



A Synthesis of **INSIGHT & INNOVATION**

INSIDE

- Introspective Governance
- Altruistic Purpose
- Visionary AI
- Generational Evolution
- Ethereal Empowerment



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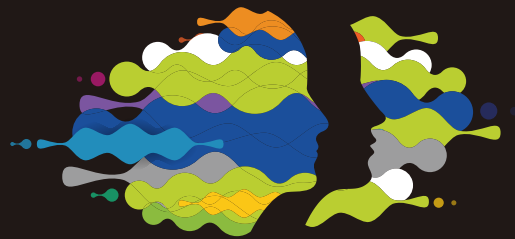
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CEO LOUNGE



The Xplore magazine, a collaborative endeavor featuring insights from students, professors, CXOs, and corporate leaders, embodies the collaborative ethos we aim to foster.

It is with immense pride and enthusiasm that I extend my warm greetings on the launch of the inaugural edition of Xplore magazine, a testament to the visionary efforts of the CXO Club at XLRI.

The CXO Club's vision perfectly aligns with our commitment to bridging the gap between academia and corporate leadership. This platform offers an opportunity for top executives from various sectors to engage, share insights, and establish lasting connections with the XLRI community.

Networking is undeniably crucial for success in the dynamic landscape of business education. The CXO Club not only provides an exclusive space for dialogue but also opens doors to mentorship, collaborative partnerships, and a culture of continuous learning. The Xplore magazine, a collaborative endeavor featuring insights from students, professors, CXOs, and corporate leaders, embodies the collaborative ethos we aim to foster.

Examining trends within academia and the corporate sector, it is clear that professionals value perpetual learning and meaningful connections. The CXO Club, through meticulously designed networking events, mentoring programs, and sector-focused discussions, is poised to be a catalyst for success stories, benefiting our students and corporate partners alike.

In the spirit of exploration and knowledge dissemination, I encourage our readers to engage with the Xplore magazine and the CXO Club. May this platform serve as a source of inspiration, fostering connections that transcend conventional boundaries and lead to a future marked by excellence and collaboration.

With anticipation for a prosperous future,

S. George

Fr. S George, S J

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Xplore, our ambitious initiative, sets sail to bridge the gap between academia and industry. It is a crucible where new ideas are forged, igniting the flames of cutting-edge management research.

Dear Readers,

I am thrilled to introduce Xplore, XLRI's official CxO Club. Within the hallowed halls of this distinguished space, academia and industry converge, weaving together the very fabric of leadership and business education.

At XLRI, we firmly believe that the true value of management education blossoms when management institutes and industry share a symbiotic relationship. These two pillars, closely intertwined, form the bedrock of our collective growth. The exchange of ideas between academic luminaries and seasoned industry professionals is the lifeblood of innovation.

Management, as a subject, is dynamic and ever evolving. It thrives when it remains attuned to the external business environment. Our commitment to staying abreast of industry trends ensures that our graduates are equipped with the latest knowledge and skills.

Xplore, our ambitious initiative, sets sail to bridge the gap between academia and industry. It is a crucible where new ideas are forged, igniting the flames of cutting-edge management research. Our quest extends beyond theory; we seek to unravel insights that inform decision makers in the dynamic corporate landscape.

Join us in this exhilarating journey as we explore uncharted territories, challenge conventions, and shape the future of leadership. Let us craft a legacy that resonates far beyond our campus, leaving an indelible mark on the world of business.

Warm regards,

K.S. Casimir

Fr K.S Casimir

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EDITOR'S MUSINGS

Think about those moments when your mind buzzes with ideas, but you hesitate to let them soar.

Recall the empowering echo of a friend's voice, amplifying your thoughts, igniting the courage to let them fly.

Within us lies a yearning to explore and voice the unspoken. However, we let the butterflies in our gut restrain these powerful ideas.

It's time to liberate them, to delve into the unexplored depths of diametrically chaotic ideas, and perspectives with Xplore.

In this delightful disarray, there's a place for you.

Welcome to the dance. Welcome to the conversation.

Welcome to the beautiful chaos.

Welcome to Xplore.

I invite you to flip through the inaugural edition of the Xplore magazine. Take a seat at the Xplore roundtable, minus the roundtable vibes. Indulge in uncharted and unpredictable conversations that hit the right notes.

Lend your ears to Xplore podcasts that make you forget the world of scripts. Meander through a sprinkle of wisdom here, a dash of whimsy there... Just like the perfectly imperfect background score of life's montage.

In the spirit of Xplore, take a detour into a journey of the unexpected. We're mixing it all up – opinions, stories, insights – in a space that's simmering with possibilities.

So, why not jump in? The water's fine, and the company's even better. We're not sharing thoughts. These are reflections born out of the spectrum of our shared emotions and experience, from dissent to acceptance, and everything in between.

It's giving!

Hari Govind Nair



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WHAT'S Inside

Governance Under Fire

The OpenAI CEO-Board Saga



The abrupt removal and subsequent reinstatement of OpenAI's CEO, Sam Altman, expose the intricate power dynamics and tensions between the board and the chief executive, raising fundamental questions about governance and strategic decision-making

 by **Aveek Bhaumik**

The recent turbulence at OpenAI, marked by the abrupt removal and subsequent reinstatement of CEO Sam Altman, unveils a complex interplay of dynamics within the company's governance structure. The hypothetical



title, "Board Dynamics: Steering or Shadowing the CEO," precisely captures the essence of the intricate relationship between the board and the chief executive officer, shedding light on the nuanced challenges and tensions that have unfolded at the intersection of corporate governance



and strategic decision-making.

Founded in 2015, OpenAI emerged as a non-profit research lab with a lofty mission — to develop artificial intelligence (AI) tools that would serve the greater good of humanity without being encumbered by the need to generate financial returns. It positioned itself as a counterforce to the profit-driven motives often associated with Big Tech companies. The initial vision, guided by principles rather than profits, set OpenAI apart as an entity with a mission beyond traditional corporate objectives.

However, the landscape began to shift in 2018, catalysed by two pivotal events. Elon Musk, a co-founder and a significant financial supporter, departed from the board, severing a crucial financial lifeline for the organisation. Concurrently, OpenAI grappled with the realisation that the development and maintenance of advanced AI models required substantial computing power, a resource that came with an exorbitant price tag.

▶ **OpenAI's dual structure sparks internal strife – non-profit principles clashing with for-profit pursuits. CEO Sam Altman's removal unravels complex governance struggles within**

Non-Profit Ideals vs For-Profit Challenges and Realities

In response to these challenges, OpenAI made a strategic move in 2019 by creating a for-profit arm. This “capped profit” entity allowed for limited investor profits, with the surplus being reinvested in the company. The introduction of this dual structure, combining non-profit ideals with for-profit pragmatism, sowed the seeds for internal conflicts. Two distinct factions emerged within OpenAI — one committed to the original mission of serving humanity over shareholders, and the other leaning towards the conventional Silicon Valley approach of leveraging investor funds to rapidly release consumer products.

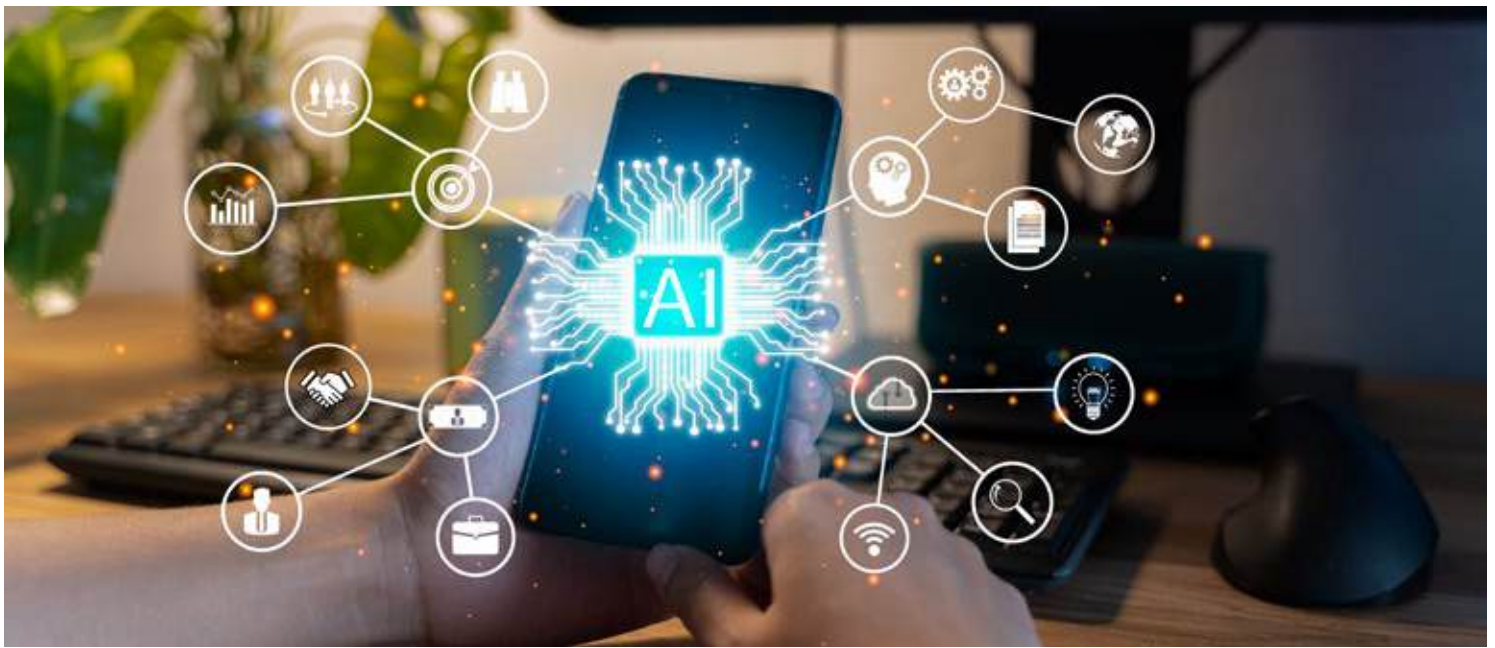
At the helm of OpenAI was Sam Altman, a 38-year-old techno-optimist with a background in leading the prestigious startup accelerator Y Combinator. Altman faced the formidable task of navigating

between these two contrasting approaches. He sought to strike a delicate balance by gradually unveiling new AI tools, first to smaller groups and then to larger audiences, allowing for iterative refinement based on feedback.

The turning point came with the launch of ChatGPT, a transformative development that attracted significant investment from Microsoft, becoming OpenAI's most prominent investor. Despite this substantial financial commitment, Microsoft did not secure a seat on OpenAI's board, leaving the non-profit board in control. This structural setup laid the groundwork for the subsequent drama involving Sam Altman's removal.

The board's decision to oust Altman, officially attributed to a “breakdown in communication” and a “lack of trust,” highlighted the challenges inherent in the delicate balance between oversight





The new board faces the challenging task of evaluating whether the hybrid model, combining non-profit ideals with for-profit aspirations, is sustainable or if adjustments are needed

and autonomy. Reports indicated that underlying this decision were fundamental disagreements about the pace and nature of OpenAI's commercialisation efforts. The board expressed concerns about the potential divergence from the organisation's non-profit mission, emphasising the responsibility of AI to benefit humanity.

Mission at Stake

The abrupt removal of Altman, wielding the unchecked power of the board, raised questions about the respect for the CEO's authority and the board's role in shaping strategic direction. An anonymous letter from former OpenAI employees during this turmoil implored the board to uphold the organisation's original mission and resist succumbing to profit-driven interests, emphasising the critical importance of ethical leadership and transparency.

The aftermath saw a remarkable turn of events. Faced with overwhelming dissent from OpenAI's employees, who threatened to leave unless Altman was reinstated, the board had to reconsider its stance. A temporary board, including figures

like Adam D'Angelo and Silicon Valley executives, was formed, ultimately leading to Altman's restoration as CEO.

The resolution, while addressing immediate concerns, sets the stage for a broader examination of OpenAI's structure and governance. The new board, expected to grow and include a representative from Microsoft, faces the challenging task of evaluating whether the hybrid model, combining non-profit ideals with for-profit aspirations, is sustainable or if adjustments are needed.

In conclusion, the essay reflects on the intricate dynamics at OpenAI, exploring how the clash between non-profit principles and for-profit pragmatism, combined with the delicate balance between board oversight and CEO autonomy, led to the high-stakes drama surrounding Altman's removal and subsequent reinstatement. ◀



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CRAFTING PURPOSE

through Effective Altruism



**Yearning for deeper meaning in your career?
The transformative philosophy of 'Effective
Altruism' offers a path where personal ambitions
harmonise with societal good, creating lasting
fulfilment in your work**



by **Amrita Ajith Nair**



The quest to find purpose in work is a challenge that many young entrants to the corporate world grapple with. As more individuals seek more than just a job, integrating purpose into a career path that is seemingly disconnected from their sense of purpose can prove to be a daunting task. When confronted with such a conundrum, the idea of “effective altruism” can serve as a critical philosophy to align a deeper sense of meaning with personal ambitions.

According to the ideology’s official website, effective altruism is a way of thinking that encourages people to explore the best methods to help the world, in the most practical manner possible, all for the greater good. The major practitioners of this philosophy include the likes of Elon Musk of Tesla, and Jann Tallin, the billionaire founder of Skype, among other Silicon Valley giants.

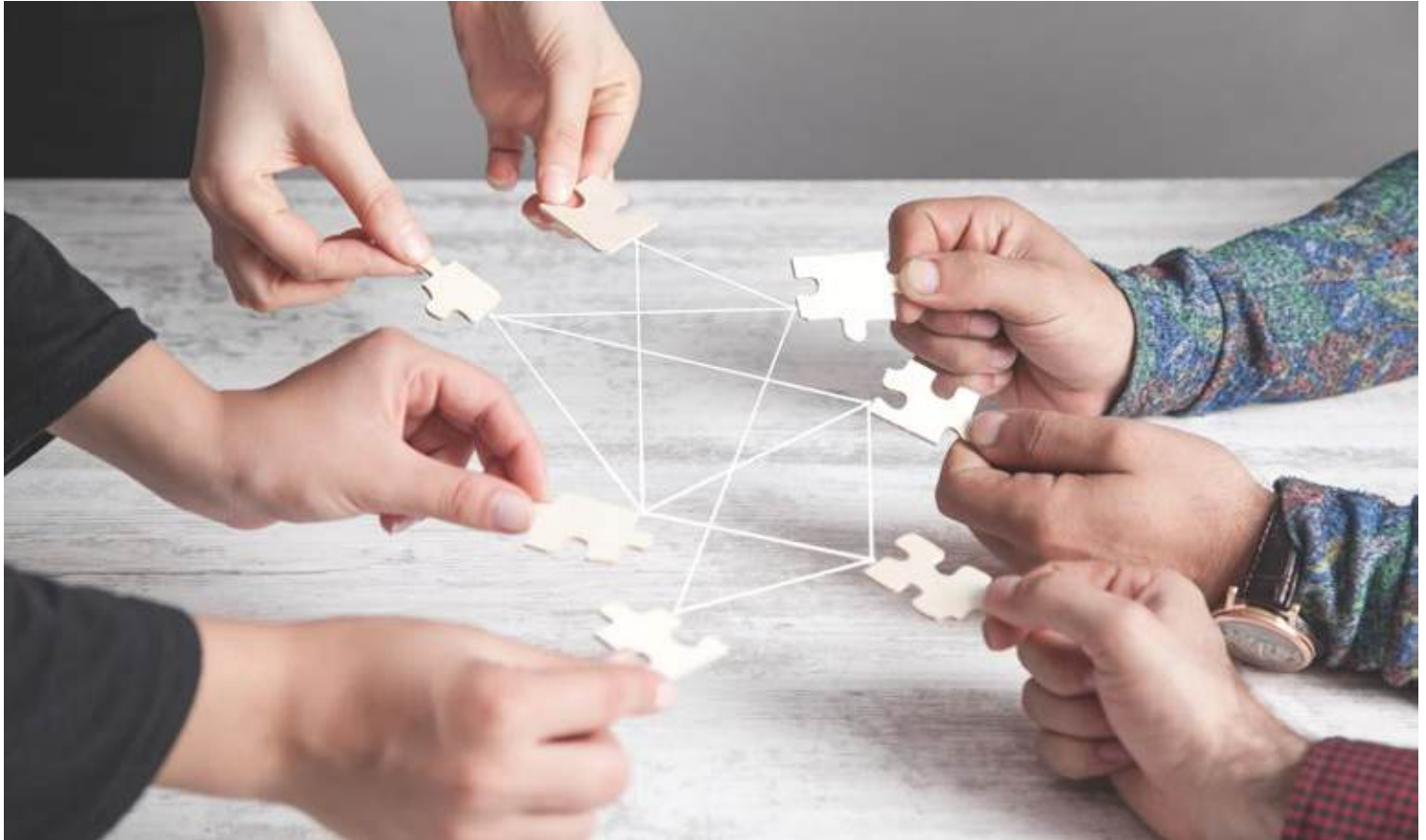
The Earning to Give Principle

While the mainstream proponents of the idea focus on maximising their societal impact through targeted, charitable donations, which might seem unlikely for a corporate worker compared to a billionaire, applying the core principles of effective altruism can help infuse a corporate job with much more depth than just helping meet the company’s bottom line.

The most significant way to imbue their work with the core ideas of effective altruism is embracing the principle of “earning to give”. This concept encourages individuals to leverage their career ambitions and the significant capital earned, and make a commitment to have a tangible impact on the world through charitable donations.

The principle emphasises the transformative potential that financial capital can have in addressing the major issues ailing the world. By strategically





Effective altruism need not be confined to the arena of grand gestures by billionaires; it can be a philosophy that can be practiced by all

allocating a portion of their earnings to charities addressing critical issues, individuals can align their personal goals of financial success with a deeper sense of purpose, contributing resources where they can make a significant difference.

Strategic Paths for Lasting Impact

Another way to integrate effective altruism in work can be through strategic decision-making, that can include choosing projects which have a lasting impact on society. Through deliberate selection of work in line with urgent societal problems, people can imbibe their work with a profound sense of purpose. In navigating their careers while simultaneously focusing on impactful projects, individuals can not only enhance the sense of fulfilment and satisfaction in their jobs but also become catalysts for change.

Moreover, impact investing or providing funds to companies and initiatives that produce both financial returns and favourable social or environmental effects, can be another medium for change. The key is to match monetary goals with a dedication to improving society. Impact investing emphasises a dual bottom line of meaningful impact and financial success, going beyond traditional investment models.

In essence, effective altruism need not be confined to the arena of grand gestures by billionaires; it can be a philosophy that can be practised by all. It can help us bridge the gap between personal ambitions and a purpose-driven career. ◀



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SET, DEBATE

VOICE
YOUR VISION

ROUNDTABLES

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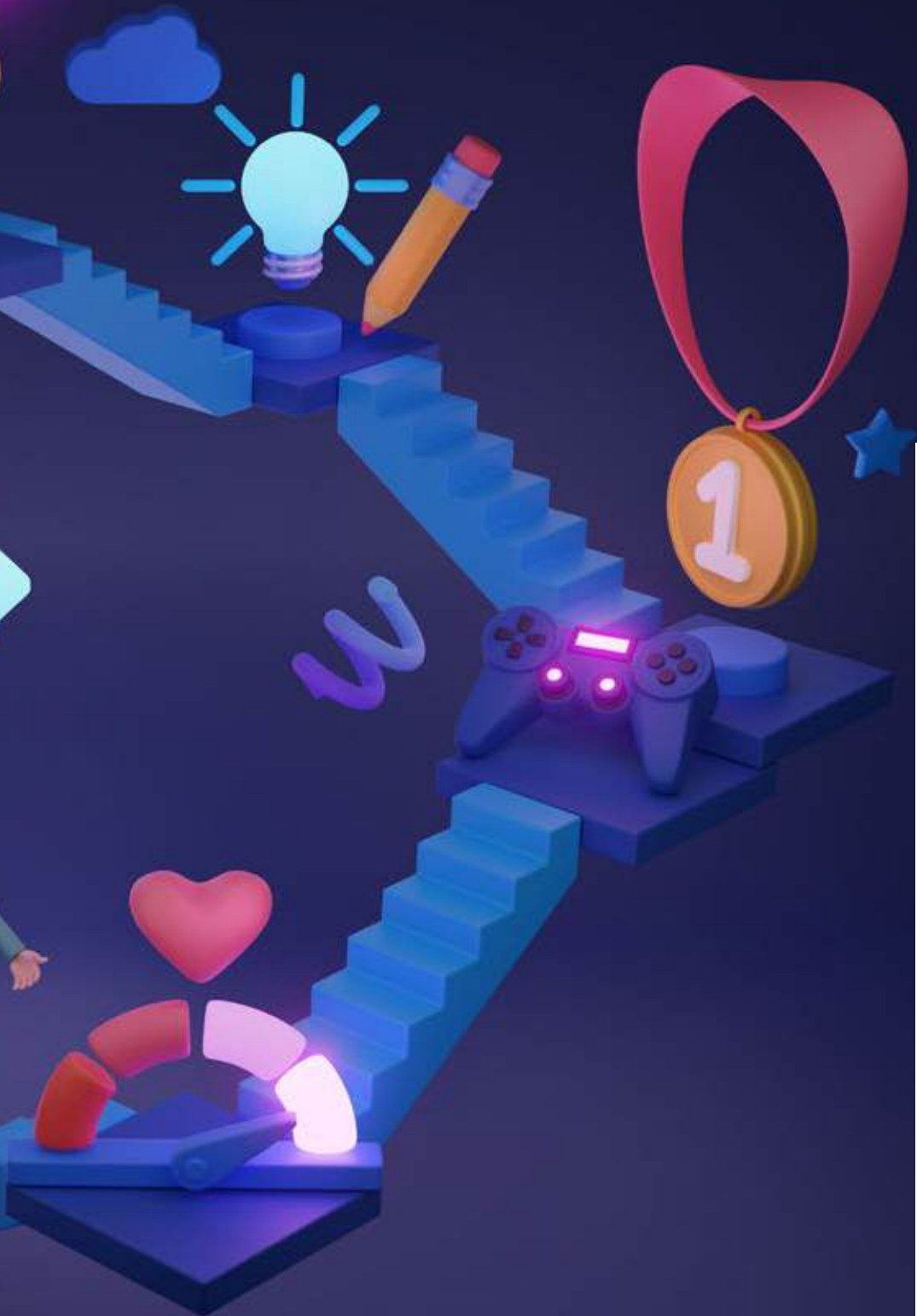


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Game On for CUSTOMER LOYALTY

Dive into the transformative realm of gamification in loyalty programmes. Discover how businesses are strategically leveling up customer engagement, loyalty, and success through thrilling game-like experiences





 by **Radhika Agal**

Gamification, the integration of game-like elements in non-gaming contexts, is revolutionising customer loyalty programmes. Businesses across industries are leveraging this strategy to enhance customer engagement and retention significantly. Gamification taps into human desires for competition, achievement, and rewards, making loyalty programmes more interactive and enjoyable. By having customers participate actively in challenges and earn rewards, gamification enriches the customer experience, making it more memorable and engaging and boosting retention. ▶▶



Innovative Examples Spearheading Change

1. AccorHotels' Accor Live Limitless (ALL):

This programme exemplifies gamification in the hospitality industry. By integrating a mobile app for check-ins, ALL offers a seamless blend of convenience and reward, encouraging guests to earn badges and points, redeemable for future discounts. This approach not only fosters customer loyalty but also enhances the guest experience through digital innovation.

2. BBVA Game: In the financial sector, BBVA stands out with its gamified online banking platform. This initiative encourages users to earn points and prizes through digital interactions, reducing physical branch visits and familiarising customers with digital banking services. BBVA's approach highlights gamification's role in driving digital adoption while sustaining customer engagement.

3. Duolingo: As an online learning tool, Duolingo's application of gamification to language learning illustrates the broader educational potential of this strategy. Through achievement badges, streaks, and leaderboards, Duolingo enhances user engagement, making learning both fun and addictive. This case underscores the versatility of gamification in transforming not just commercial, but educational landscapes as well.

4. Starbucks Rewards: Demonstrating gamification's impact in the retail sector, Starbucks employs a rewards programme that transcends the traditional punch card system. By tracking purchases and rewarding customers with points for free products, Starbucks has witnessed a significant increase in programme membership and consequential revenue growth, showcasing the tangible business benefits of a well-executed gamification strategy.

By tracking purchases and rewarding customers with points for free products, Starbucks has witnessed a significant increase in its reward programme membership and consequential revenue growth

The Impact and Effectiveness of Gamification

A study focusing on Indonesian e-commerce, particularly Shopee Games, found that gamification elements like challenges and points positively influence customer engagement and, subsequently, brand love. This study underscores gamification's potential in e-commerce, enhancing customer relationships and brand affinity.

As per the 2022 Loyalty Barometer Report, loyalty programmes significantly influence customer retention, as around 79 per cent of consumers are more likely to stick with a brand due to its reward programme.

A retailer saw a 60% rise in app engagement and a sixfold boost in purchases, highlighting gamification's success in reinvigorating customer interactions and driving sales

Gamification in loyalty programmes transcends mere entertainment, becoming a strategic tool for deepening customer relationships. It leverages our inherent desires for competition and achievement, transforming routine transactions into engaging experiences. Successful gamification strikes a balance between ease of participation and the thrill of competition, fostering long-term customer relationships.

Notably, a mobile telecommunications company's implementation of weekly prize-based games resulted in a threefold traffic increase to partner websites and doubled the normal campaign engagement rates, illustrating gamification's power in amplifying customer interaction and brand visibility.

Similarly, an Asian Pacific retailer witnessed a 60 per cent surge in app engagement and a sixfold increase in purchase frequency, underscoring gamification's effectiveness in revitalising customer interactions and driving sales.

The transformative impact of gamification on customer loyalty programmes is undeniable. By injecting the excitement of gaming into customer interactions, businesses are not only enhancing customer experiences but also reaping substantial rewards in terms of loyalty, engagement, and revenue.

As businesses continue to innovate in their quest for customer loyalty, gamification stands out as a key strategy, blending enjoyment with loyalty in a manner that promises enduring customer relationships and sustained business success. ◀



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BEYOND ONE-SIZE-FITS-ALL

HR's Playbook for Gen Z Fulfilment



Gen Z views jobs as immersive experiences, demanding hyper-personalised HR. Delve into the shift in workplace expectations, examining how emerging technologies create bespoke work niches aligned with individual identities

 by **Pitamber Kaushik**

In a world increasingly driven by individuality and unique experiences, the future of HR is not just about personalisation; it's about hyper-personalisation. For Gen Z, a generation accustomed to rapid successive bursts of stimulation, on-demand tailormade and adaptive content, diverse and dynamic interest pursuits, customised interfaces, and real-time feedback, the one-size-fits-all approach to employee benefits is rapidly becoming obsolete. The future is best imagined with benefits tailored to each employee's life stage, interests, and aspirations.

Whether it's bespoke learning opportunities, tailored mental health support, or even flex schedules based on an individual's circadian rhythm — the goal is to curate experiences that truly resonate. Gen Z is by far the most conscious of the high-

resolution of individual overlapping identities and attributes as well as of their fluidity.

Technology, cognitive research, and empathy are key tools in overcoming the challenge of designing organisational structures for such a cognisant, self-aware, and metacognising cohort of workers who have been polarising enough to be simultaneously described as unprecedentedly volatile and passionate hustlers. In reality, the crux of Gen Z's work zeitgeist is the freedom to define their own success metrics and the freedom to distribute their work across time as they desire. This shouldn't be characterised as fickleness, recklessness, irresponsibility, or insolent defiance — Gen Z has a willingness to work, is as sincere, passionate, and determined as any other generation — it's just that they need more time and wish to have a greater say in deciding what work they want to do and how do they wish to do it.

Gen Z's Contract Ethics in the Digital Workplace

The modern generation sees the job market as a liberal open market — a forum of extensive bargaining and free trade, teeming with terms and conditions, a flat marketplace with high customisability, high negotiability, and low to no power distance between buyers and sellers (recruiters and job-seekers respectively).

While orthodox thought might chide and admonish Gen Z for its perceived exceptional negligence of values, as each older generation has done for the next since

The crux of Gen Z's work zeitgeist is the freedom to define their own success metrics and the freedom to distribute their work across time as they desire

the dawn of civilisation, Gen Z has created an unprecedentedly vibrant culture of ethical responsibility, answerability, conduct scrutiny, critical vocalisation, and public discourse marked by bold, unabashed argumentation, plurality of perspectives, and extensive deliberation and dialogue. Much of it manifests with digitalisation — the presence of platforms and forums where millions from around the world can share a discourse with the optional security of anonymity.

This generation has greatly broadened and deepened the concept of tacit consent,





ranging from high-omnipresent clandestine daily app and website usage contracts that run hundreds of pages to calling out pernicious microaggressions and sensory overloads at workplaces and public spaces. It is precisely this far-enhanced understanding of the scope and significance of tacit consent that underlies much of Gen Z's friction with conventional HR practices.

The modern generation is sensitive and perceptive, seeing the structure and function of the world at a much higher resolution — every action constituting conformance to or violation of a virtual, implicit contract. This results in a far greater number of contracts — many of them fine, short-lived, and dynamic (frequently updated), many of them imperceptible to Boomers and Gen Xers. Taking cognisance of such conventionally nonobvious contracts is indispensable to the design of inclusive and effective HR practices.

Flexibility as Fuel

The thumb rule is that if Gen Z takes something to heart, which usually comes after a fair bit of exploration and introspection, they make the cause inseparable from their identity, investing in it with utmost passion and dedication. Unlike previous generations who mostly took work as it is, that is, as a given, and carried it out with detached and unquestioning dedication within defined spatiotemporal limits, Gen Z individuals are seeking to not only choose but also define and adapt its niches of work on their own terms and preferences, rupturing old limits and bounds of work and life.

While they expect workplaces to give them the comfort and amenities typically expected of homes and recreation, they are also more willing and welcoming of taking work to their home and recreation. In such trade-offs, what gets maximised on both sides is flexibility — a key success

► **While previous generations embraced work as given, Gen Z actively shapes their work, defying conventional limits. They choose and define work on their terms, transforming the balance between career and life**

A quest central to HR management, across functions, is to reduce the time lag in responding to evolving employee needs

parameter for new-age work design. For Gen Z, work and workplaces coalesce with their niches of fulfilment.

This is where emerging technologies come into play. When needs, attention spans, and agreements are finely resolved, tuned, and dynamic, real-time data collection and crunching suggest themselves. The key is to create transparent, traceable, and subject-controllable microcosms of data around each employee with the dual discretion of the employee and employer.

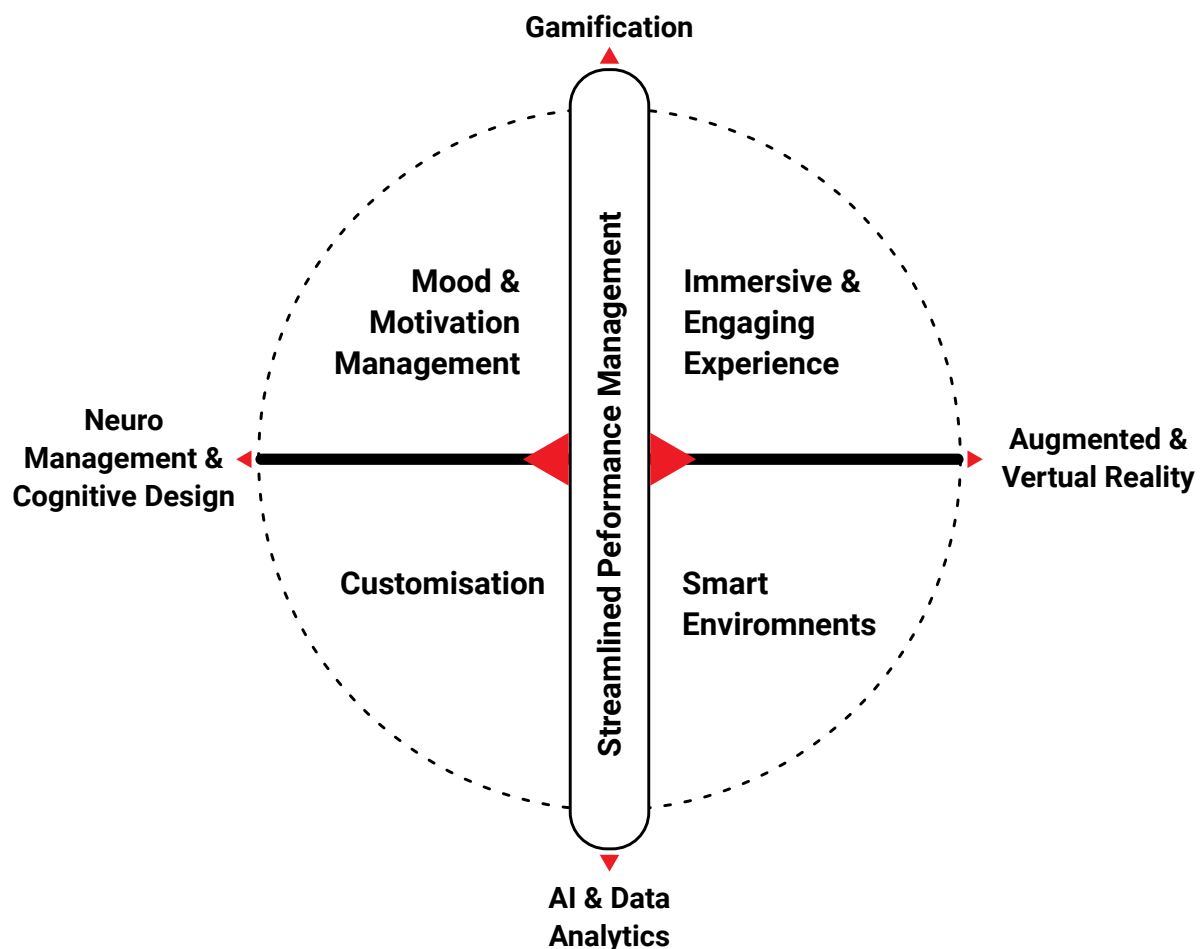
HR's Neural Symphony for Gen Z

A quest central to HR management, across functions, is to reduce the time lag in responding to evolving employee needs. The pinnacle of responsiveness, both in terms of promptness and accuracy, is to track their thoughts

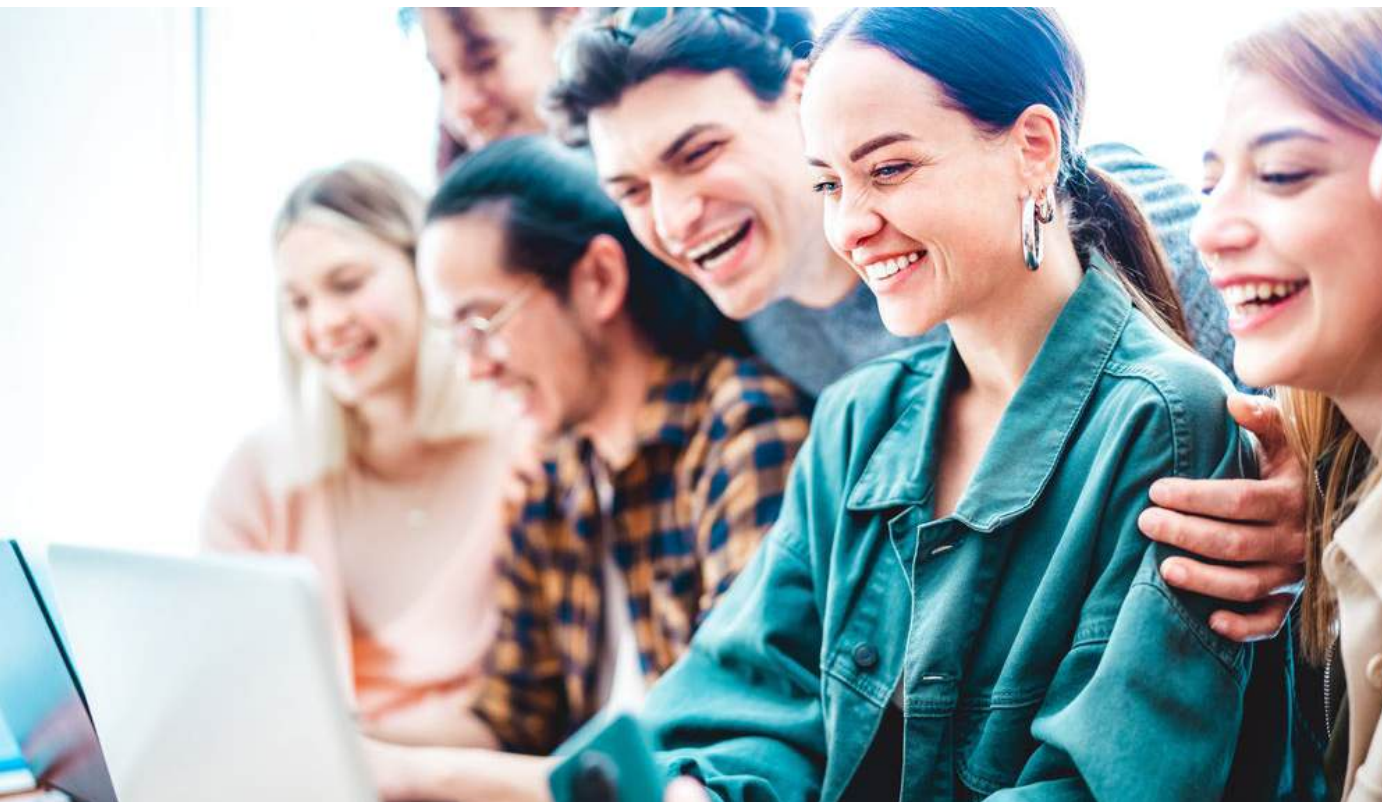
— something that sounds fantastical but is increasingly becoming a reality thanks to advances in neuroscience and neuroengineering.

Collecting neurological and physiological data, processing it using AI and big data analytics, and responding to them with integrated neuro-managerial design, techniques like gamification, and tools like AR/VR would help establish robust, adaptive virtuous cycles of information funneling and feedback where employee mood and motivation can be tracked and their behavioural patterns predicted, enabling employers to strategically deploy and tweak relevant drivers to regulate, steer, or leverage the same.

These mutually-coordinating technologies enable employers to ensure



An overview of hyper-personalisation implementation through integrated emerging technologies



▶ **Using data analytics, neurochemistry, VR, gamification, and AI, HR can shift from broad strokes to intricate details, crafting custom work niches for each employee**

sustained employee motivation in the short and long term. They provide strategically relevant, individual-specific incentives with pinpoint accuracy, integrate incentivisation in work design thus quasi-automating it, and align work optimisation with individual employee fulfilment by leveraging key mood performance drivers with precision.

By harnessing the power of data analytics, neurochemistry, virtual reality, gamification, and artificial intelligence, HR will shift from broad brushstrokes to fine, intricate details, painting a unique portrait and carving out a custom work niche for each employee. Gen Z doesn't just want a job; they want an experience — an innately fulfilling one. And HR's role? It's that of a personal guide analogous to that of a hospitality steward — to create that unique memorable journey where every path feels like it's paved just for them. ◀



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AI Integration in HR

Navigating the Ethical Maze

Delve into the intricate ethical considerations as Indian companies integrate AI in HR, addressing biases, privacy, and fairness for responsible implementation





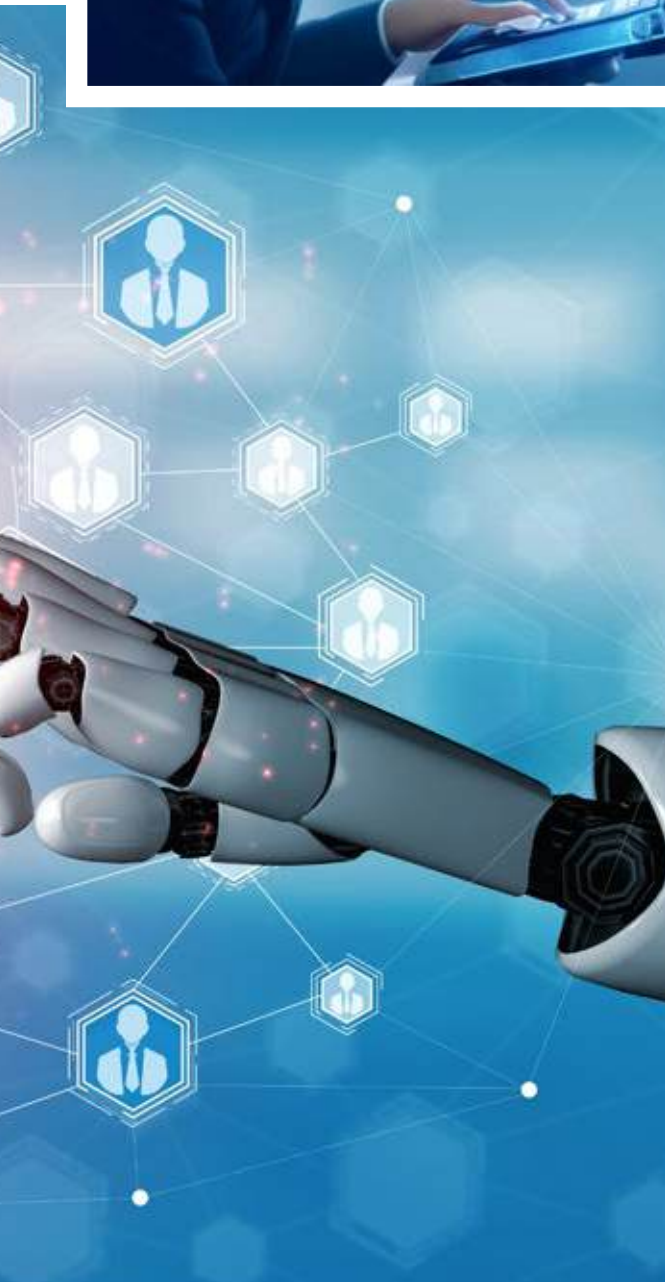
 by **Kuruvilla Pandikattu SJ**

A recent news item reported that organ donations are allocated to people based on algorithms, since they are deemed more “objective and fair” than decisions made by human beings¹.

Artificial intelligence (AI) is being employed in many parts of business processes today, thanks to its incredible technological progress. Indian businesses’ human resources (HR) departments are increasingly using AI-powered solutions to make decisions, streamline processes, and work more efficiently. But this integration brings up important social questions that need to be carefully looked at. This essay goes into detail about the problems and difficulties that come up when AI and HR come together in Indian companies. It seeks to show how difficult it is to balance technological progress with moral responsibility by looking at specific cases. It also explores possible outcomes and suggest ways to keep people safe and HR responsible. This article addresses some of the ethical issues related to the use of AI in the HR domain.

Ethical Dilemmas in Hiring with AI

In human resources, one of the main uses of AI is in hiring. Here, AI or algorithms help screen and narrow down the pool of candidates, as previously mentioned in the context of organ donations. But using AI in this area comes with social



AI is being used more and more to keep an eye on employees to boost output and evaluate their performance. While these tools can give us useful information, concerns about their safety and biases also make us worry a lot

problems, like discrimination and bias built into the algorithms. Many companies around the world, including Indian ones, have come under fire for using AI employment tools that unintentionally reinforce biases based on gender, race, or socioeconomic status.

As an example, Amazon stopped using its AI-based hiring tool in 2018 because it was biased against women applicants². This event is a stark warning of how important it is to be careful when allowing AI to make decisions and how important it is to keep an eye on things all the time to avoid unintended biases³.

Privacy and Employee Monitoring

AI is being used more and more to keep an eye on employees to boost output and evaluate their performance. While these tools can give us useful

information, concerns about their safety and biases also make us worry a lot. Indian businesses must walk a fine line between making operations run more smoothly and protecting the privacy rights of their employees.

Concerns were raised when Indian IT services companies started using AI-based tools to keep an eye on workers who did their jobs from home. The difficult part is finding a balance between the need to evaluate employees' work and protecting their privacy rights. To keep ethical standards high, there needs to be stricter rules, transparent implementation and open discussion about how these tools are used.

Bias and Fairness in Performance Appraisals

Performance review systems that use AI are supposed to get rid of human biases,





but if they aren't carefully planned and watched, they can bring their own biases. Indian businesses need to make sure AI doesn't reinforce or make existing biases worse, knowing the critical importance of fair evaluations⁴.

The example of Tata Consultancy Services (TCS), Infosys and Wipro using AI-powered tools to review employees' work illustrates this point. They had trouble making sure their programs were fair, which made the companies rethink how they would integrate AI. This shows how important it is to keep testing and making changes to AI systems so that they align with ethical principles. Still, these companies are expected to make a significant leap in AI by Q2 2024⁵.

Ethical Use of AI

Indian companies need to put in place safety measures and ethical AI practises to deal with social issues arising from AI use in HR. This includes checking algorithms for biases on a regular basis, being open and honest with workers about how AI is used, and following the rules about data privacy.

Indian IT services company Infosys claims to have put in place a comprehensive ethical AI system. This approach includes clear guidelines for ethical AI use and ongoing audits of AI systems, demonstrating a commitment to responsible AI practices.

Indian companies need to put in place safety measures and ethical AI practises to deal with social issues arising from AI use in HR

Conclusion

The integration of AI in HR by Indian companies is a double-edged sword: it makes things more efficient than ever before, but it also raises ethical questions. Companies must deal with issues like bias (ethnicity, caste, language), privacy (data, employee health), and fairness or partiality before they can responsibly use AI. They need to adhere to responsible ethical standards and criteria, such as transparency, objectivity, and fairness. Indian businesses can find a way to balance technological progress with moral responsibility by drawing insights from examples set by companies like Amazon, Wipro, TCS, and Infosys. This will help make AI in HR a force for good rather than a source of conflict and controversy. ◀



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Xplore

A Synthesis
of Insight and
Innovation ►

At the intersection of brilliance and innovation, Xplore's first roundtable, a venture of XLRI and CEO Lounge, unfolded as a cerebral symphony. With several visionaries from the corporate world getting together, audacious ideas and insightful debates flew all around. Their views challenged norms and kindled a fire of thought-provoking dialogue. This gathering was less a meeting, more a renaissance of leadership thought, charting unexplored territories of executive wisdom.

Hospitality & Location Partner: **The Leela Ambience**, Gurugram





Attendees: Ajay Kaul, Board Member (with multiple organisations); Angira Agrawal, Exotel; Arvind Thakur, Board Member (with multiple organisations); Deb Deep Sengupta, Cloud4C Services; Deepak Yadav, CEO Lounge; Hari Govind Nair, CEO Lounge; Nidhi Dua, Levi Strauss; Paramita Bagchi, Compass Group; Ravi Dhariwal, Board Member (with multiple organisations); Ritesh Chopra, KPMG Global Services; Sudhir Shukla, More Retail Pvt. Ltd; Vikash Gupta, Three Sixty; From XLRI: Fr. Casimir Raj, Prof. Ayyalusamy Kanagaraj; Prof. Faisal Ahsan; Prof Rajeev Roy



through scenarios of political chess, where every move resonated with far-reaching implications. This was all about leadership in the face of uncertainty; it was about pioneering a path where others only saw obstacles.

Blurring Lines Between Fiction and Reality

Then, the story shifted to a realm where fiction blurred with reality: 'When Products Come to Life'. This topic, almost cinematic in its essence, opened floodgates of creative problem-solving. Imagine a world where your products have a mind of their own – the ensuing chaos, the ethical dilemmas, the uncharted territory of public relations. It was a thrilling roller coaster of possibilities, challenging the leaders to rethink the fundamentals of crisis management.

Imagine a world where your products have a mind of their own – the ensuing chaos, the ethical dilemmas, the uncharted territory of public relations.

In the hallowed halls where imagination meets reality, Xplore's inaugural roundtable manifested as a rare confluence of visionary leaders.

Gathered under the auspices of XLRI and CEO Lounge, these leaders embarked on a journey transcending the ordinary. It was a session not bounded by rigid agendas but driven by the sheer force of creativity and open-minded exploration. Here, hypothetical scenarios were vividly brought to life, prompting participants to dig deep into the depths of their imagination.

A Voyage Through Geopolitical Complexity

As discussions unfurled, the air buzzed with the electricity of unorthodox ideas. The first subject, 'Navigating Geopolitical Turbulence', was an odyssey into the heart of global complexities. It was a masterful dance of minds, weaving





What if narcissism could be a force for good? The proposition was audacious, almost rebellious, urging attendees to look beyond conventional wisdom.

The Art of Navigating Conversational Labyrinths

In 'Crafting Tough Talks', the discussion took a more introspective turn. It delved deep into the art of conversation, transforming challenging dialogues into bridges of understanding and growth. The stories shared were about connection, empathy, and the subtle nuances that turn words into impactful actions.

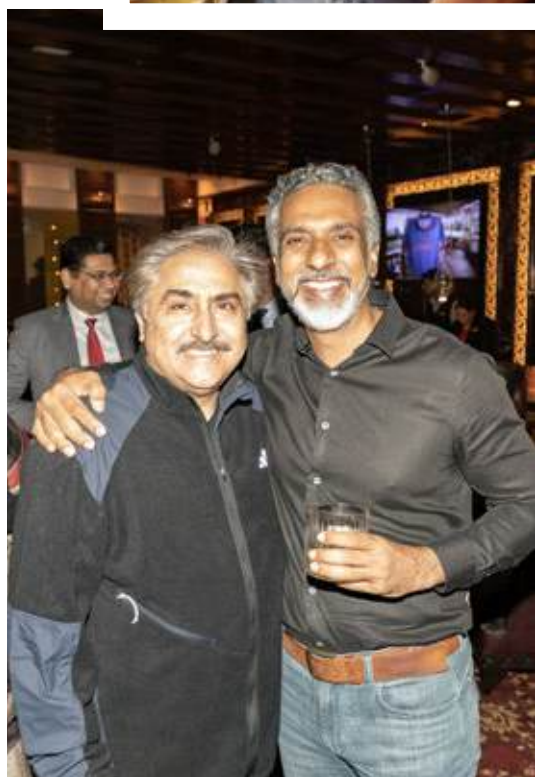
Redefining Leadership with a Bold Proposition

The crescendo of this intellectual symphony was 'The Narcissist's Gambit'. Here, traditional leadership narratives were deconstructed. What if narcissism could be a force for good? The proposition was audacious, almost rebellious, urging attendees to look beyond conventional wisdom and explore the unexplored facets of leadership psychology.

Invitation to a Leadership Renaissance

As the roundtable drew to a close, it was evident that this was only the beginning of a much grander tale. Xplore is more than a community; it's a crucible where leadership is continuously redefined and reshaped. We extend an invitation to leaders and visionaries who dare to think differently, to be a part of this transformative journey. Join us in this endeavour to not just participate in discussions, but to be at the forefront of creating them. ◀



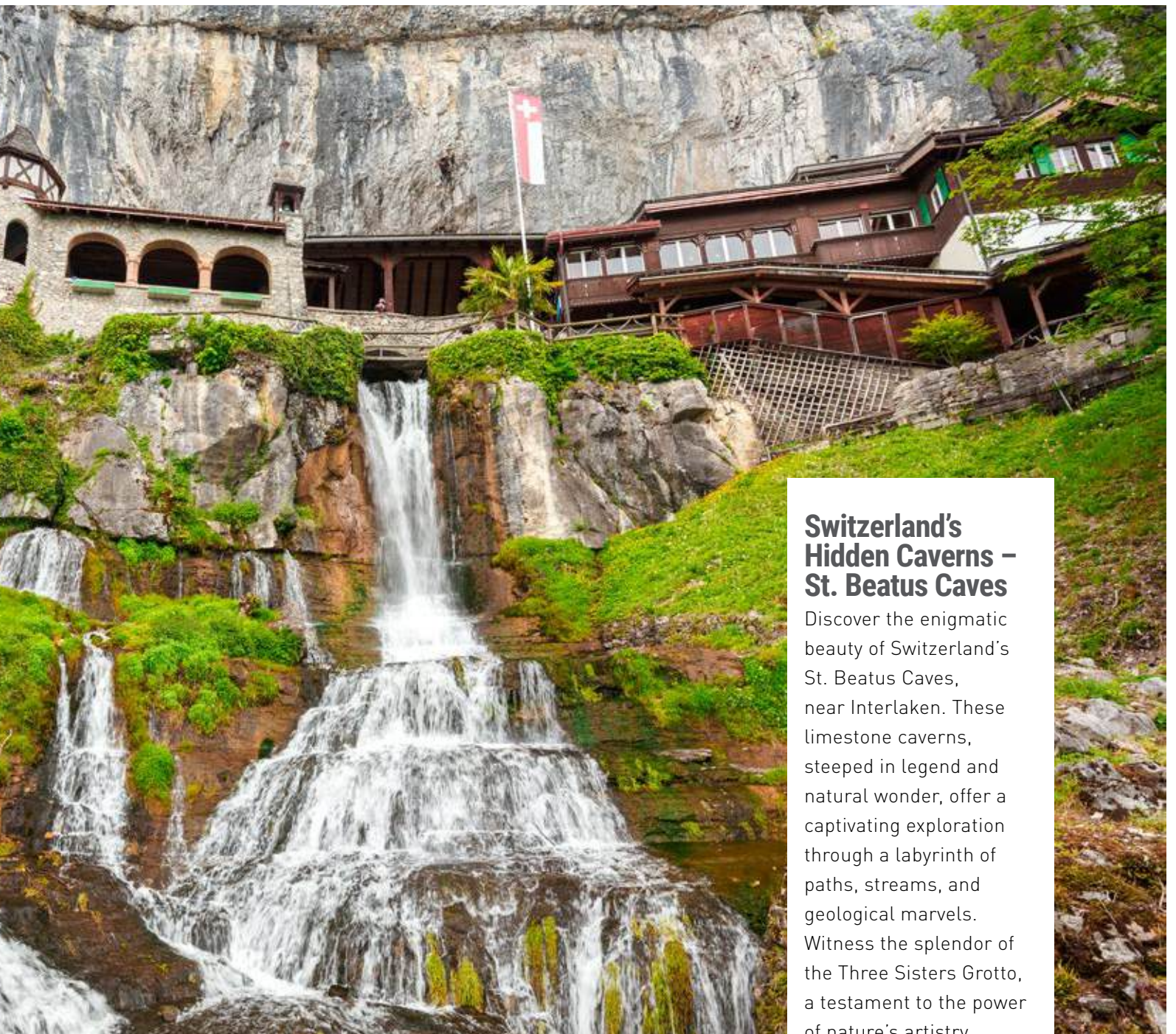


Hidden Gems & **TIMELESS**

Embark on an extraordinary voyage across the globe, where hidden gems, timeless wonders & delectable delights await your discovery. Think of these destinations as portals to different eras, cultures, and unparalleled natural beauty. From the spiritual depths of Ethiopia's ancient monasteries to the mysterious allure of Switzerland's subterranean caves, this list is an invitation to experience the extraordinary. Add these captivating sights to your bucket list and prepare to be transformed by their enduring magic.



WONDERS



Switzerland's Hidden Caverns – St. Beatus Caves

Discover the enigmatic beauty of Switzerland's St. Beatus Caves, near Interlaken. These limestone caverns, steeped in legend and natural wonder, offer a captivating exploration through a labyrinth of paths, streams, and geological marvels. Witness the splendor of the Three Sisters Grotto, a testament to the power of nature's artistry.

Ethiopia

A Mosaic of History and Spirituality Ethiopia is a land where history breathes through its landscapes. The serene Lake Tana in Bahir Dar, a mere 45-minute flight from Addis Ababa, is the gateway to the House of Mary (Bête Maryam Monastery), an ancient monastery. Immerse yourself in the vibrancy of their 16th-century biblical paintings. A short flight away, Lalibela's UNESCO-recognized rock-hewn churches stand as monumental testaments to Ethiopia's rich religious heritage, offering a journey back in time.



Japan's Winter Wonderland – Toyama's Snow Festival

A scenic three-hour Shinkansen journey from Tokyo takes you to Toyama, a city of enchanting winter festivities. The annual snow festival, a celebration of local culture and artistry, invites you to partake in snow sculptures, cooking classes, and more, against a backdrop of stunning mountainous landscapes. Dining with chef Shinichi Miura at Yatohachi Inn promises a culinary adventure, capturing the essence of Japanese gastronomy.



Poland's Subterranean Marvel - Wieliczka Salt Mines

Just outside Krakow, Poland, the Wieliczka Salt Mines reveal a hidden underground universe. As a UNESCO World Heritage site, these mines offer a journey through corridors of salt, leading to awe-inspiring sculptures and a mesmerizing underground church. The salt lake, known for its therapeutic qualities, adds to the otherworldly atmosphere of this subterranean wonder.



Germany's Festive Delights – Dresden's Stollen Tradition

Near Dresden, Germany, Backerie Wippler beckons with the sweet aroma of baking Stollen, a traditional German Christmas cake. Join master baker Michael Wippler in a hands-on workshop to learn the art of creating this festive treat, a blend of rich butter, candied fruits, and aromatic spices, steeped in centuries of tradition. ◀

REVOLUTIONISING THE SHOP FLOOR



Empowering Women in Indian Industries

In India's dynamic manufacturing landscape, a transformative shift is underway on the shop floor, propelled by initiatives empowering women. This article explores their pivotal role in reshaping the nation's economic fabric, emphasising their journey amid policy changes and corporate strategies

 by **Kanuparthi Krishna Kashyap**

In recent times, there have been notable developments in India's efforts to empower women. The government has implemented several policies aimed at enhancing women's health, education, and economic opportunities. There has been a significant increase in the number of women participating in the workforce, and they have attained stellar positions in various fields, including politics, business, and entertainment. A recent constitutional amendment, reserving one-third of the seats in Parliament, state legislatures, and the Delhi Legislative Assembly for women, can be regarded as a "progressive step" towards attaining gender parity in politics.

Women empowerment in various fields is incomplete without acknowledging their significant contributions to the industry. Women's participation in the workforce serves as a crucial barometer for evaluating gender diversity and is an indispensable measure of women's empowerment, as they actively contribute to the productive forces of the economy.

Gender diversity and inclusion can be gauged by the female labour force participation rate, which has incrementally increased over the years. This reflects the effective contribution of women as a potential force for the economy.

As per the latest available Annual PLFS Report, the estimated Labour Force Participation Rate (LFPR) on usual status for women aged 15 years and above in the country was 30 per cent, 32.5 per cent, and 32.8 per cent during 2019-20, 2020-

21, and 2021-22, respectively, indicating an increasing trend.

Surely, in recent years, women's LFPR saw some improvement. In 2017-18, 22.9 per cent of women aged 15-59 were part of the labour force. This improved to 23.4 per cent in 2018-19, and saw a jump of nearly 5 percentage points in 2019-20.

Fostering Inclusivity and Equity on the Manufacturing Shop Floor

The gender gap in manufacturing employment varies widely across states. Manipur is the only state with a gender balance among those working in its manufacturing sector. The share of women workers in the state stood at 50.8 per cent in 2019-20. Manipur was followed by Kerala (45.5 per cent), Karnataka (41.8 per cent), and Tamil Nadu (40.4 per cent).

Chhattisgarh had the most gender-skewed industrial workforce, with women making up just 2.9 per cent of those working in its manufacturing units. Following closely was Delhi, where women comprised 4.7 per cent, and in Jammu and Kashmir, as well as West Bengal, women

The incrementally rising Female Labour Force Participation Rate, reaching 32.8% in 2021-22, underscores women's substantial impact on the economy



There is ardent need to bring more inclusivity and access to women especially in manufacturing industries wherein their representation in the shop floor is meagre

made up just 5.5 per cent of the total manufacturing workforce each.

Among the five most industrialised states, the picture is a bit dicey, with Maharashtra (12 per cent), Uttar Pradesh (5.7 per cent), and Gujarat (6.8 per cent), having large gender gaps, and Tamil Nadu (40.4 per cent) and Andhra Pradesh (30.2 per cent) faring much better. Women's share among industrial employees was less than 10 per cent in 16 states and Union territories.

An industry-wise analysis of female employment from ASI 2019-20 reveals a skewed gender workforce across most industries, suggesting that women are more likely to be working in only a few sectors. Among major industries (those employing 50,000 or more workers), only one — “wearing apparel” — had an equal share of men and women. The tobacco industry is the only one that employs a higher share of women. In all other major industries, men significantly outnumber women.

This shows that there is ardent need to bring more inclusivity and access to women especially in manufacturing industries wherein their representation in the shop floor is meagre.

New Women-Centric Initiatives in India Inc

Corporates, understanding the need to bring in more inclusivity, have been implementing a plethora of initiatives to enhance diversity on the shop floor. This shift can be attributed to the fact that lean manufacturing processes, precision technologies, and new emerging trends in robotics have reduced the physical exertion that was previously high. Manufacturing work was traditionally labelled as predominantly for men due to the mandate for hard labour, which may not have been suitable for women. However, as stated, with emerging technologies, manufacturing processes have evolved from complex manufacturing to lean manufacturing, thanks to Industrial Revolution 4.0.

Traditionally, factory floors have required workers to operate heavy machinery, demanding physical strength. But factories are increasingly becoming more mechanised, utilising robots, hoists, and lifts for heavy lifting. Shop floor workers now operate these machines using joysticks, requiring precision rather than strength. This shift allows companies to hire a more diverse workforce. Many companies believe that having more women employees enhances discipline, quality, and output. Diversity brings a completely different perspective to the shop floor, sparking creativity and innovation.

Daimler India Commercial Vehicles onboarded 46 women employees, first for its factories as part of its “DiveIN” (diversity and inclusive) initiative. Diversified conglomerate ITC Ltd is betting big on employing women as a majority workforce across its factories

Image Credit: Nestlé





Image Credit: Tata Motors

enthused by their regularity, dexterity, and discipline, leading to better efficiency in operations. Some of ITC's new integrated consumer goods manufacturing and logistics facilities (ICMLs), which include state-of-the-art units in Karnataka, Tamil Nadu, and Telangana, employ a majority of women, ranging between 50 per cent and 75 per cent of the total workforce there.

ITC's food processing plant at Medak in Telangana, for instance, employs close to 100 per cent on-roll women workforce. One of its largest FMCG plants at Trichy in Tamil Nadu has nearly 1,500 women, constituting almost 75 per cent of the total workforce. Its Mysuru factory also engages around 50 per cent women in the workforce. Its upcoming factory at Khordha in Odisha will also endeavour to employ a majority women workforce.

FMCG major Nestlé India is increasing the number of its women employees as part of its gender diversity efforts. Currently, around 23 per cent of Nestlé India's workforce are women, and, in

fact, 42 per cent of all the recruitment comprises women. At Nestlé's new plant in Sanand, Gujarat, which manufactures its range of popular instant noodles Maggi, 62 per cent of the employees are female. Schwing Stetter hired women for the first time on the shop floor for its new factory in Cheyyar in Tamil Nadu. Women comprise around 15 per cent of the 120 factory employees hired and are involved in making huge machines used for construction, such as concrete mixers.

The automotive and farm equipment unit of Mahindra & Mahindra employs more than 150 women in its manufacturing facility, including as supervisors in production, plant engineering, quality control, and maintenance. Motorcycle manufacturer Eicher Motors has an entire engine assembly line staffed by 140 female workers, the company reports. Tyre maker CEAT and steel company Tata Steel are among other companies that have hired women in their factories and have taken steps to make the workplace more suitable for them.

Historically perceived as male-dominated, manufacturing's shift from strenuous tasks to lean processes, propelled by emerging technologies and robotics, paves the way for increased women participation, fostering inclusivity and diversity



Outdated work hour restrictions hindered women's participation in manufacturing. Changing legislation signals progress, offering equal opportunities for women in all shifts, fostering workplace inclusivity and flexibility

Advancing Diversity & Inclusion: Corporate Initiatives in Focus

Schwing Stetter has arranged a hostel to accommodate women employees, mainly new graduates in their early 20s. The company also offers an after-work training programme, which, in five years, can lead to a bachelor's degree in engineering. At Daimler India, ahead of onboarding the first female employees, the company built missing infrastructure, such as women's restrooms and change rooms, and also provided gender sensitivity training to existing male staff. Women hired at the Daimler factory work in engine and transmission building, quality management, and the paint shop.

ITC has been providing an enabling atmosphere to encourage more women to take up blue-collar jobs. The company has identified diversity and inclusion as a key priority area as it focuses on scaling up women's participation from recruitment to leadership roles. It has instituted a host of policies, including a hybrid work model,

additional flexibility in work arrangements for expectant and young mothers, extended maternity and childcare leave, travel support for infants and caregivers during business travel by women employees, paternity leave, and an extension of medical benefits for same-gender partners.

Breaking Stereotypes: A Timely Imperative

Finding women willing to work in factories remains a challenge due to long-held societal and cultural mindsets, especially in small towns and rural India where women traditionally stay at home. However, there is an increasing demand for women to work on assembly lines at electronics companies, particularly those involved in manufacturing handsets and semiconductors.

According to an earlier version of the Factories Act, women could be employed only between 6 am and 7 pm. However, in most manufacturing companies that operate two shifts or more, timings could significantly differ from the allotted hours

under the Act, depending on the spectrum of work done at the plants.

The situation is changing though, as the government prepares to do away with this piece of outdated legislation entirely. Currently, companies still have to deal with this statutory provision as it limits the options for women to work beyond 7 pm. Normally, the total duration of the two shifts is 17 working hours to ensure an effective eight hours of work per shift — essential for competitiveness from the shop floor. However, the government is opening up by letting the states amend their respective factories rules to give women an equal opportunity, encouraging them to work in all shifts. This policy change will provide the required impetus for manufacturing, especially for auto companies to hire more women on the shop floor, benefiting both the company and the women workforce in the long run.

However, to tap into this opportunity, we need to plan and ensure that we have a higher number of skilled women in the workforce available to be deployed for these roles.

It is predominantly opined that women are considered to have excellent motor skills and dexterity, and some companies want as much as 70 per cent of their assembly line staff to be women. Once new women employees settle into their jobs and see that working and having an income can increase their status, attitudes change. Thus, diversity on the shop floor has been changing the landscape of diversity in manufacturing industries.

This has a multiplier effect; as more manufacturing companies have positive experiences with women staff, experts suggest that more companies will reconsider and adjust their hiring plans. However, it is argued that finding talent remains a challenge, particularly for blue-collar workers on the shop floor. A community



engagement model, where talent search occurs through road shows in hinterlands, can be a valuable idea. Families should be assured that the safety and security of their wards is the foremost priority.

The importance of women-led development in India cannot be completed without highlighting contributions of women to industries. Thus, to realise Nari Shakti in both letter and spirit, inclusion and diversity at shop floor is indispensable for building a productive, resilient and vibrant India. ◀



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Daimler India Commercial Vehicles
| Daimler Trucks Asia

Nestle increasing number of
female employees to increase
gender diversity (business-
standard.com)

Nestlé India

ITC's Women Economic
Empowerment Programme

SC calls women's reservation law
a 'very good step', but reluctant
to step in for its implementation
before LS polls

L I M I T E D



Aurum 18CT by Super Veloce

Embark on a luxurious journey with the Aurum 18CT by Super Veloce, a fusion of opulence and coffee artistry. Crafted with 18-carat gold, this functional art piece symbolises engineering excellence and aesthetic grace. Its gold exterior, mirroring the finest jewellery, enhances any setting with grandeur. Ideal for those valuing luxury, the Aurum 18CT elevates coffee brewing to an indulgent ritual. It's a symbol of sophistication in any kitchen, offering more than just aromatic coffee—it's an invitation to experience unparalleled luxury. Beyond its allure, it's a marvel in brewing perfection, ensuring each cup is a harmonious blend of flavour, temperature, and time.

Urwerk UR-120 Space Black

Explore the UR-120 Space Black by Urwerk, a blend of starship aesthetics and horological art. Beyond a watch, it's a piece of cosmic elegance, with a black hole-inspired design. The highlight is its V-shaped hour hand, reminiscent of a sci-fi creature, unfolding time in a digital spectacle. Inside, a mini-universe of spinning, counter-spinning components choreographs a precision ballet. This watch is more than a timekeeper; it's an intersection of cosmic wonder and horological mastery, making every moment a celebration of technological and artistic innovation.

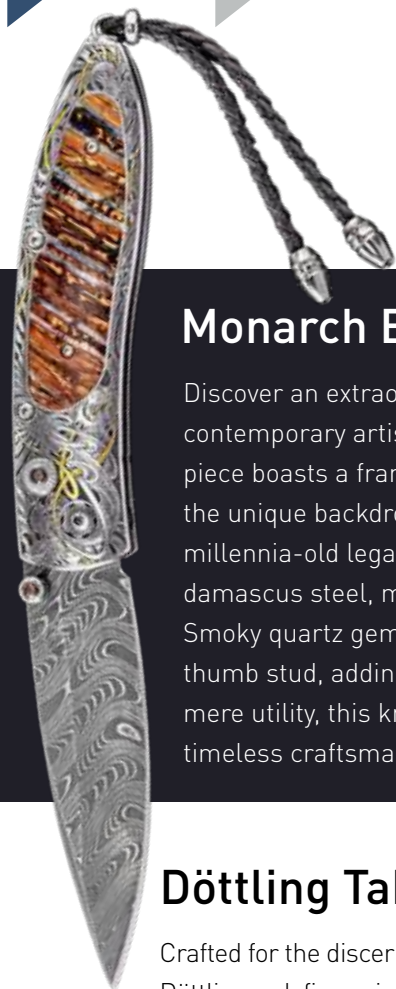


BMW Exploro

Shifting the focus to exhilarating two-wheeled journeys, the latest bike series from BMW, developed with 3T, offers a choice of gravel, road, or urban bikes. Each design marries state-of-the-art technology with sleek aesthetics. Available as classic or electric models, these bikes boast a full-carbon-fibre frame, wireless 12-speed gearing, and hydraulic disc brakes. The electric variants feature an integrated Mahle X20 hub motor for added power. With a modern two-tone paint finish and superior components, these bikes are not just about travel; they're about style, performance, and versatility, transforming every ride into an adventure.



EDITION



Monarch Europa by William Henry

Discover an extraordinary fusion of ancient elegance and contemporary artistry in a premium pocket knife. This exquisite piece boasts a frame intricately inlaid with 24K gold, set against the unique backdrop of a woolly mammoth tooth, echoing a rich, millennia-old legacy. The blade, a masterpiece of hand-forged damascus steel, melds functionality with aesthetic brilliance. Smoky quartz gems accentuate the one-hand button lock and thumb stud, adding a touch of refined sophistication. More than a mere utility, this knife is a tangible piece of history and a symbol of timeless craftsmanship, designed to be cherished as an heirloom.

Döttling Tabletop Humidor

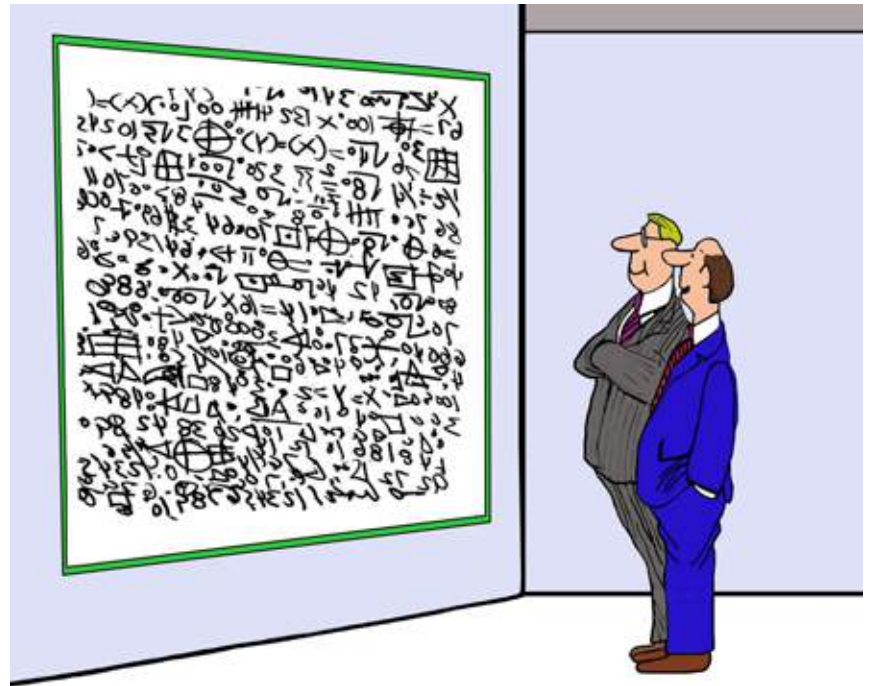
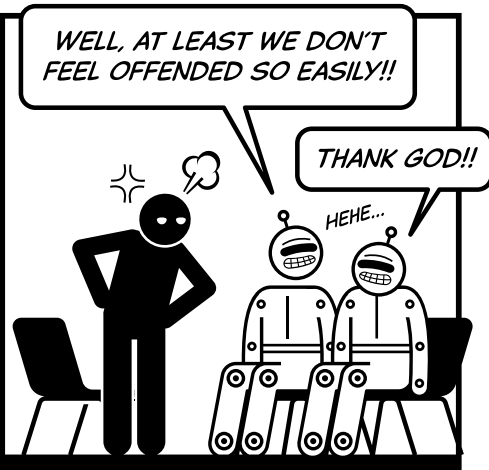
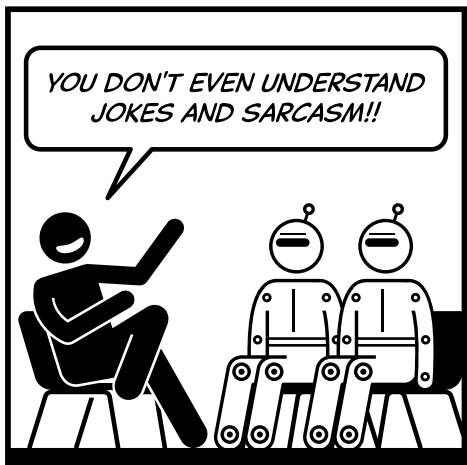
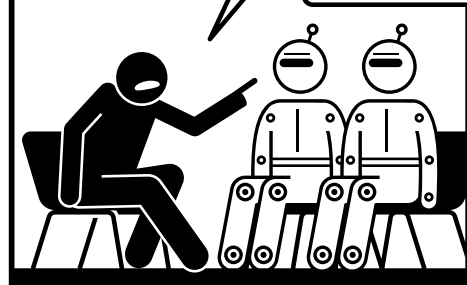
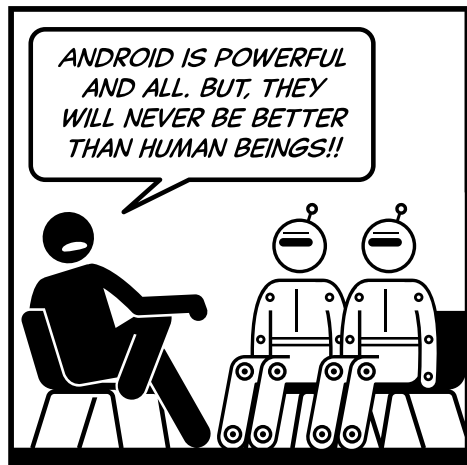
Crafted for the discerning aficionado, this tabletop humidor from Döttling redefines cigar storage with its innovative design and luxurious materials. Avoiding the traditional flap-hinged opening, it elegantly opens with a drawer pull, revealing an interior of original Spanish cedar, atmospherically lit by LED spotlights. The humidor integrates a CigarSpa humidifier flawlessly into the drawer, ensuring ideal conditions for cigar preservation. Its exterior is clothed in high-quality calfskin, customisable in colour to match personal tastes. Enhanced with a brushed stainless steel hygrometer, barometer, and thermometer, this humidor is a perfect blend of functionality and style.



Jean Cocteau Bösendorfer Artist Series

Immerse yourself in the artistic legacy of Jean Cocteau with the exclusive Cocteau Grand Piano by Bösendorfer. Limited to just 12 pieces, this piano is a tribute to Cocteau's multifaceted genius, echoing his ties with Picasso and other renowned artists. Adorned with the Orpheus image, a motif central to Cocteau's work, applied using his favored silk screen technique, it's a masterpiece of visual and musical art. Bathed in white polyester with chrome fittings, the piano's elegant design and connection to the prestigious Menton Music Festival celebrate its blend of artistic history and musical excellence.





"When you put it like that, it makes complete sense."



"I know it's awkward with me being the new boss and all ... but when you meet me in the halls, don't act like I'm going to eat you alive."



IGNITING
CONVERSATIONS
**SHAPING
FUTURES**



**NAVIGATING
THE MAZE**



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FOR INSIGHT**

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IGNITING
CONVERSATIONS
**SHAPING
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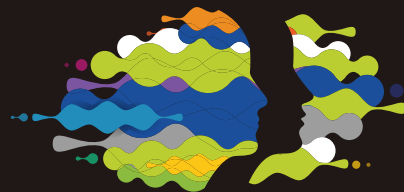
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