



Cognitive Cosmos

VENTURING BEYOND LIMITS

INSIDE

- Career Anarchy
- Disruptive Learning
- Insightful Narratives
- Conquering Chaos
- Authenticity Algorithm



Xplore

A LEADERSHIP, INNOVATION & EXCELLENCE COLLECTIVE

IGNITING
CONVERSATIONS
**SHAPING
FUTURES**



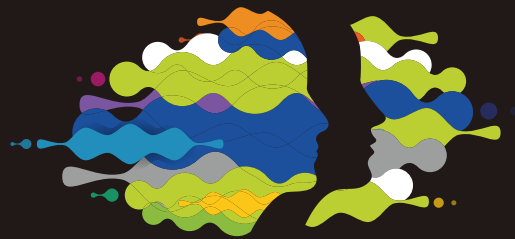
Podcasts



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



I am encouraged by the depth of discussion and analysis sparked by the Xplore articles.

I am profoundly grateful for the warm reception and insightful feedback we received for our inaugural edition. As we release our latest edition, it's a privilege to witness how Xplore is facilitating a rich exchange of ideas and perspectives.

Our journey so far has been remarkable. Engaging with your responses, I am encouraged by the depth of discussion and analysis sparked by the Xplore articles. A recent conversation with a fellow academician highlighted the real-world impact of our collaborative approach, reinforcing our mission to blend scholarly insights with practical business acumen.

Your involvement is integral to the success of Xplore. It's rewarding to see our shared dedication to learning and intellectual growth shape this publication into a distinguished forum for business and academic discourse.

As you peruse this edition, I trust it will offer new insights and provoke thought, continuing our dialogue on the evolving landscape of business and leadership.

Thank you for your continued support and engagement. Together, we are charting a course towards a more informed and insightful business community.

S. George

Fr. S George, S J

Director
XLRI



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



**We aim to make
Xplore a platform
that presents diverse
perspectives,
encourages critical
thinking, and
inspires action.**

As the second edition of Xplore arrives, I reflect on the profound impact of your engagement and insights. The success of our first edition has reinforced our mission to connect academic theory with real-world business practices.

This edition represents our ongoing dedication to thought leadership and innovation. We strive to offer content that's informative and can challenge conventional business paradigms. The contributions from our diverse readership have been crucial in shaping our approach, allowing us to address the complexities and opportunities in today's business landscape.

We aim to make Xplore a platform that presents diverse perspectives, encourages critical thinking, and inspires action. This edition, we hope, will be a valuable addition to your professional development and a source of inspiration for innovative leadership.

Thank you for your continued support and active participation in the Xplore journey. Your involvement is key to our collective success and growth.

Kanagaraj

Kanagaraj Ayyalusamy

Professor & Convenor

Corporate Relation and Placements

XLRI

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

EDITOR'S MUSINGS

In the ever-evolving landscape of leadership and innovation, as the architects of change, your role transcends the ordinary. This edition of Xplore is a tribute to your vision and a testament to the power of transformative thinking.

Flip through these pages to enter a realm of introspection and inspiration, shaped by your insights and decisions.

Our stories, diverse and dynamic, resonate with the spirit of progress. This edition is meant to spark innovation, challenge your intellect and ignite your imagination. Each article, each insight, is a piece of a larger puzzle, reflecting the world as it is and envisioning it as it could be.

You, the leaders and thinkers, are at the forefront of the Xplore platform. Your actions today are the foundations of a better, brighter future. We invite you to see these pages not just as words but as a mirror of your aspirations and a catalyst for your creativity.

So, as you browse, remember: you are part of a conversation with the future, a dialogue that shapes the contours of our shared destiny. Your stories, your experiences, they matter. They are the fuel for progress, the blueprint of tomorrow.

We invite you to share your journey, contribute your insights, and join us in this ongoing story of innovation and leadership. Together, let's craft a future that resonates with our collective aspirations.

Hari Govind Nair



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

38

Cover Story

Cognitive Cosmos:
Venturing
Beyond Limits



IN-HOUSE TALENT

Triptych of Bloom: A Symphony of Three Flowers



Mansi Tyagi
is a first-year PGDM (HRM)
student at XLRI.

Flame of the Forest



Anupriya Arvind
is a first-year PGDBM (online)
student at XLRI.

Tundra



18

CX Strategy

How to Craft a
Robust CX Strategy

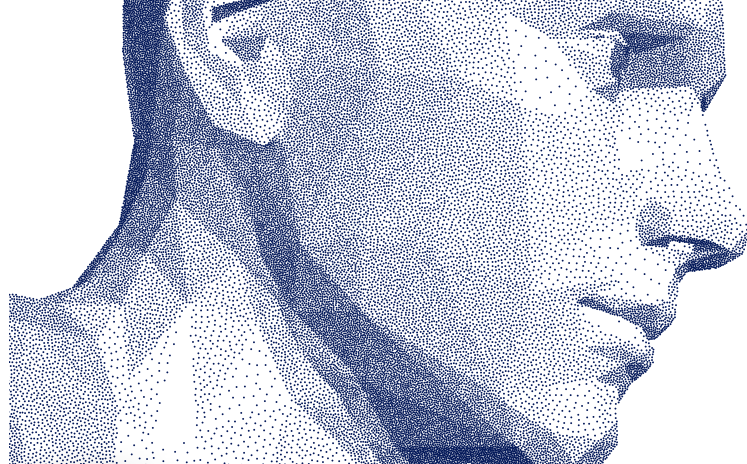


24

Simplifying EV Charging

India's Electrifying Journey





28 Leadership 2030

Authenticity in an AI-Driven World



Limited Edition

10 The Case is Dead.

Long Live the Case!

14 Rising Above

Professional Nihilism

28 Leadership 2030

Authenticity in an AI-Driven World

34 Cultural Complexity

Turning Cultural Complexity into Competitive Advantage

44 The Unspoken Eloquence

Young-Deok Seo's Chain Sculptures

46 Insightful Narratives

A Dive into 2023's Most Captivating Business Reads

WHAT'S Inside

THE CASE IS DEAD.

Long Live the Case!

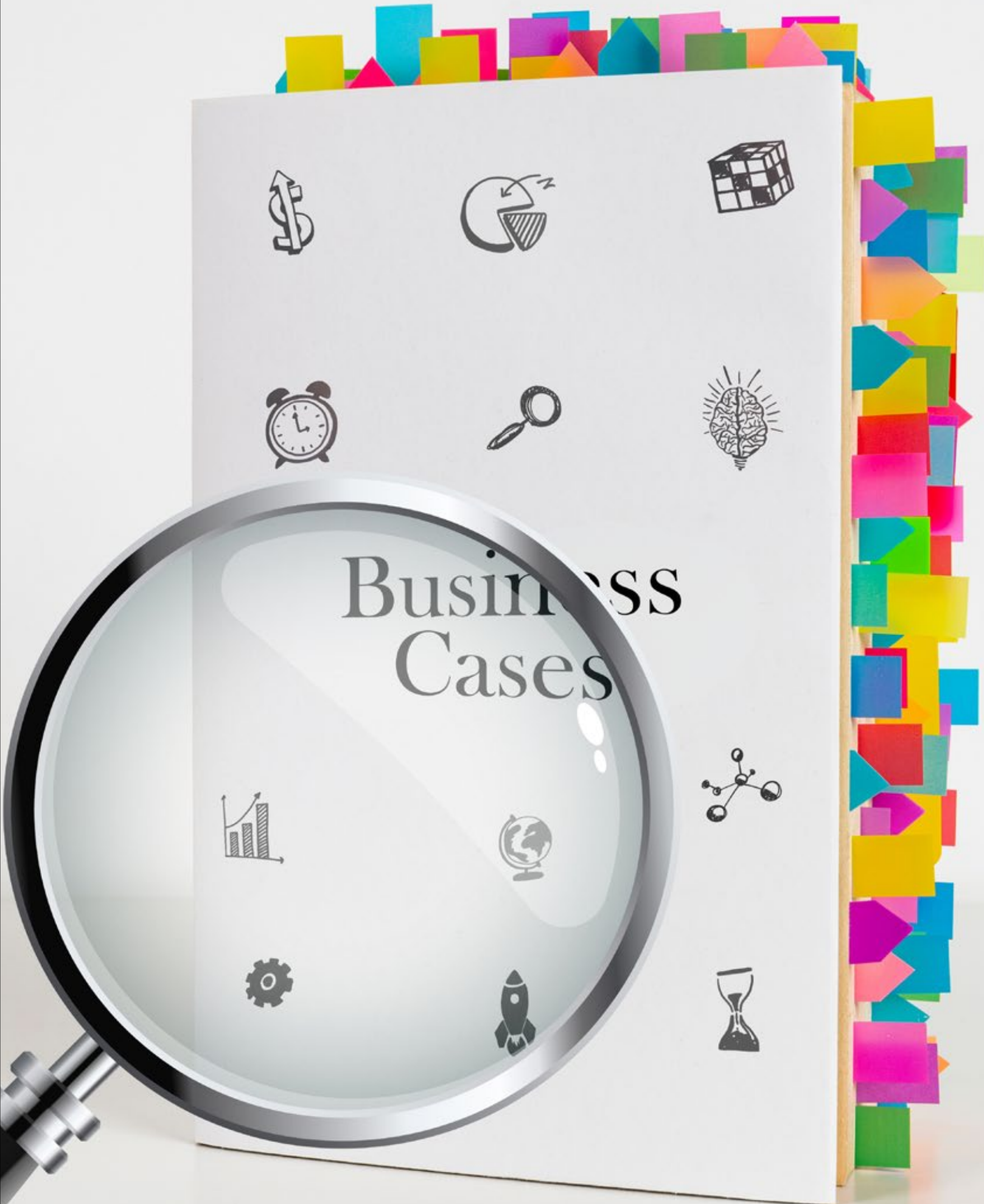
In the evolving landscape of business education, the traditional 'case study method' seeks rejuvenation amid waning attention spans and rising digital fervour. Can generative AI emerge as a catalyst for change, promising a transformative leap?

 by Shiva Kakkar

The 'case study method' has been a cornerstone of business education. In fact, one could argue that if you haven't encountered cases as a business school student, you haven't truly experienced business education. Contrary to popular belief, the case method wasn't an invention of business schools. It was pioneered by Christopher Columbus Langdell, Dean of Harvard Law School, who, breaking off from tradition, didn't just want to teach law to students by rote. He wanted them to embody law — to become advocates, judges, and defendants without actually being one.

The method was later adapted by Harvard Business School as a way to bridge the gap between business theory and practice. It has fostered sound business judgment, honed critical thinking skills, and nurtured high-profile business leaders.

However, the case study method has now begun to show its age. Students today find the real-world scenarios presented in case studies far removed from their experiences, limiting their ability to see how their ideas might function in the real world. This issue is exacerbated by multiple factors: the decline in attention spans, pervasive use of digital devices, and an expectation of 'infotainment' — that cases be narrated in the same form as popular YouTube channels like Think School and various docudramas produced by streaming platforms like Netflix.



A student is expected to read at least 3-4 cases a day... While this is often glorified as the 'grind' of an MBA programme, it points to an incontrovertible truth: the case method is failing

Breaking Boundaries

While innovation in creating, teaching, or delivering cases has barely moved, what has worsened the situation is the gross overuse of the method by faculty. On any given day, a student is expected to read at least 3-4 cases belonging to different subjects. While this is often glorified as the 'grind' of an MBA programme, it points to an incontrovertible truth: the case method is failing.

This is a serious challenge for business education. B-schools aren't really experts at video production, so creating the next version of *Madoff: The Monster of Wall Street* isn't really an option. So, what's the way out?

One word: Generative AI.

Generative AI promises a real viable option to case studies that can provide the next level of immersion. What creates immersion in case studies is the element of 'role-play'. Students often partake in the roles of case protagonists and then examine the issue as the protagonist.

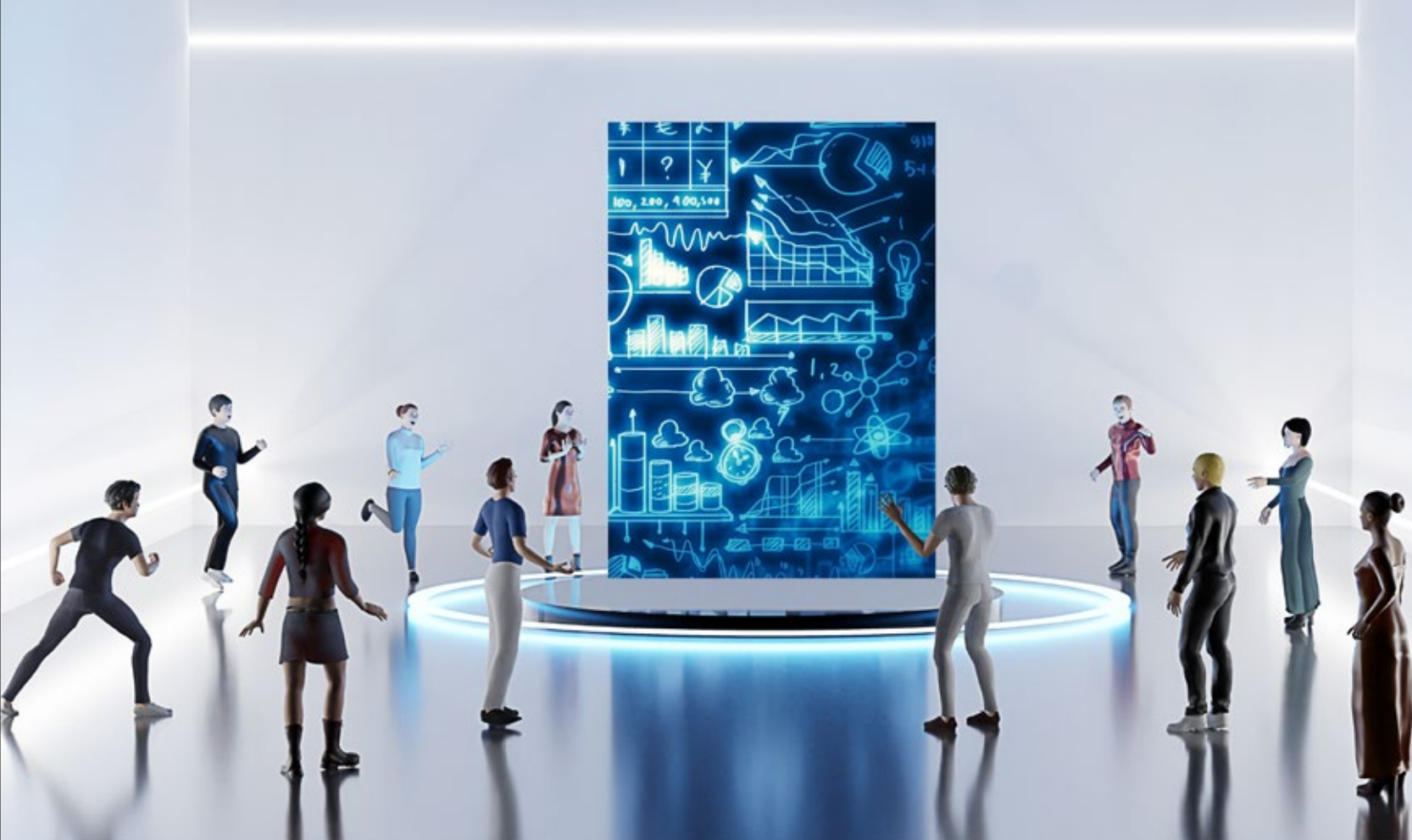
Traditionally, only 3-4 students could take part in the role-play while the rest of the audience sat passively. AI can change that. AI can create immersive role-plays where each student can be a part of a virtual simulation that is completely novel and unpredictable each time it is played.

The AI Learning Frontier

Recently, researchers from Stanford and Google created an AI simulation known as "Generative Agents: Interactive Simulacra of Human Behavior". An agent is essentially an instance of large language models (LLMs) like ChatGPT, which are extended with memory, reflection, planning, and a sandbox environment. In a simulation, therefore, one has multiple AI characters talking to each other and using various tools. These characters (agents) also have some tools — storage abilities that enable them to get a 'memory' — to store a complete record of the agent's experiences, synthesise those memories into higher-level reflections, and retrieve them to plan behaviour. This allows the agents to remember, retrieve, reflect, interact with other agents, and plan through dynamically evolving circumstances and imitate human-like behaviours.

The simulation led to interesting findings. The researchers found that the agents became capable of drawing a variety of inferences about themselves, other agents, and their environment. They could create daily plans that reflect their characteristics and experiences, act out





**Traditionally,
only 3-4
students could
take part in
the role-play...
AI can create
immersive role-
plays where each
student can be a
part of a virtual
simulation**

those plans, react to changes, and re-plan when necessary. For example, the agents learned to turn off a stove when they saw that their breakfast was burning, demonstrating a level of situational awareness and adaptability.

The project allows users to interact with a small town of agents using natural language. So, what if we place business school students amid such a simulation? As a teacher, this means that I may not need to 'teach' how collaboration and team dynamics develop. If students were a part of the simulacra, they could 'feel' how it develops.

Similarly, an agent simulation could be used to simulate an organisational crisis where the student is the CEO and other LLMs are serving agents. How the CEO directs the agents could allow students to interact with the scenario in real time and see the consequences of their decisions. This could potentially address some of the issues mentioned earlier, such as the lack of practical experience and the disconnect between case problems and personal experience to relate to it. Plus, simulations provide a more engaging and immersive learning experience, which could help to counteract the decreasing attention spans of students.

Navigating the Complexities

It's reasonable to expect that the implementation of such simulations in a classroom would come with its own set of challenges and considerations. For instance, the design and programming of AI agents would need to be carefully done to ensure that they accurately represent the scenarios they are meant to simulate.

Additionally, the use of such technology would require a cohesive AI strategy — how to rebuild pedagogy around AI, which requires serious deliberation. It requires foresight and organisational willingness to look beyond short-term goals that affect institutional rankings.

The integration of AI into education is not a question of if, but when and how. Most importantly, teachers must become orchestrators of AI-driven content and need to have a 'game' mindset to convert existing content into a game. More importantly, teachers need to shift their mindset from seeing AI as an aberration to seeing it as the default method of operation. ◀



Shiva Kakkar
is Assistant Professor,
Department of
Organisational
Behaviour, XLRI

RISING ABOVE PROFESSIONAL NIHILISM

In a landscape of career nihilism, this article urges a shift: careers driven by passion, purpose, and change, transcending mere professional existence



by Charvaka Suresh



Are you familiar with the term *Nihilism*? It is a philosophical view that believes life is meaningless. In today's globalised world of hustle and bustle, "professional nihilism" is on the rise. Many of us feel what we do is meaningless and that we work just to make money. But is that true? Is making money the only purpose of a job?

My article is not intended to prove those opinions wrong. I am writing this article to voice my opinion. Having a greater purpose in one's work life is very essential. However, we cannot treat it as a tick box. It is something that cannot be forcefully incorporated. It has to be a way of life for society.



► **Steve Jobs' profound passion transformed Apple from a tech company to a world-changer, emphasising the power of purpose in professional endeavours**



Our greater purpose should be to become change-makers. Our thoughts, learning dedication, excellence, and drive should align with our career path



We live in a country obsessed with “engineering” as a career. Many of our friends, relatives, peers in education, and colleagues are all engineering graduates. So, can we conclude that all these individuals are passionate about engineering?

The reason for this craze is that engineering is a professional education that can offer relatively more job opportunities. How engineering has become such a commonplace qualification reflects our society’s perception of life and work. In this framework, the primary goals often revolve around studying, securing placements, and achieving financial stability.

Passion Play

We as a society have to start looking at professions from a different view. The education that one chooses has to depend on one’s aptitude and interests. Passion for one’s job gives one a greater purpose.

I would cite an example from Steve Jobs’ biography. Jobs was headhunting for a CEO when he met a senior executive from PepsiCo. Jobs asked this executive, “Do you want to sell sugar water for the rest of your life or come with me and change the world?”

The statement illustrates Jobs’ passion for his profession and the profound impact

he aimed to create on the world through his company. Today, we know how much Apple’s products have revolutionised the world and changed the way phones are being used.

All of this was possible because of the passion Jobs had and the way he instilled this greater purpose into the minds of anyone who was working at Apple.

Greater Purpose

I believe every job has a mundane part to itself. One should not get bogged down by it. We all start with some ambition — I want to become a CEO, I want to start a company, I want to be a good doctor, and so on. While pursuing this ambition defines our career path, doing it with a greater sense of purpose is what makes us stand out.

Greater purpose can start with simple individual initiatives; something like “to add value to whatever one is doing.” The pursuit of your personal career goals should be accompanied by a continuous quest for learning, application of those learnings and adding value and initiative in your work area.

Becoming Change-Makers

Companies are like big machines that are already running. But unfortunately, people

tend to remain as parts of a machine. One should be more than just a cog in a wheel. Learn how the whole machine is running, apply your intuition to the learning and add value in terms of improving this machine’s efficiency.

In our life, we see many people working for organisations. But at times, we come across change makers: people who suddenly alter the course for a good reason. I believe such change makers need not put huge efforts into attaining their career goals. Their excellence attracts success.

Our greater purpose should be to become such change-makers. Our thoughts, dedication to learning, pursuit of excellence, and drive for change should go hand in hand with our career path. The satisfaction derived so will help us achieve a more fulfilling career. Naturally, success then becomes a constant companion. ◀



Charvaka Suresh
is a first-year PGDF
(online) 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

How to Craft a ROBUST CX STRATEGY

In the modern business arena, delivering exceptional customer experiences (CX) isn't just a strategic move — it's the key differentiator. Discover how a meticulously crafted CX strategy, fortified by nine foundational pillars, transforms fleeting transactions into enduring brand connections.

In the modern business landscape, the significance of delivering unparalleled customer experiences (CX) cannot be overstated. CX isn't just a buzzword; it's a critical business driver. A meticulously crafted CX strategy can lead to heightened customer retention and satisfaction. When customers consistently encounter positive experiences, they're more inclined to become loyal patrons and brand advocates. This not only fosters organic growth through word-of-mouth promotion but also amplifies brand awareness in a saturated market. A Gartner study reveals that CX significantly influences over two-thirds of customer loyalty. As such, businesses are increasingly emphasising a strategic approach to elevate their customer experience.



50

%



In a saturated market, it's the customer experience that sets brands apart, with CX influencing over two-thirds of customer loyalty

Reinforcing this perspective, Bain & Company's research indicates that a mere 5 per cent enhancement in customer retention can translate to a staggering profit increase ranging from 25 per cent to 95 per cent. Additionally, a strategically sound CX approach has the ancillary benefit of bolstering employee engagement, ensuring that internal efforts resonate with broader organisational objectives.

Essential Components of a Holistic CX Strategy

Crafting an impactful CX strategy is not merely about addressing immediate customer needs; it's about creating lasting impressions and fostering enduring relationships. This intricate process demands a harmonious blend of visionary thinking to anticipate future customer expectations, deep insights derived from meticulous research to understand current dynamics, and pragmatic actionable steps that translate insights into

tangible improvements. Recognising the complexity and nuances of CX, Forrester, a leading research firm, highlights several foundational components that serve as the bedrock for any successful CX initiative.

Shared vision: An organisation-wide alignment on CX objectives ensures that all departments work synergistically towards a unified goal. This collaborative approach prevents disjointed initiatives and ensures a cohesive customer journey. Moreover, a shared vision fosters a culture of customer-centricity, where every decision and action prioritises enhancing the customer experience.

Customer insights: Beyond surface-level interactions, a profound understanding of customers' intrinsic motivations and preferences is paramount. Harnessing data analytics and customer feedback mechanisms offers invaluable insights, facilitating personalised and resonant experiences. Delving deeper into customer behaviours and preferences allows for the creation





Harnessing data analytics offers invaluable insights, facilitating tailored solutions that resonate, fostering stronger brand affinity

of tailored solutions that resonate on an individual level, fostering stronger brand affinity and loyalty.

Strategic roadmap: A well-defined roadmap serves as the guiding framework. It delineates the journey from the current CX landscape to aspirational benchmarks, providing clarity and direction. This strategic blueprint not only serves as a navigational tool but also aligns stakeholders, ensuring that resources and efforts are channelled towards high-impact initiatives that drive tangible results.

Performance metrics: Continuous refinement is intrinsic to CX strategy. Establishing robust KPIs enables organisations to quantitatively assess progress, identify potential bottlenecks, and recalibrate strategies as needed. These metrics act as the pulse of the CX initiative, offering actionable insights into areas of improvement, ensuring that the strategy remains agile and

responsive to evolving customer needs and market dynamics.

Nine Pillars for Constructing a Resilient CX Strategy

Building on the foundational components, which lay the groundwork for any successful customer experience endeavour, let's delve deeper into nine pivotal pillars that underpin a potent CX strategy. These pillars act as the structural framework, guiding organisations towards creating robust and impactful customer interactions.

1. Prioritise retention: Retention is the bedrock of sustained growth. By discerning and addressing unique churn patterns, businesses can implement targeted interventions, thereby fortifying revenue streams and ensuring long-term viability.

2. Adopt a customer-centric lens: CX initiatives must be predicated on genuine customer needs and

CUSTOMER EXPERIENCE

expectations. Comprehensive customer journey mapping elucidates touchpoints, revealing opportunities for optimisation and innovation.

3. Interdepartmental alignment:

CX isn't the sole purview of the customer service department. Embracing a cross-functional approach ensures that every department, from marketing to IT, is attuned to CX imperatives, fostering holistic alignment.

4. Consistency and reliability:

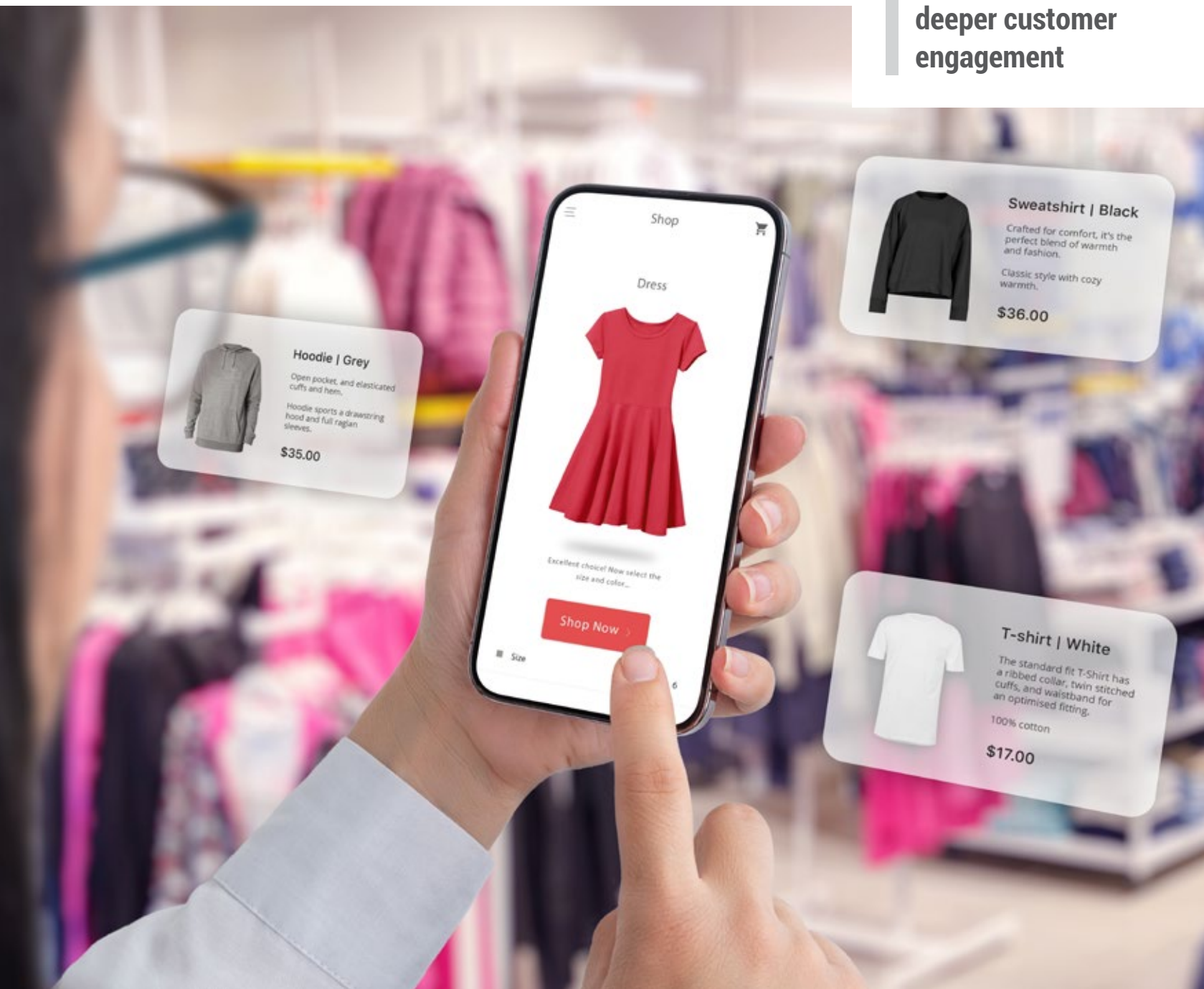
A cornerstone of exemplary CX is

consistency. Leveraging AI-driven solutions and standardised protocols ensures uniform experiences, irrespective of the touchpoint or channel.

5. Empower employees: Frontline employees are the torchbearers of CX. By equipping them with robust training, resources, and empowerment, organisations can ensure that they serve as brand ambassadors, driving CX excellence.

6. Feedback mechanisms: Continuous feedback loops, anchored by frontline employees' insights, are invaluable. They

AI-driven algorithms enable businesses to deliver bespoke experiences, from product recommendations to tailored content, fostering deeper customer engagement





► **It's no longer about fleeting sales, but crafting customer experiences that turn heads and win hearts**

offer real-time perspectives, enabling organisations to address pain points and iterate on CX enhancements swiftly.

7. Utilise CX metrics: Metrics offer a quantifiable lens into CX efficacy. From Net Promoter Score (NPS) to Customer Lifetime Value (CLV), diverse metrics provide a comprehensive diagnostic view, guiding strategic recalibrations.

8. Flexibility is key: In a dynamic marketplace, agility is indispensable. A flexible CX strategy, characterised by iterative refinements and responsiveness to market shifts, ensures sustained relevance and resonance.

9. Personalisation matters: In an era where customers seek tailored experiences, personalisation has emerged as a pivotal aspect of CX. AI, with its unparalleled capabilities, offers

the tools to elevate personalisation from generic to hyper-personalised, meeting individual customer preferences and expectations in real-time. Harnessing AI-driven algorithms enables businesses to analyse vast datasets, identifying nuanced customer behaviours and preferences. This data-driven approach facilitates the delivery of bespoke experiences, from product recommendations to tailored content delivery, fostering deeper customer engagement and loyalty.

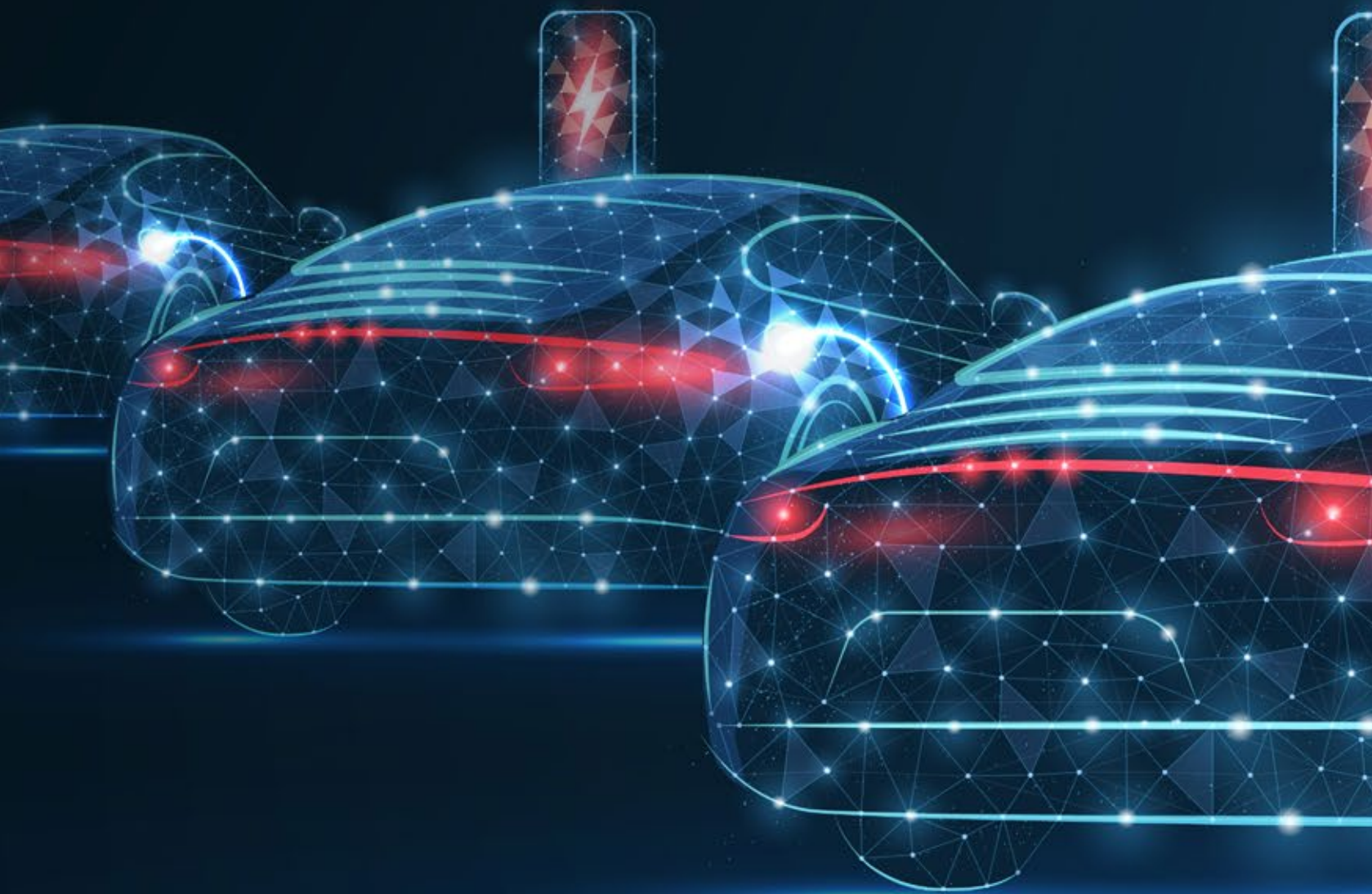
Conclusion

In today's hyper-competitive market, where products and services often appear indistinguishable, it is the experience that becomes the real differentiator. The resonance of a brand is no longer

solely about the quality of its offerings but equally about the emotional and functional value it delivers throughout the customer journey.

As the digital landscape continues to evolve and consumer expectations grow more sophisticated, the importance of an agile and proactive approach to CX cannot be emphasised enough. Offering tailored personalisation, ensuring that interactions resonate on an individual level, becomes paramount in cultivating lasting customer relationships and fostering brand loyalty.

Therefore, investing in a robust CX strategy is not just an operational choice but a strategic necessity. It equips businesses with the tools to listen intently, adapt swiftly, and engage authentically, solidifying their position as customer-centric leaders in their respective industries. ◀



Simplifying EV Charging: INDIA'S ELECTRIFYING JOURNEY

Insights into strategies and government initiatives
shaping an efficient electric vehicle charging
landscape in the country

 by Rajni Ranjan



ELECTRIC EVOLUTION

The buzz around electric vehicles (EVs) is growing, and India is eagerly embracing the global push towards sustainable transportation. In this transition, one crucial aspect takes centre stage — the EV charging infrastructure. Let's break down the key elements and understand the road ahead for India's EV charging strategy.

Understanding the Basics

To embark on the electric mobility journey, we first need to understand the components of an EV charging infrastructure. Setting up a charging station involves hardware (chargers), software (management systems and apps), and services for maintenance. Essentially, it's a combination of physical charging points, a cloud-based management system, and a user-friendly mobile application.

Segmentation for Success

Recognising the diversity in EV usage is vital for a successful charging infrastructure. Commercial electric four-wheelers, covering more kilometres daily, may prefer public charging stations, while private ones could rely on home chargers. Two-wheelers and three-wheelers have unique needs, with battery configuration influencing charging methods. This segmentation approach ensures a tailored strategy for each category, avoiding a one-size-fits-all solution.

Government Initiative & the Need for Evolution

India has seen government initiatives like FAME-I and FAME-II supporting the EV sector by allocating funds for charging infrastructure. However, these initiatives have their loopholes. FAME-III, the next step in this evolution, should address issues such as localisation requirements, specifications, battery size

India's surging EV enthusiasm spotlights the centrality of charging infrastructure. To succeed, a tailored strategy must grasp the diverse needs, ranging from public stations to home chargers





incentives, and the exclusion of commercial vehicles. It's time for a more inclusive and flexible approach to drive EV adoption.

Charging Strategy Blueprint

For a robust EV charging strategy in India, we can follow the acronym CARE:

- **C (Charging Management)**
 - Implement a robust charging management system for customers.
 - Provide top-notch home charging services.
- **A (Accessibility)**
 - Collaborate with various charge point operators.
 - Install charging points across major auto dealerships.
- **R (Range Anxiety)**
 - Develop a user-friendly CMP (Charge Management Platform) app for EV customers.

- Utilise branding and revenue generation at charge points to enhance visibility.
- Launch an omnichannel marketing campaign.

- **E (Ecosystem)**

- Establish dedicated EV task forces in major auto companies' headquarters.
- Leverage FAME incentives to further support the ecosystem.

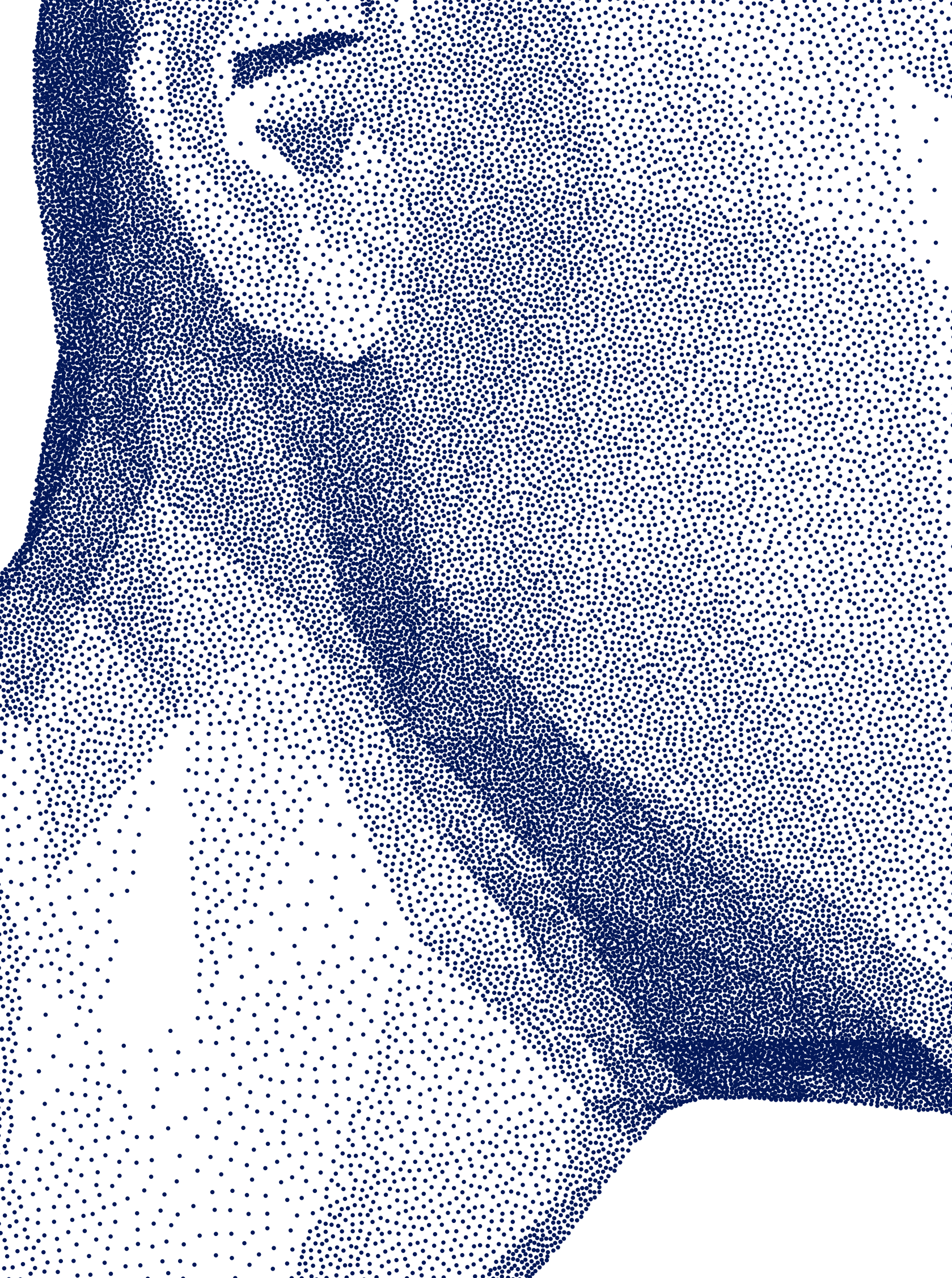
While government support and FAME policies have played a crucial role in making EVs more affordable, the charging infrastructure remains a linchpin for success. A thoughtful, adaptive strategy that addresses the diverse needs of EV users, combined with constant policy refinement, will propel India towards a sustainable and electrifying future on its roads. ◀

References

Ministry of Heavy Industries (MHI); JMK Research & Analytics; NITI Aayog (<https://e-amrit.niti.gov.in/>); International Energy Agency (iea.org); and enterclimate.com



Rajni Ranjan
is Sr. Corporate
Relations Officer
at XLRI





Leadership 2030: AUTHENTICITY IN AN AI-DRIVEN WORLD

Explore the future intersection of leadership and advanced tech. As AI and AR-VR-MR evolve, discover how authenticity remains pivotal for tomorrow's leaders. Are you ready?



by Arati Mukerji

Come 2030, will leaders use their artificial intelligence (AI) personas to address press conferences, customer or employee meetings, or even social media content? And to what extent?

It is clear technology will usher in new changes. But then, how much of a leader's persona will remain public versus private and personal? These are questions that require addressing, and each leader will have a unique and 'personal' style. Let's examine to what extent will leaders, in the spirit of authenticity, adopt artificial intelligence or other associated technologies — especially as they strive to be seen as front-end tech practitioners.



As technology evolves, leaders face a pivotal question: how much of their persona will be public or private?

Imagine a world where AI tools have matured, augmented reality (AR), virtual reality (VR), and mixed reality (MR) are everyday things, with each of us having our own AI assistants. Innovative, immersive experiences will be the order of the day. Holograms or other superior technologies will enable a simultaneous cast of leaders at global events and beyond. With life and work evolving at warp speeds, leaders will need to be that much more visible, showcasing their genuine, authentic selves.

Authenticity Matters

As I reflect on various leaders I've engaged with in my career, those who invited teams into their 'personal space' and were open enough to express their emotions, or invited individuals to know them personally, garnered higher affinity and 'love' from teams. Interestingly, all of them shared common traits: active listening paired with remarkable attentiveness and memory, transparency coupled with



thoughtful intent, a commitment to relationship building, and humility and respect for all, to name a few. These traits also extended to their interactions with both external and internal stakeholders. Yet, they maintained deliberate and well-defined boundaries, limiting the extent to which the world could enter their 'personal' space.

In the future, the demands and pressures on leaders will undoubtedly rise exponentially. In this evolving landscape, it will be all about 'purposeful' leadership infused with passion and perseverance. The degree and pace of everything will be much more heightened as compared to today. At the same time, technology evolution will bring in a much more advanced version of the Internet, offering interactive and immersive experiences. We are already seeing research taking place in areas such as neural networks, and so on.

With all these changes, leaders must become more visible, passionate, authentic, and purpose-driven to earn trust. Essential to this are emotional intelligence and empathy. Additionally, the power of passionate personal storytelling will become even more pivotal, enriched, and impactful.

While technology becomes all-pervasive in how we live, work and play, leaders' storytelling will need to be that much more:

- Innovative, incorporating ideas around immersive experiences and leveraging tech tools.
- Evocative to inspire change, considering that change will be a constant. Leaders should share insights, new learnings, and analyses derived from their management style.
- Experimentative to learn different things beyond work, to be perceived as being current with the time.

► **In a shifting landscape, leadership must be purposeful, driven by passion and perseverance to navigate the challenges ahead**





► **Stakeholders desire deeper connections; leaders must carefully consider how their personal choices align with organisational values**

Sharing deeper emotions is viewed as being more transparent. The topics, instances, experiences, and emotions leaders are not comfortable sharing, maybe, it's time to share those. And, while sharing them adding a 'purpose' and learning perspective would be great.

As leaders share deeper, more personal stories, they may feel more exposed, like an 'open book.' And while they strive to be more open and transparent, they also need to act quickly. Speed is crucial for them to be seen as making a real difference. Direct communication, using simple language that everyone understands, becomes critical.

Balancing Personal & Professional

But what about a leader's personal life? In spirit, stakeholders increasingly seek a deeper, more humane connection with their leaders. Leaders must carefully consider how their personal choices align with organisational values. As Benjamin Laker's article in Forbes suggests, the world a decade from now will be markedly different. It's crucial that we equip future leaders with the mindsets

and skills they'll need for tomorrow.

AR-VR-MR technologies could be leveraged for evolved video-logs at global industry events, stakeholder interactions, and beyond. Large-scale events could leverage these technologies for advanced storytelling, creating more engaging and exciting experiences for audiences. Similarly, AR-VR-MR technologies could enable leaders to virtually attend customer meetings, fostering deeper and more impactful conversations. Additionally, they could assist leaders in engaging with the field force through their AI avatars.

Who would have imagined we'd be living sci-fi lives reminiscent of *Star Trek* in our own lifetime? All of this is made possible by the human mind, constantly creating and innovating. Are you ready for the Tomorrow World? ◀



Arati Mukerji

is a brand & communications expert and has held key leadership positions at global brands such as Tata Communications, Microsoft, Michelin, and more

MAMMOTH MANATEE MISSION

A 1,000-MILE RESCUE FLIGHT ACROSS AMERICA!

Three Manatees, 1,000 Miles, One Unforgettable Journey. The Remarkable Tale of Soleil, Calliope, and Piccolina's Rescue



In an inspiring saga of rescue and unity, three manatees named Soleil, Calliope, and Piccolina undertook an incredible journey across the United States.

Covering over 1,000 miles, their odyssey from Cincinnati, Ohio, to Tampa, Florida, was a life-affirming mission, showcasing the depth of human commitment to our planet's co-inhabitants.

In a heartwarming tale of rescue and collaboration, three manatees named Soleil, Calliope, and Piccolina embarked on an extraordinary journey across the United States. A meticulously planned mission saw them travel over 1,000 miles, from the heartland of Cincinnati, Ohio, to the sunny shores of Tampa, Florida. But this was no ordinary trip: it was a life-saving relay, a testament to human dedication and care for our aquatic friends.

The Journey Begins

The tale began in 2021 with the rescue of these orphaned calves by Florida state wildlife officials. Their path to recovery

was spearheaded by the Cincinnati Zoo, where a remarkable inter-zoo effort nurtured them from fragile infancy to robust health, readying them for the next phase of their lives.

It all started in 2021 when state wildlife officials in Florida rescued these tiny, orphaned calves. Their journey to survival, however, was just beginning. In a unique inter-zoo collaboration, the Cincinnati Zoo stepped in to nurture them. Under their care, Soleil, Calliope, and Piccolina not only survived but thrived, growing from vulnerable calves into strong, healthy manatees, ready for the next step in their rehabilitation journey.

The Relocation

Understanding the delicate nature of this mission, global logistics giant DHL facilitated the transport, providing a custom-fitted cargo plane for the journey. The manatees traveled in specially designed containers, complete with thick

foam beds, warm blankets, and a misting system—ensuring their comfort and safety. Accompanied by a vigilant veterinarian, the manatees soared across the country, safely ensconced in their high-tech, cozy abodes.

The Final Leg

Upon landing in Orlando, Florida, the manatees' journey was far from over. They were carefully trucked to Tampa, where ZooTampa eagerly awaited their new aquatic guests. Here, the final stage of rehabilitation will take place, preparing Soleil, Calliope, and Piccolina for their ultimate return to the wild waters of Florida later this year.

This incredible journey, a blend of human ingenuity, compassion, and collaboration, highlights the extraordinary lengths we go to protect and preserve wildlife. As Soleil, Calliope, and Piccolina prepare for their eventual release, their story stands as a beacon of hope and a reminder of the powerful bond between humans and the natural world. ◀



Turning Cultural Complexity into

COMPETITIVE ADVANTAGE



In the globalised business arena, cultural diversity poses challenges, but strategic cross-cultural management unlocks opportunities for innovation, collaboration, and organisational triumph



by Mansi Tyagi

In today's globalised business landscape, companies are facing unique challenges stemming from cross-cultural dynamics.

As research indicates, organisations are natural hotbeds for conflict, with cultural diversity adding layers of complexity. Differing values, beliefs, and communication styles can lead to misunderstandings, which further causes decreased productivity and workplace harmony.

However, these challenges also present opportunities for growth and innovation. Effective cross-cultural management, therefore, is not just about conflict resolution; it's about harnessing diverse perspectives for organisational success. Companies that embrace situational and contextualised conflict management strategies, acknowledging the rich tapestry of cultural influences, stand to benefit from enhanced collaboration, greater creativity, and a more inclusive work environment.



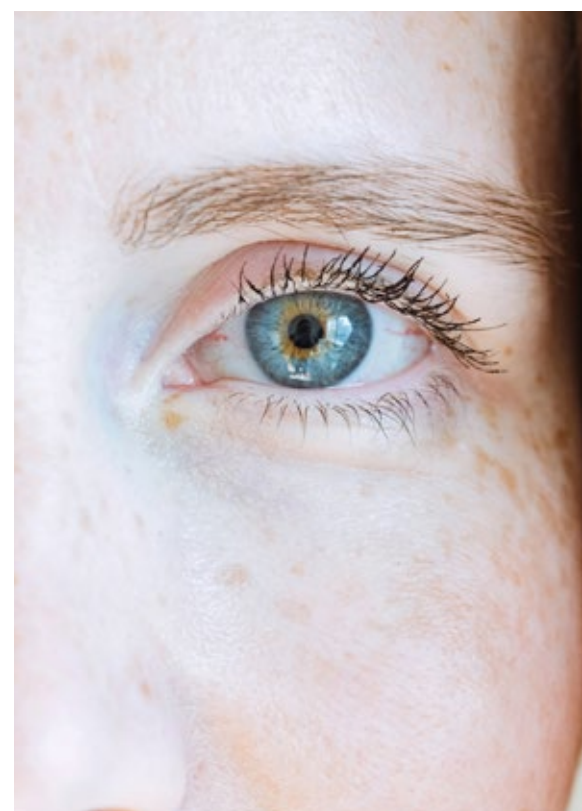
Acknowledging the inherent complexity of cultural diversity is crucial; conflicts often arise from deep-seated values, beliefs, and perceptions tied to cultural backgrounds

Embracing Cultural Complexity

Globalisation is amplifying cultural diversity and its complexity within every organisation. The cultural diversity within the workforce increases in complexity when we consider the interactions between their surface-level (demographic) characteristics and their deep-level (psychological) characteristics.

In addition, today's changing societal and cultural expectations that are becoming more aware of diversity, require organisational leadership to rethink how they manage their multicultural workforce. Organisations need to balance their need to be sustainably competitive whilst ensuring that their culturally diverse workforce experiences greater inclusion and belonging at work.

Effective management of these divides involves a blend of understanding, respect, and strategic action. To start with,





acknowledging the inherent complexity of cultural diversity is essential. A leader has to recognise that team conflicts often stem from deep-seated values, beliefs, and perceptions, which depend quite significantly on cultural backgrounds.

Effective cross-cultural communication hinges on humble inquiry. Asking relevant questions about others' cultural styles, preferences, and norms is crucial and shows that the person is curious and willing to learn. Such understanding can be enhanced by personal research and an openness to learn about various cultural backgrounds. This practice should be inculcated in the organisation's culture for a more inclusive work environment.

Fostering Inclusion Through Communication

To foster a harmonious and productive environment, leaders should focus on continuous transformation and constructive management of differences. This approach not only resolves conflicts but also encourages the expression of diverse perspectives, leading to better problem-solving and decision-making. Incorporating regular training and development programmes that emphasise cross-cultural communication and empathy can significantly enhance team understanding and cohesion.



► **Effective cross-cultural leadership transcends mere conflict resolution, weaving together empathy, strategic action, and inclusive communication to foster organisational success**

Another key strategy is promoting an inclusive culture where every team member feels valued and heard. This can be achieved by creating platforms for open dialogue, encouraging the sharing of cultural experiences to bring their unique perspectives and ideas to the table, and actively involving all members in decision-making processes.

Also, leaders should implement clear and culturally sensitive feedback mechanisms where if something is found inappropriate then it is addressed promptly and effectively. Leaders should foster a culture which focuses on making people learn from their mistakes by giving genuine feedback instead of criticism and judgements.

In conclusion, effectively managing a culturally diverse team requires a blend of empathy, adaptability, and strategic action. By implementing these strategies, leaders can transform potential cultural conflicts into opportunities for growth, creativity, and enhanced team performance. ◀



Mansi Tyagi
is a PGDM (HRM)
student at XLRI

Cognitive Cosmos VENTURING BEYOND LIMITS

At Xplore's second roundtable, a collaborative marvel between XLRI and CEO Lounge, corporate leaders transcended traditional boundaries, embracing a renaissance in leadership thought. This gathering ventured into realms where imagination and strategy collide, charting new territories in executive wisdom and audacious innovation.



Discussions envisioned corporations not just as earthly entities but as pioneers on the interstellar stage

In an atmosphere crackling with creative energy and forward-thinking, Xplore's latest roundtable in the startup capital of India, Bengaluru, saw corporate visionaries converging to redefine the contours of leadership and strategy. At this vibrant crucible of ideas, boundaries of reality were pushed to welcome the boundless potential of the human mind.

Central to this conclave of thought leaders was the exhilarating topic of 'Galactic Expansion: Corporate Strategies for Space Colonisation'. Here, discussions soared beyond the stratosphere, envisioning corporations not just as earthly

entities but as pioneers on the interstellar stage. The dialogue delved into the intricate possibilities of mining celestial bodies, branding in the boundless void of space, and the ethical implications of extending corporate reach beyond our planet. It was a testament to the audacity of human ambition, reflecting Xplore's ethos of venturing into uncharted territories of innovation and strategy.

But the journey of imagination did not stop at the stars. The roundtable also navigated through the dynamic landscape of the digital creator economy in 'Hashtag Leadership,' exploring how corporate





► Navigating through the dynamic landscape of the digital creator economy



Capturing the
essence of
leading in a
world that urges
leaders to think
beyond limits and
boundaries



Attendees:

Deepak Yadav, CEO Lounge; **Harsh Jaitly**, Weka; **Prof Kanagaraj Ayyalusamy**, XLRI; **Lubna Ahmed**, Flipkart Ventures; **Monalisa**, SunoSunao; **Nitish Agrawal**, SAP; **Rajan Sethuraman**, LatentView Analytics; **Ranjita Ghosh**, Wipro; **Shalini Pillay**, KPMG; **Prof. Shiva Kakkar**, XLRI; **Shridhar Rajagopal**, Accenture; **Sikander Khullar**, Reliance Retail





titans are adapting to and engaging with this new wave of influential voices. In 'Climate Resilience,' the focus shifted to the pressing challenges of environmental shifts, discussing proactive strategies for businesses to adapt and positively contribute to the planet.

Perhaps most grounding, yet equally forward-looking, was the discussion on 'Tech Titans Play Chess: Strategizing in

the AI Era.' Here, the analogy of chess was used to dissect the strategic moves necessary in adopting and innovating with artificial intelligence, highlighting the blend of caution and boldness required in the tech-driven future.

Each subject, distinct in its theme, collectively wove a narrative of transformation and exploration, urging leaders to look beyond conventional

paradigms. This roundtable was a beacon, illuminating the path for corporate leaders to navigate the complexities of the present and the uncertainties of the future with imagination, courage, and foresight. It encapsulated the essence of what it means to lead in a world that is constantly evolving, urging today's leaders to think beyond limits, beyond boundaries, and perhaps, even beyond the stars. ◀

THE UNSPOKEN ELOQUENCE

Young-Deok Seo's Chain Sculptures

Imagine a world where cold and unyielding industrial chains are transformed into evocative expressions of human emotion. This is the artistic landscape created by Young-Deok Seo, a Korean artist whose work transcends the boundaries of traditional sculpture.





Young-Deok Seo's sculptures are a dialogue between material and emotion. The cold, hard chains, typically symbolic of constraint and industry, in Seo's hands, become fluid and expressive. His figures, ranging from contemplative to anguished, capture the essence of human experiences. They are embodiments of the human condition, each link a metaphor for the interconnectedness of our lives.

Masterpieces of Metal and Mind

As one delves deeper into Seo's world, the sculptures begin to narrate their own tales. 'The Thinker 300', composed of 300 metres of iron bike chain, is a figure of thought and a manifestation of introspection. 'Anguish 23' twists stainless steel into a complex facial expression, challenging the viewer to find meaning in the abstract. Each creation is a testament to Seo's ability to turn a mundane material into a conduit of deep emotional expression.

The Alchemy of Creation

The process behind these chain sculptures is as intricate as the art itself. Seo's studio is a place of transformation, where the rigid becomes malleable, and the ordinary becomes extraordinary. His inspiration stems from an unexpected encounter with discarded chains, leading to the revelation that these industrial remnants could be reborn as vehicles of artistic expression. This is where Seo's vision comes to life, one link at a time.

Crafted by Legacy and Innovation

Young-Deok Seo's artistic roots are as intriguing as his sculptures. Influenced

by his father's precision as a tailor, Seo's approach to sculpture is marked by an acute attention to detail and a deep understanding of form and structure. His journey from a young artist in Seoul to an internationally acclaimed sculptor is a story of perseverance, creativity, and the endless pursuit of expressing the unspoken.

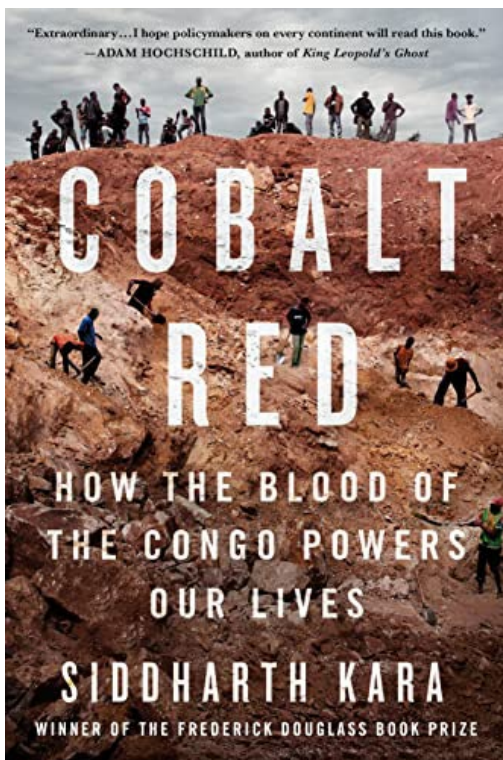
In the Chains Lies the Story

Seo's sculptures are more than just displays of artistic skill; they are invitations to introspection and emotional journey. Each piece, with its complex interplay of shadow and light, metal and emotion, invites viewers to connect with deeper aspects of themselves and the world around them. ◀



INSIGHTFUL NARRATIVES

Step into 2024 with a curated collection of the most riveting business books of 2023. From the dark underbelly of tech to the art of failing forward, these reads promise insights, revelations, and a roadmap for navigating the complexities of today's business landscape

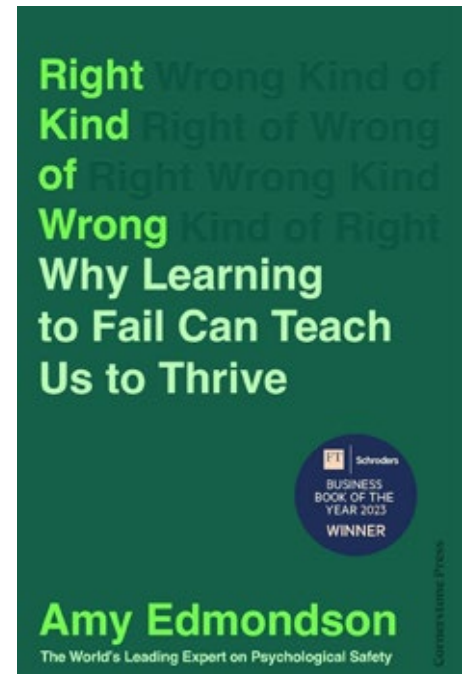
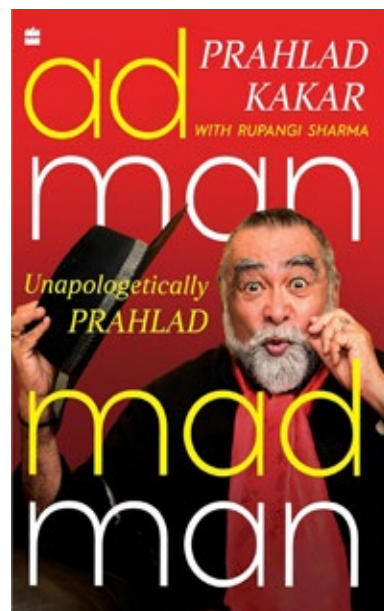


Cobalt Red: How the Blood of the Congo Powers Our Lives Siddharth Kara

A groundbreaking exposé shedding light on the harrowing human rights abuses and environmental devastation fuelled by cobalt mining in the Democratic Republic of the Congo. Kara, an activist and researcher, delves into the lives of those working in sub-human conditions, often children, to extract cobalt essential for lithium-ion batteries powering our smartphones, tablets, and electric vehicles. He explores the grim realities of militia-controlled mining areas, tracing the supply chain from toxic pits to major tech companies. Through poignant testimonies, Kara unveils the moral implications, urging readers to confront their complicity in a global crisis of exploitation and suffering.

Adman Madman: Unapologetically Prahlad Prahlad Kakar & Rupangi Sharma

This book is a riotous memoir by Prahlad Kakar, the celebrated Indian ad filmmaker and entrepreneur. From penniless beginnings in Bombay to an iconic figure in advertising, Kakar shares outrageous tales and insights into storytelling, offering a behind-the-scenes look at the genesis of memorable brands. The book, unapologetically candid, serves up hilarious anecdotes, and lessons on crafting captivating 30-second stories, and takes readers on a journey through the Bollywood careers launched by his advertisements. With humour and wit, Kakar, the enfant terrible of the advertising industry, invites readers to embrace life's incidental wisdom and live with complete abandon.



Right Kind of Wrong: Why Learning to Fail Can Teach Us to Thrive

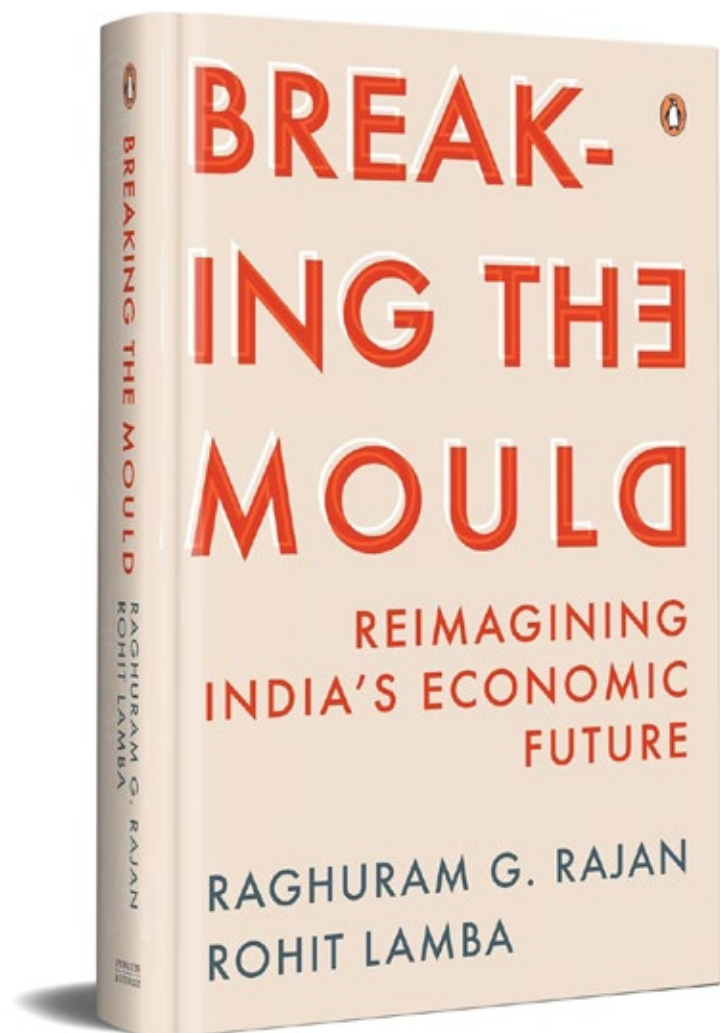
Amy Edmondson

Failure is inevitable, but not all failures are equal. In *Right Kind of Wrong*, Amy Edmondson reveals the three types of failure: basic, complex, and intelligent. She shows how to avoid the first, learn from the second, and embrace the third. Drawing on stories from business, history, and culture, she offers practical advice on how to fail well and transform your relationship with failure. She illuminates how embracing mistakes can foster a culture of psychological safety, where teams thrive and individuals are empowered to take risks. This book will help you overcome fear, shame, and blame, and unlock the potential of failure for innovation, growth, and success.

Breaking the Mould: Reimagining India's Economic Future

Raghuram G Rajan & Rohit Lamba

Breaking the Mould by Raghuram Rajan & Rohit Lamba presents a visionary blueprint for India's economic trajectory. Challenging traditional developmental paradigms, the authors advocate for harnessing India's human capital, innovation, and democratic ethos. They emphasise fostering high-skilled services, innovative manufacturing, and investing in education and health. With a candid assessment of India's strengths and weaknesses, the book underscores the need for governance reforms and decentralisation. Offering clarity and realism, it's an essential read for those vested in India's future, advocating a bespoke developmental path aligned with its unique strengths and challenges.



Elon Musk

Walter Isaacson

This compelling biography offers a profound exploration of the life and ambitions of the tech mogul. From Musk's formative years in South Africa to his visionary contributions in Silicon Valley, Isaacson paints a vivid portrait of a man driven by an unwavering commitment to solve humanity's greatest challenges. The narrative delves into Musk's pivotal roles in Zip2, PayPal, SpaceX, and Tesla, highlighting his innovative endeavours and controversial management style. With a focus on Musk's futuristic ventures like Neuralink, Isaacson presents a nuanced perspective on the complexities of a man whose aspirations transcend business success, shaping the trajectory of human civilisation.



The Coming Wave: AI, Power and the Twenty-First Century's Greatest Dilemma

Mustafa Suleyman

In this book, AI researcher and entrepreneur Mustafa Suleyman cautions against the potential risks posed by upcoming technologies like generative AI, synthetic biology, and quantum computing. He outlines strategies to mitigate these dangers and emphasises the importance of responsible management to safeguard against their potential negative impacts. "Containing technology," Suleyman writes, "needs to be a much more fundamental programme, a balance of power not between competing actors but between humans and our tools." It's a necessary prerequisite for the survival of our species over the next century, he says. Containment encompasses regulation, better technical safety, new governance and ownership models, new modes of accountability, and transparency, all as necessary (but not sufficient) precursors to safer technology.

LIMITED

TechDAS Air Force Zero

Immerse yourself in an unparalleled vinyl experience with the TechDAS Air Force Zero, a turntable that stands as a pinnacle in audio engineering. Crafted for audiophiles who seek the purest sound, it features a meticulously fine-tuned motor, ensuring the most precise and stable rotation imaginable. Transcending the prowess of ordinary audio equipment, this turntable is an auditory spectacle, where each note and melody is delivered with crystal clear fidelity. With its expansive platter and compatibility with diverse tonearms, every detail is calibrated for acoustic excellence. The Air Force Zero does beyond playing music, it invites you into a rich, immersive journey through sound, making every record spin a performance to remember.



Globe-Trotter Octopussy

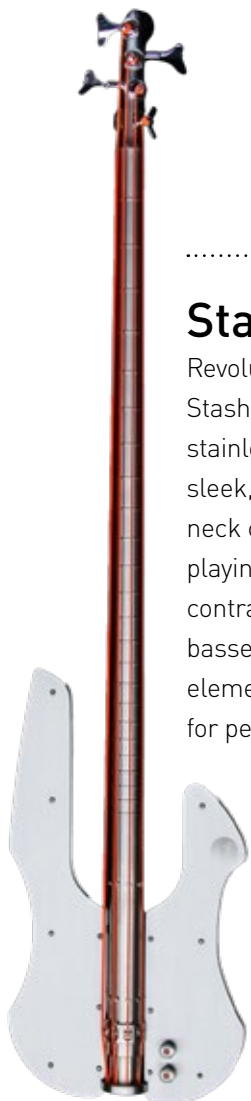
Celebrating the classic Bond film's 40th anniversary, the limited-edition Octopussy collection by Globe-Trotter is a stylish homage to 007's espionage world. The series features sleek, jet-black luggage, including a 4-Wheel Carry-On Case, Check-In size, and an Attaché, each adorned with a striking octopus motif inspired by Maciek Piotrowski's film artwork. The interior echoes the film's legacy with a 007 emblem leather patch and lining featuring the Octopussy logo from the original movie poster. This collection blends cinematic allure with functional elegance, making each piece a symbol of Bond's timeless style.

EDITION



Roland Iten R18 Superdriver

In a fusion of high-end automotive design and exquisite craftsmanship, the R18 Superdriver emerges as a pinnacle of accessory innovation. This mechanical belt buckle, envisioned by Roland Iten, elegantly captures the essence of supercar aesthetics. It operates on a unique, self-cleaning sliding wheel system, ensuring seamless and sophisticated functionality. The buckle's design can be customised to echo the lines of your own supercar, making each piece as unique as its wearer. With a choice of white or rose gold and options for coloured titanium or aluminium, the R18 Superdriver is a statement of luxury, precision, and personal style.



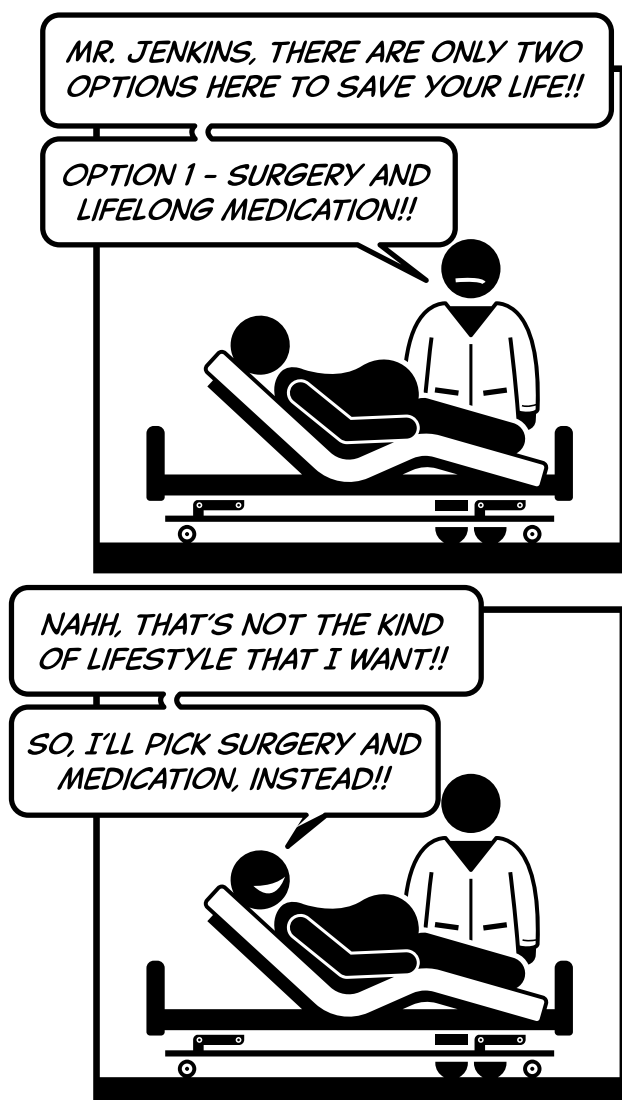
Stash Stainless Model S

Revolutionising the bass guitar world, the Stash Stainless Model S boasts a fully stainless steel build, setting it apart with a sleek, modern design. Its unique tubular neck creates a more comfortable, stress-free playing experience for musicians, a stark contrast to the flat necks of conventional basses. Handcrafted and assembled, every element, from pickups to body, is fine-tuned for perfection. Not just visually striking, its uniform metal construction ensures unparalleled tuning stability and resilience against temperature changes. This bass guitar merges artistry and engineering, redefining musical expression with enhanced playability and lasting durability.



Raw Studio Chess Set

Unveiled by Rawstudio, this chess set transforms an age-old game into a modern art form. Precision cut, hand-polished metal pieces and a handcrafted stitched leather board redefine elegance in gaming. No ordinary set, this one invites players into a dual experience: a strategic battle on the board and a visual delight in its design. The set, echoing designer Nick Rawcliffe's childhood memories and passion for unique games, is a testament to creativity. Each piece, oxidized to perfection, reveals unique hues, matched with a pure leather board that uses suede and leather contrasts for its squares. This chess set isn't just for playing; it's for admiring, discussing, and cherishing.



YOUR LIFE, YOUR CHOICE!!





IGNITING
CONVERSATIONS
**SHAPING
FUTURES**



**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**



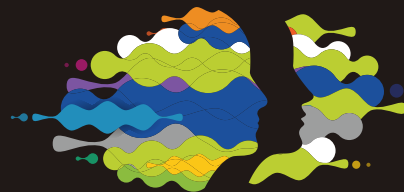
Podcasts



Roundtables



Workshops



Speaker Sessions

Scan QR code to get in touch



or mail us at xplore@xlri.ac.in