphasis on being purposive underscores a vision that transcends mere profit-making, extending to creating a positive societal impact

Trust, Purpose, and Integrity

Two fundamental considerations, trusteeship and philanthropy, shape the distinctive Tata approach. Trusteeship fosters shared responsibility and ownership across all independent companies, while philanthropy is grounded in the belief that contributions from society should be returned in some form.

The emphasis on being purposive underscores a vision that transcends mere profit-making, extending to creating a positive societal impact. An illustrative instance of this ethos is Tata Steel's pivotal role in helping establish the oldest business school in India, Xavier School of Management (XLRI), showcasing a commitment to education and community development.

The group's journey also encompasses the acknowledgement

and embrace of imperfections. The Tata Finance episode serves as a poignant example, where the group, in response to a fraud incident, addressed and admitted the wrongdoing with the requisite seriousness and genuineness, ensuring protection for all its investors.

Diverse Paths and Shared Goals

Within the vast conglomerate of the Tata group, two prominent entities, Tata Motors and TCS, exemplify the diversity of paths while sharing common goals. Tata Motors, as the trailblazer, became the first Indian automobile manufacturer to adopt Euro norms well before the enforcement of Indian pollution norms. In contrast, TCS, with its commitment to social causes, displayed humanitarian involvement in relief operations after the 2010 Chilean earthquake.



Tata Motors successfully launched the first fully indigenous Indian passenger car, Tata Indica, in 1998



Engaging in activities related to education, livelihoods, skill development, rural development, sanitation, healthcare, and strengthening services, Tata has touched over 8.01 lakh lives in India during 2022-23

Despite their individual trajectories, both companies share an overarching goal that binds them together. Their commitment to connecting with people, embedded in age-old values of community stewardship, resonates in the lasting impact they make on the communities they serve.

Overcoming barriers, Tata Motors successfully launched the first fully indigenous Indian passenger car, Tata Indica; while TCS engineered "Eka," the first Indian machine among the world's 10

fastest supercomputers, showcasing the group's resilience and determination in the face of challenges.

Contributing to the Greater Good

Beyond the realms of business, the Tata group's impact extends to social and environmental initiatives. Engaging in activities related to education, livelihoods, skill development, rural development, water and sanitation, healthcare, and strengthening services, Tata has touched over 8.01 lakh lives in India during 2022-23.

This unwavering commitment aligns with the belief that, in a free enterprise, the community is not merely a stakeholder but the very purpose of business existence.

As the Tata group paves its way forward, the journey reflects a commitment to influencing lives and earning recognition as one of the most influential companies. From establishing renowned educational institutions to touching ever more lives in India and beyond, Tata continues to embody excellence nurtured by the diverse and dynamic landscape of India. ◀



Morning milk collection under the
Tata Dairy Mission initiative



Shobha
is a PGDM (HRM)
student at XLRI



A person is holding a large, white, rectangular sheet of paper or a thin board. They are standing on a wooden pier or walkway that extends into a body of water. The background shows a calm sea and a clear sky. The person's hands are visible, gripping the edges of the white sheet. The overall scene is bright and airy, suggesting a positive and forward-looking theme.

How Circular Economy Ignites SUSTAINABLE BUSINESS REVOLUTION

In an innovative turn towards sustainability, businesses are rewriting the rules with the circular economy — a transformative approach that minimises waste, maximises resource efficiency, and propels us toward a resilient, eco-friendly global economy



by Prerit Wahi

SUSTAINABLE STRATEGIES

In a world yearning for sustainable solutions, the circular economy has recently seized considerable attention as a riveting alternative to the traditional linear model. Venturing beyond the norm, it strives to reduce waste, elevate resource efficiency, and establish a regenerative economic structure by rethinking product lifecycles.

In this exploration, we look into the potential of the circular economy to decrease waste and encourage sustainable practices, as well as how companies can implement circular economy principles, including producing long-lasting products, promoting recycling, and minimising environmental impact. Additionally, we highlight successful examples of



businesses that have embraced circular economy strategies.

Circular Wisdom Unraveled

The circular economy is a system that seeks to maximise value extraction from resources while minimising waste and environmental effects, hence extending their useful life. By generating new jobs in the recycling, repair, and remanufacturing



► **The circular economy maximises resource value, reduces waste, and sparks innovation. It generates jobs in recycling and repair, emphasising sustainable practices for a resilient, eco-friendly future**

CIRCULAR ECONOMY CONCEPTS



Aims For Zero Waste



Use Of Renewable Energy Sources



Preserved Culture

SUSTAINABLE STRATEGIES

sectors, it also offers economic potential. Furthermore, it stimulates innovation by pushing companies to come up with fresh approaches to product design, production, and delivery.

Its foundation rests on three main ideas: minimising waste and pollution, preserving materials and products, and restoring natural systems. Rethinking the creation and manufacturing processes of items is necessary to design out waste and pollution. Using sustainable materials, minimising the use of dangerous materials, and creating long-lasting, repairable products are some examples of this.

Enterprises can reduce waste and environmental effects by taking into account a product's complete lifecycle, starting from its manufacture and ending at disposal. Another essential component of the circular economy involves maintaining resources and products in use.

Through practices such as reuse, refurbishment, and remanufacturing, the circular economy aims to extend the life of items, in contrast to the conventional linear model, which disposes of products after usage. Strategies such as product

leasing, take-back programmes, and the development of secondary markets for old goods can help achieve this.

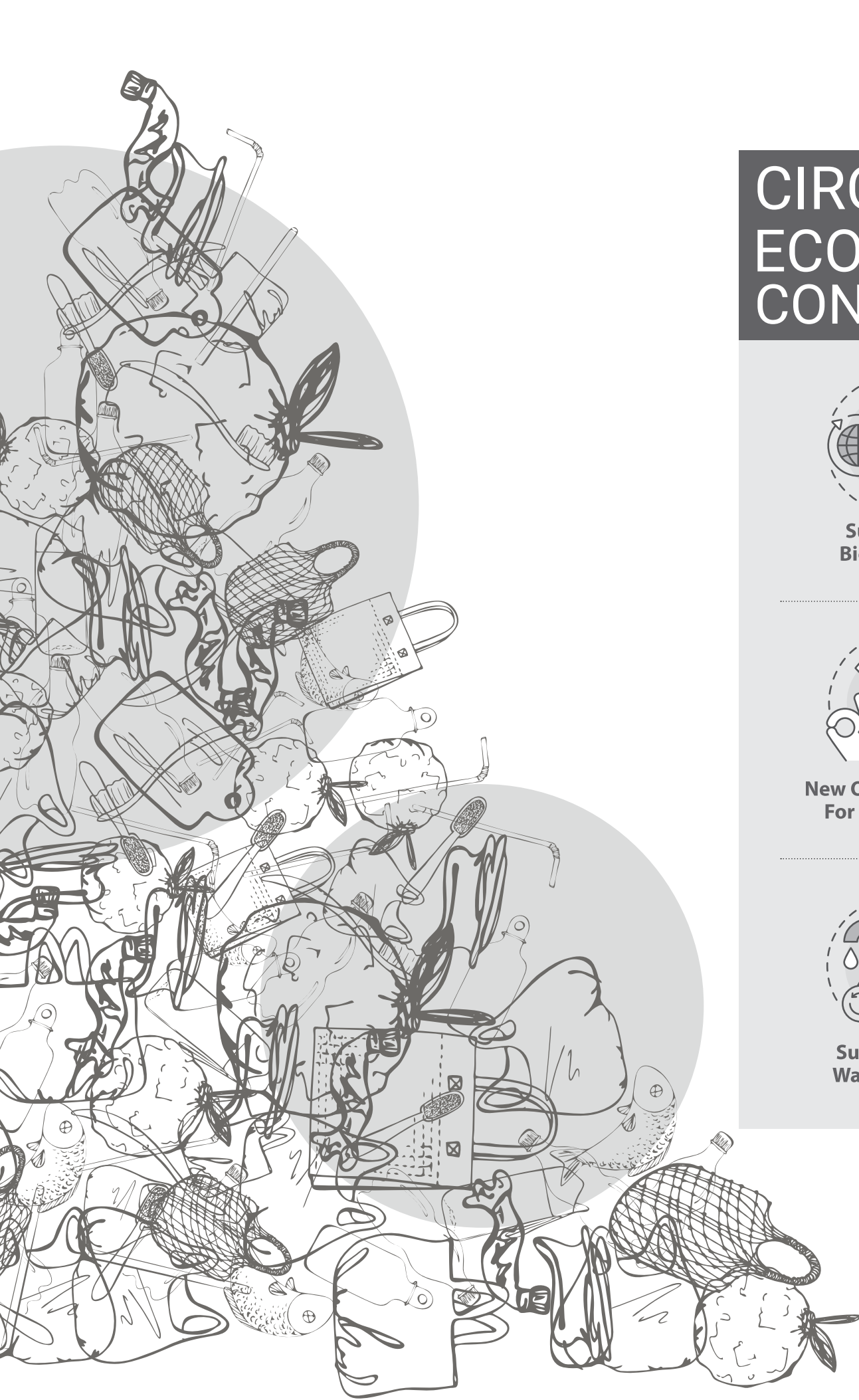
Preserving and restoring natural resources is the main goal of regenerating natural systems. It entails implementing sustainable behaviours that reduce the extraction of resources, support renewable energy sources, and safeguard ecosystems. The circular economy seeks to strike a balance between environmental sustainability and economic growth by revitalising natural systems.

Closing the Loop: From Linear to Circular

The conventional 'take-make-dispose' linear product lifecycle transforms into a closed-loop system in a circular economy. This involves encouraging reuse, recycling, and remanufacturing, along with designing products with a focus on lifetime, durability, and repairability. Companies can embrace the circular economy by producing durable products. Employing robust materials, ensuring easy maintenance and repairs, and considering the product's whole lifecycle — from manufacturing to disposal — all fall under this category. In a circular economy, establishing efficient methods for recycling and reuse is essential. Employing recyclable materials, offering product take-back

The shift to a circular economy transforms linear lifecycles, emphasising reuse, recycling, and durability. Companies drive sustainability by producing durable, recyclable products with efficient recycling methods





CIRCULAR ECONOMY CONCEPTS



**Supported
Biodiversity**



**New Opportunities
For Companies**



**Sustainable
Water Usage**

Businesses like Patagonia, Philips, Interface, and Loop lead in circular economy practices, promoting sustainability, and pioneering innovative, sustainable consumption

programmes, and working with recycling facilities to guarantee appropriate material recovery are all ways businesses can promote recycling.

The concept of the circular economy also involves reducing the environmental impact of items throughout their lifecycles. This entails cutting back on energy use during production, streamlining logistics and transportation, and taking into account the usage of renewable resources.

Circular Economy in Action

Numerous businesses have effectively adopted circular economy concepts, implementing strategies that reduce waste and promote sustainability. Patagonia, an outdoor apparel brand, stands out as a prime example. By offering repair services and providing advice on extending the lifespan of their clothing, Patagonia encourages customers to repair and reuse their products. The company ensures proper end-of-life management through recycling initiatives and integrates recycled materials into its products.

Leading global lighting company, Philips, has shifted its approach from merely selling lightbulbs to providing





lighting as a service. By retaining ownership of the items through this service-oriented model, Philips can efficiently collect and recycle materials at the end of the products' lifecycles. This strategy promotes resource efficiency and lessens waste.

Interface, a flooring company, has put in place a closed-loop recycling system known as ReEntry. The process involves collecting old carpet tiles, separating the materials, and recycling them into new tiles. This approach minimises environmental impact by reducing waste and the requirement for virgin materials.

Loop, a circular shopping platform formed through a collaboration between TerraCycle and various consumer products firms, introduces a sustainable shopping experience. Customers can buy products in reusable packaging, which is then collected, cleaned, and refilled. This innovative approach not only promotes a more sustainable consumption style but also eliminates the waste associated with single-use packaging.

Towards a Sustainable Global Economy

The environmental problems caused by the linear economy have a workable remedy in the circular economy. Businesses can reduce waste, encourage resource efficiency, and contribute to a more sustainable future by reframing product lifecycles and implementing circular economy concepts.

The adoption of circular economy practices brings several advantages, including enhanced brand reputation, economic opportunities, and environmental benefits, while also fostering innovation. Businesses such as Patagonia, Philips, Interface, and Loop exemplify the successful implementation of circular economy principles, illustrating the possibility of a regenerative economic system.

As more companies embrace these strategies, we move closer to achieving a more resilient and sustainable global economy. ◀



Prerit Wahi
is a second-year PGDM
(BM) student at XLRI
Jamshedpur

CIRCULAR ECONOMY CONCEPTS



**Benefits For
The Consumer**



**Supported Health
and Wellbeing**



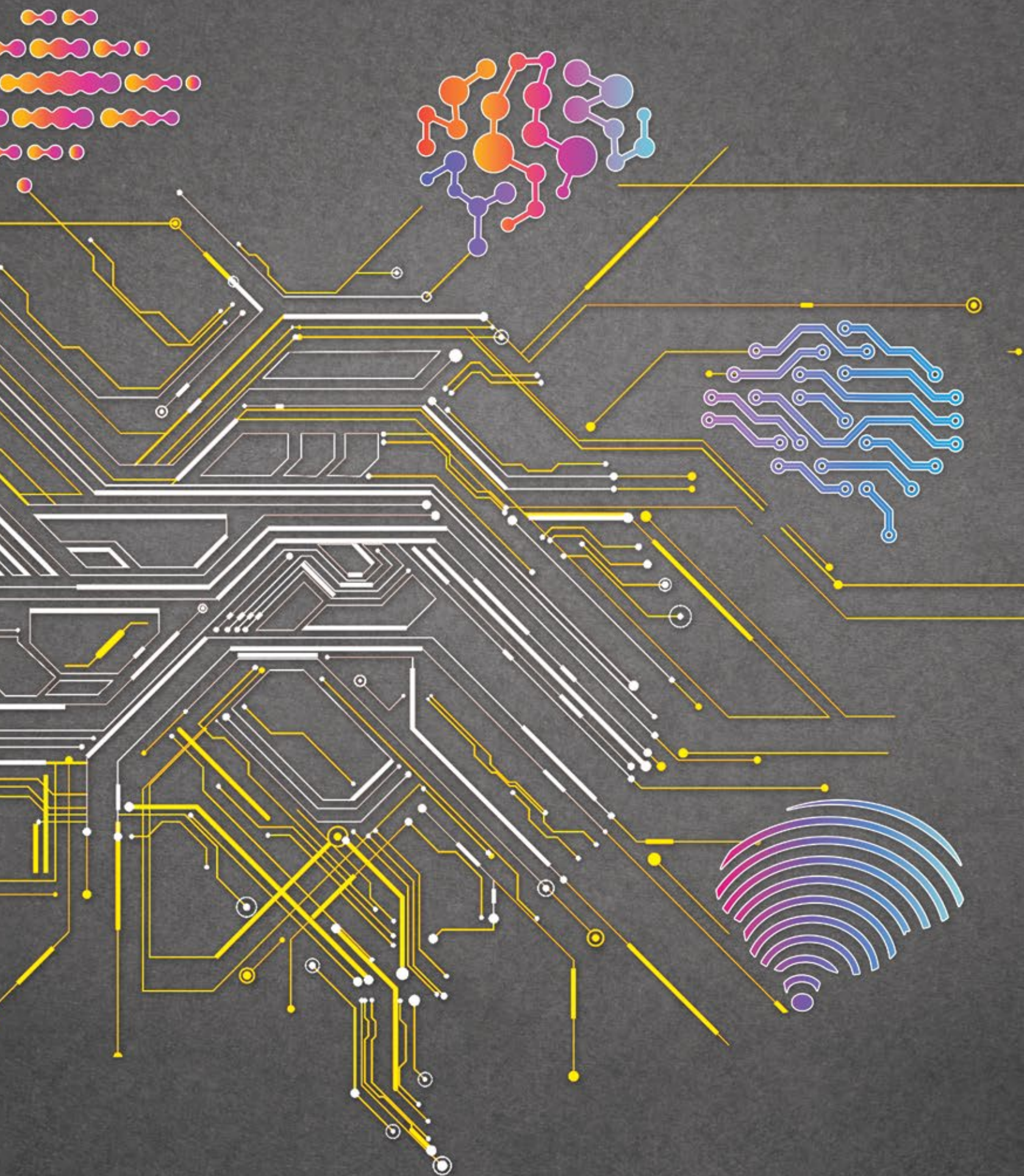
**Recycled
Materials**

GENERATIONAL DIALOGUES

Bridging Eras in Leadership

Xplore's recent roundtable, an initiative by XLRI and CEO Lounge, unfolded as a spectacular mosaic of leadership insights in Mumbai. Spanning topics from generational dynamics to the nexus of sports and strategy, personal finance, and the balancing act of fitness and work, the event epitomized the evolving landscape of executive thought and strategic foresight.







This vibrant gathering by Xplore transcended conventional leadership dialogues, bringing to the forefront a multifaceted exploration of contemporary leadership challenges and strategies. The Mumbai meet marked an intersection of diverse realms, each shedding light on different aspects of what it means to lead in today's complex world.



Central to the conversation was 'From Boomers to Zoomers: Leaders' Tales of Perspectives and Ideology Shifts,' where leaders from different generations shared their journeys. This discussion painted a vivid picture of evolving leadership philosophies, revealing the transformative power of intergenerational wisdom in shaping modern business strategies.

Equally captivating was 'Beyond the Boundary: Lessons for Businesses from India's Favourite Sport,' which drew intriguing parallels between cricket's widespread influence and business monopolies. This segment offered a unique perspective on how businesses can achieve unparalleled loyalty and dominance, akin to cricket's hold over fans in India.

Delving into the personal dimension of leadership, 'Leaders & Their Ledger' provided an intimate look at how top executives manage their finances. This conversation offered insights into the financial acumen of business leaders, highlighting how personal money



► Evolving leadership philosophies revealed the transformative power of intergenerational wisdom



Attendees:

Prof. Ajith Kumar, XLRI; **Animesh Kumar**, Zee Entertainment; **Prof. Ankit**, XLRI; **Deepak Yadav**, CEO Lounge; **Dinesh Aggarwal**, RR Kabel; **Farokh Balsara**, EY; **Indriyajit Sethi**, Tata Group; **Prof. Kanagaraj Ayyalusamy**, XLRI; **Lipika Saxena**, RBL Bank; **Ninad Karpe**, 100X.VC; **Paritosh Anand**, Reliance Industries; **Dr. Ramakrishnan Ramamurthi**, Transformia Advisors; **Rajeev Newar**, RK Swamy Hansa Group; **Sudip Majumdar**, PGP Glass; **Vikram Surendran**, MIRC Electronics





► The conversations painted a picture of the challenges and opportunities faced by contemporary leaders



management habits can influence broader business decisions and strategies.

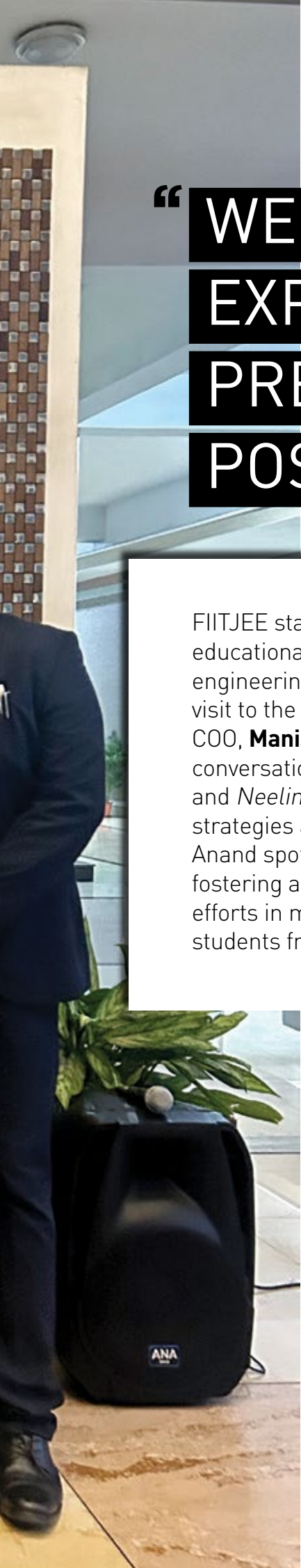
Lastly, 'Fit for Business' explored the often-overlooked aspect of fitness in the lives of busy executives. This conversation unveiled various approaches to maintaining physical health amidst demanding schedules, emphasising the critical role of personal well-being in sustaining effective leadership.

Each topic, distinct in focus yet interlinked in the broader context of leadership, collectively underscored the multifaceted nature of guiding a business in today's dynamic environment. From leveraging sports strategies to understanding personal

financial planning, and from adapting to generational shifts to prioritising health alongside professional commitments, the discussions at the roundtable painted a holistic picture of the challenges and opportunities faced by contemporary leaders.

The Mumbai chapter of the Xplore roundtable was a rich confluence of perspectives and a celebration of diverse approaches to leadership. It highlighted the importance of adaptability, continuous learning, and embracing a spectrum of viewpoints. This event was a forward-looking journey, inspiring today's leaders to navigate with wisdom, innovation, and an open mind in an ever-evolving world. ◀





“WE ENSURE STUDENTS EXPERIENCE ONLY ‘ETHICAL PRESSURE,’ WHICH IS A POSITIVE DRIVING FORCE”

FIITJEE stands tall as one of the country's leading educational institutions, celebrated for its top-notch engineering entrance coaching. During a recent visit to the XLRI Delhi-NCR campus, FIITJEE's COO, **Manish Anand**, engaged in an insightful conversation with *Karan Chauhan*, *Nandita Kumari* and *Neelima Wadhwa*, unravelling the institution's strategies and vision for academic excellence. Anand spotlighted FIITJEE's commitment to fostering a holistic learning environment and its efforts in making quality education accessible to students from diverse socio-economic backgrounds.

What are some of the biggest challenges you face as a COO, and how do you overcome them?

In the education industry, tackling challenges requires managing operational efficiency and scalability. It's crucial to streamline processes, optimise resources, and ensure consistent delivery across locations. What I have seen from my personal experience is that the challenge is having a shared long-term vision with the team as that of the organisation. Generally, people have a myopic vision and have the habit of jumping on to execution, without visualising the impact and probable outcome. A forward-thinking, change-embracing mindset is key, with a focus on data-driven decisions, and fostering innovation. The essence is to 'involve and

evolve' — engaging people in processes and instilling ownership for better outcomes, as emphasised by Benjamin Franklin's quote.

The coaching industry in India is fiercely competitive. How does FIITJEE consistently maintain its position as a top player in the field? What's its success mantra?

At FIITJEE, we stand out with our unwavering commitment to truth, transparency, and commitment — principles we embody in our interactions with students and parents. We're dedicated to fostering these values in our students, along with a strong sense of dedication and sincerity. Our approach is centred on unlocking each student's full potential, contingent on their commitment.

A key differentiator for us is our superior, meticulously crafted study materials, which are a benchmark in the industry and often referenced by others. Our commitment to excellence and our relentless pursuit of creating top-tier study resources place us leagues ahead of our competitors. To conclude, we are not just different from our competitors, but we are eons ahead of them.

What are FIITJEE's strategies for attracting students from different socio-economic backgrounds?

FIITJEE offers courses in various learning modes. Students can choose the mode that best suits their learning style, capabilities, and preferences. We offer scholarships based on performance. As a way of giving back to society, we provide a fee waiver



As a way of giving back to society, we provide a fee waiver scheme for individuals from diverse backgrounds

scheme for individuals from diverse backgrounds (such as girl children and the children of war widows).

We also have a specially designed test called 'Fortunate 40,' an initiative aimed at offering world-class training to serious students from financially disadvantaged backgrounds. Through this programme, we offer them free education and hostel facilities, empowering them to succeed and attain top ranks in exams like JEE Main, JEE Advanced, and other competitive and scholastic examinations.

Navigating through the curriculum and taking mock tests can be exhausting for young students. What initiatives has FIITJEE taken to help the students cope with such pressure?

At FIITJEE, we recognise the challenges students face, including curriculum demands, mock tests, performance, and peer pressure. We're committed to innovating our teaching methods to ensure students experience only 'ethical pressure', which is a positive driving force. Our support system includes well-structured timetables, an integrated school curriculum, regular assessments,

mentorship, and counselling. These are designed to help students manage pressure effectively, ensuring that our classes enhance their school studies.

We start with a scientific potential analysis during admission, followed by tailored goal-setting, regular classes, practice test analysis, doubt resolution sessions, and national-level tests. This personalised approach ensures that each student receives the attention and guidance they need, maximising their learning outcomes and aiding them in reaching their full academic potential.

What would be your advice to budding entrepreneurs and MBA aspirants?

I would advise every budding entrepreneur and MBA aspirant to be the version of what you would like to be naturally. Be better than yesterday and even better tomorrow. Embrace this journey of self-exploration with passion, resilience, and focus on your goal. Challenge yourself, challenge your own work at each stage, and let your enthusiasm towards perfection drive you. Remember, perfection is making the best efforts within the constraints of space, time, and resources. ◀



IGNITING
CONVERSATIONS
**SHAPING
FUTURES**

READY,
SET, DEBATE

VOICE
YOUR VISION

ROUNDTABLES

GATHER
ROUND

Scan QR code to get in touch



or mail us at xplore@xlri.ac.in



“FITNESS IS A STATE OF EXISTENCE
WHERE ONE GIVES THEIR BEST
SELF AND LIVES THEIR BEST LIFE”

In an insightful conversation, **J Ajith Kumar**, Professor in Production, Operations & Decision Sciences at XLRI Jamshedpur, speaks to *Nandita Kumari* and *Kaushik Ghosh* on his holistic approach to fitness, the importance of incorporating it into academics, and the transformative impact it has on individuals.

What, according to you, is “fitness”?

Fitness is a state of existence where one gives their best self and lives their best life. To me, it's a combination of good physical and mental health. One should be inspired, focused, and have a holistic vision of life. I feel that it's not a short-term thing; rather, it should be sustained throughout life. Fit individuals maintain positivity around themselves, and people enjoy their company because being fit is energising and infectious.

What are your views on having a fitness idol? Do you follow any coach or fitness guru?

I believe it's a personal choice. I don't follow any particular coach. I read about various individuals, including sportsmen and industry leaders, their lifestyles, what sets them apart, and their fitness activities. I take the best I can from wherever and try to incorporate it into my routine. However, if someone is inspired by a fitness idol, then that may be best for them, and I would advise them to observe and learn from that idol.

Which one, according to you, is most effective for students — yoga, gymming, or sports? Any specific sports that you are fond of?

In my understanding, all fitness activities — when done properly — are good, but yoga is the best, as it uplifts all bodily systems and is sustainable. It also includes allied practices like *yama*, *niyama*, *pratyahara*, *dharana*, and *samadhi* for those seeking permanent liberation and happiness. Personally, I practice yoga alongside distance running as a lifestyle activity. I also run a full marathon once a year and cover different distances daily based on a plan I adopted from a professional runner. Additionally, I enjoy watching sports such as cricket, football, and tennis. My son is a football fan and keeps me updated.

From your experiences, can you share some examples of students who have benefited significantly from incorporating fitness into their daily lives?

Yes, many, since my student days. One is my classmate from IIT Kanpur, Vivek Bhatt, who topped the batch with the President's Gold Medal

and was among the best sports persons. Today, he's the president of a respected healthcare services provider. Another is Nadeem Ahmed, an XLRI BM student who graduated in 2022. He was decent in academics, a cheerful person, and very fit both physically and mentally. He joined a top consulting firm. So, fitness can significantly benefit anyone. Fit and happy leaders will help build a happy society.

How can educators and institutions collaborate to create an environment that encourages both academic excellence and a commitment to fitness?

I think fitness should be included in the academic curriculum, much like business ethics. It should be conducted by a professional. Our country has many inspiring personalities who would love to teach fitness. Organising interactive sessions with leaders who advocate fitness, such as N Chandrasekaran, and inviting fitness coaches to deliver lectures are a few ways. Students must be taught how to balance relationships, health, and

► **Fitness should be included in the academic curriculum, much like business ethics. It should be conducted by a professional**

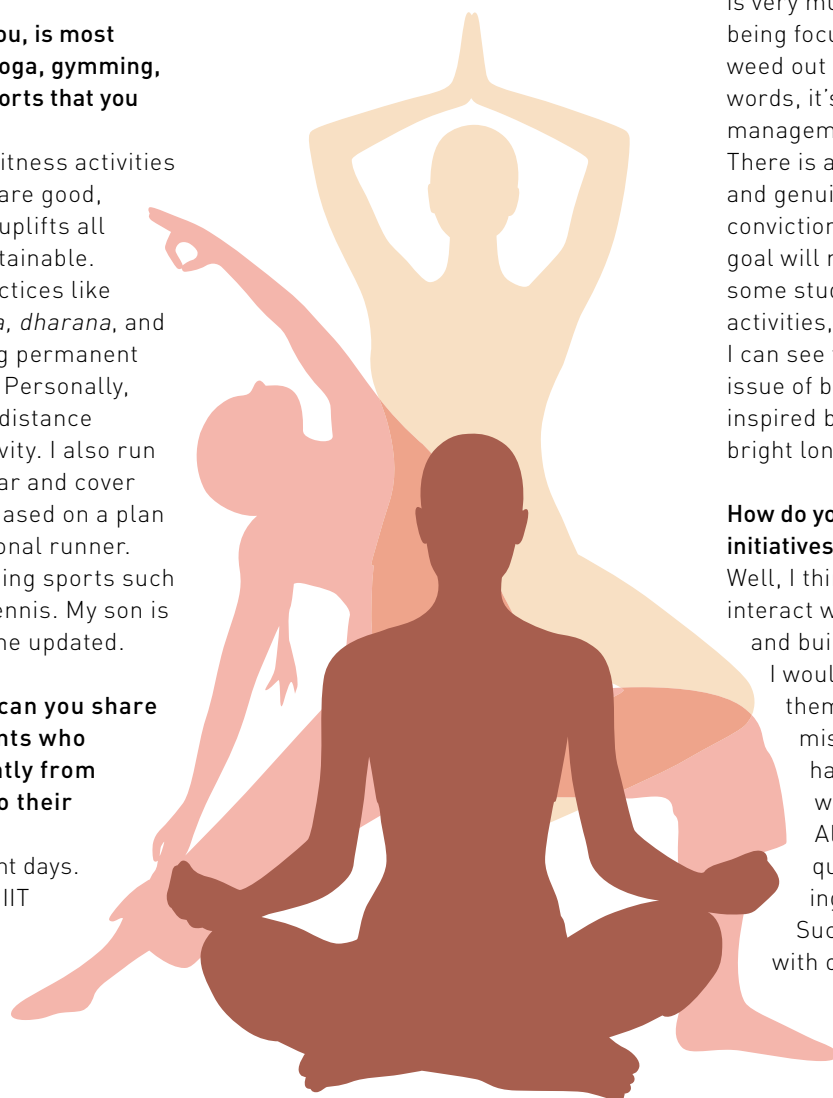
studies. Although such a formal approach is currently rare, with proper planning, it can be successfully implemented. I strongly support such an initiative.

How can students balance the demands of academic commitments with maintaining a consistent fitness routine?

By planning and execution, which I think is very much possible. Being simple, being focused. Do the necessary, and weed out the unnecessary. In other words, it's about doing good 'operations management' in one's personal life. There is a saying that if one sincerely and genuinely desires something with conviction, then the 'how' to achieve that goal will reveal itself from within. I do see some students consistently doing fitness activities, and when I interact with them, I can see that they have sorted out this issue of balance within themselves. I am inspired by such students, and I foresee a bright long-term future for them.

How do you feel about Xplore and its initiatives?

Well, I think it's a good initiative to interact with leaders, gain their insights, and build relationships. One theme that I would recommend discussing with them is about learning from their mistakes. What kind of decisions have they made in the past, and was there any learning from it? Also, what inspires them? The qualities that students should ingrain to become good leaders. Such learnings should be shared with others as well. ◀



L I M I T E D

Mercedes-AMG ONE 1:8 scale remote controlled collectible

Discover the 1:8 scale Mercedes-AMG ONE, a remote-controlled hypercar model crafted from 3,295 interlocking building blocks. This exquisite replica, designed by BrunoJJ1, captures the essence of the original with features like the iconic longitudinal fin and roof air scoop. Fully motorized, it boasts independent suspension, shock absorbers, LED lighting, and a detailed engine modeled after the original. The model, which includes working doors and a retractable rear wing controlled by remote, reflects the car's advanced hybrid technology and impressive power. Packaged with a Pro L-motor, servo motor, receiver/battery box, lights, remote control, and building instructions, this model is a testament to design precision and automotive passion.



MB&F Legacy Machine Flying T

In a tribute to feminine grace, the Legacy Machine FlyingT showcases a stunning plum-colored dial, encapsulating elegance in every detail. This exquisite timepiece, encased in gold or platinum, features a sapphire crystal dome that gracefully unveils a captivating flying tourbillon, crowned with a brilliant diamond. The piece uniquely combines luxury with a deep, plum hue. Its design includes a specially tilted dial for a personal viewing experience, emphasizing its intimate connection to the wearer. With its powerful four-day power reserve, this watch is a symbol of elegance, strength, and the enduring beauty of womanhood.

EDITION



Home Court Arcade Basketball Game

Experience the fusion of art and sport with the Home Court Arcade Basketball Game, designed by Reigning Champ and Calen Knauf. Crafted from raw materials like wood, glass, and metal, this piece is both a fully functional game and a meticulously crafted work of art. It brings the classic arcade experience into your space with authentic hardwood court sounds and a floating design to minimize its visual footprint. The durable tempered glass and engineered composite wood panels ensure quality and resilience. Featuring visible cables for a touch of nostalgia, a lower tier for ball storage, and artisan-crafted nets, this basketball arcade game is a unique, made-to-order item that elevates any setting.

Beosound A9 x MonoNeon

In a symphony of art and sound, Grammy Award-winning bassist MonoNeon collaborates with Bang & Olufsen to create a limited-edition Beosound A9. This unique home speaker, inspired by MonoNeon's experimental music and vibrant art style, features a design as bold as his signature patchwork embroidery outfits. It embodies the concept of "chords on canvas," offering visual inspiration and storytelling through its intricate pattern. Celebrating MonoNeon's avant-garde funk bass playing, this collaboration blends his artistic flair with Bang & Olufsen's innovative design, challenging the norms to craft an exceptional music experience. The Beosound A9 stands as a testament to transcending boundaries in sound and aesthetic expression.

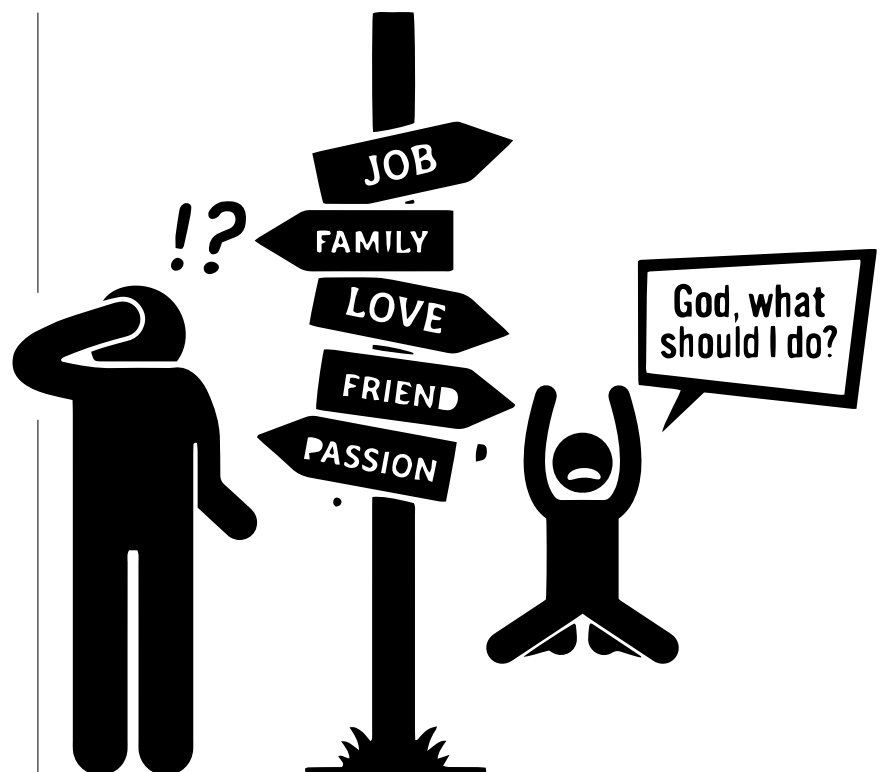
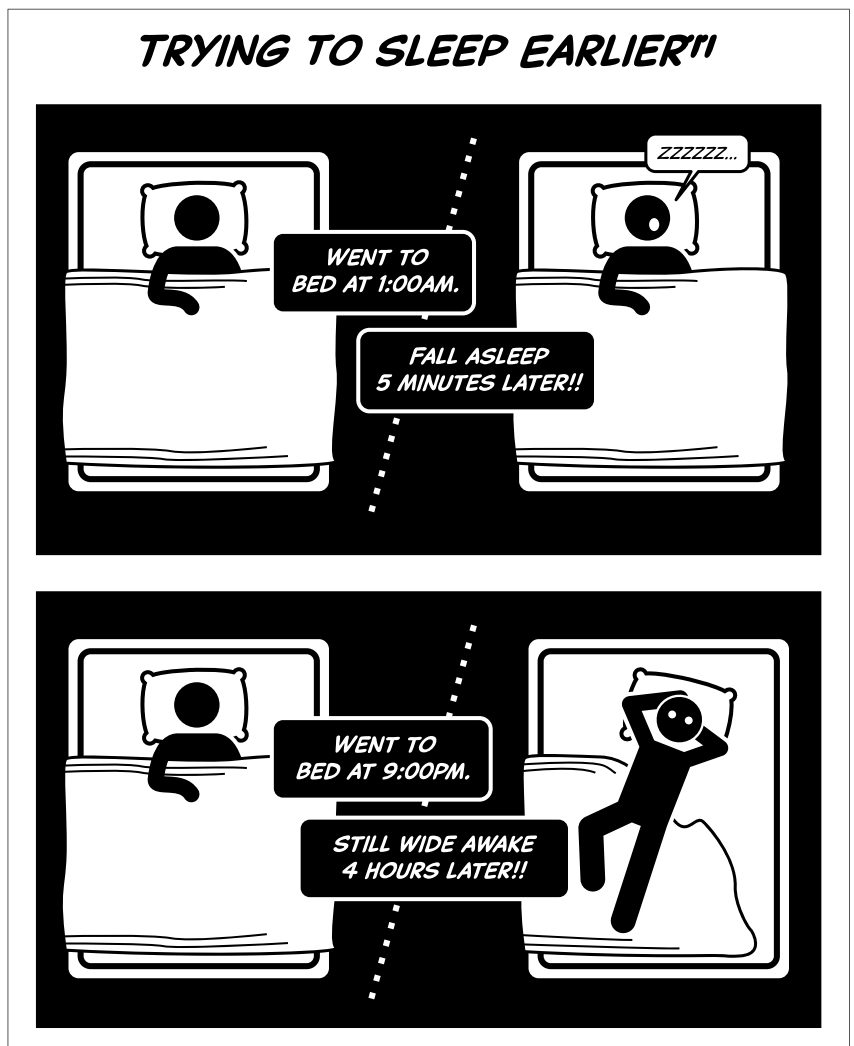
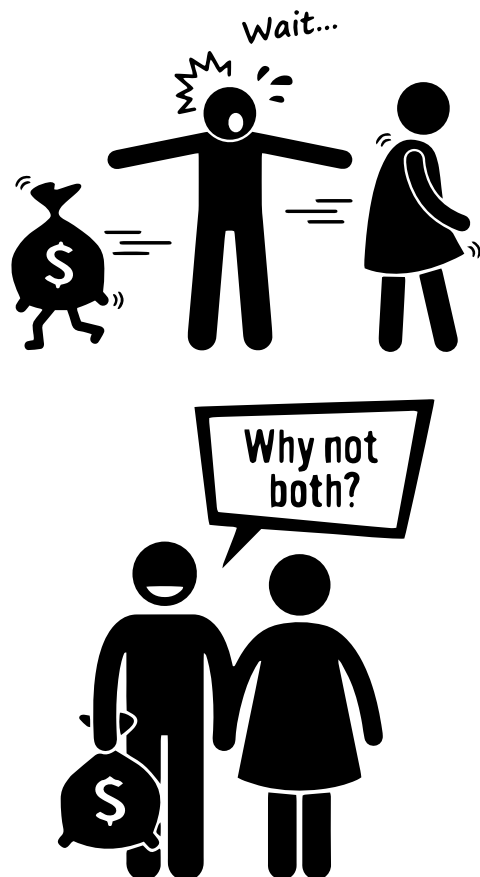


Tequila Slammers

Discover a novel way to enjoy your favorite tequila with Benjamin James Ryan's Tequila Slammers. These unique vessels, crafted from sterling silver, are designed to elevate the tequila-drinking experience, making it cleaner, easier, and more enjoyable. Each



slammer, measuring approximately 70mm x 50mm x 65mm, features a lemon-shaped design to hold the tequila, complete with a gold-plated channel for sprinkling salt. Simply place a slice of lemon on top, and you're ready for a glamorous twist on the classic tequila shot. These Tequila Slammers blend sophistication with fun, perfect for any occasion.





IGNITING
CONVERSATIONS
**SHAPING
FUTURES**



**REAL-WORLD
STRATEGIES**

**NAVIGATING
THE MAZE**



**FORESIGHT
FOR INSIGHT**

WORKSHOPS

Scan QR code to get in touch



or mail us at xplore@xlri.ac.in



IGNITING
CONVERSATIONS
**SHAPING
FUTURES**



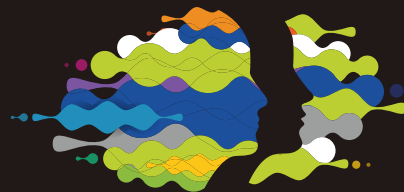
Podcasts



Roundtables



Workshops



Speaker Sessions

Scan QR code to get in touch



or mail us at xplore@xlri.ac.in