



ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA
XAVIER'S MANAGEMENT SOCIETY



The X-Executive

Vol. XIX | 2022-23

A CREDENCE TO EQUIVALENCE



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READ ABOUT
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IN CONVERSATION
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ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA
DEPARTMENT OF MANAGEMENT STUDIES

The
X-Executive
Vol. XIX | 2022-23

A CREDENCE TO EQUIVALENCE

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A message from **FATHER PRINCIPAL**

Celebrate endings—for they precede new beginnings.
- Jonathan Lockwood Huie

After years of struggle with Covid-19, things finally seem to be getting back to normal. But can we say that we have successfully outmaneuvered the pandemic? The answer to that question can be contradictory. We learned the importance of our health, the importance of our families, and the importance of utilizing every moment in our life because, after all, life is short. On the other end of the spectrum, many lost their loved ones, many lost their livelihoods, and many lost their way in life. So therefore we cannot say that we have succeeded in overcoming the entire pandemic situation. At, St. Xavier's College(Autonomous), Kolkata we firmly believe in having a grounded approach toward life while reminiscing as well as learning from every facet of life.

There is a new world upon us. Things have changed. People have changed. Perceptions about the world have changed. Dynamism is at its peak. Now it is up to the youth to pave the way. They are the only ones who can guide us through these dynamic times. They are our guiding light, our boulevard to a brighter future. It is now up to them to learn from our past mistakes, acquire as well as spread knowledge and create a better future for the generations to come. In a world where everything is changing in the blink of an eye, knowledge is indeed our greatest treasure. With an immense sense of accomplishment and pride, we present to you, The 19th edition of the annual magazine, The X-Ecutive Vol. XIX- A Credence to Equivalence, published by the Department of Management Studies of St. Xavier's College(Autonomous), Kolkata. This edition of our magazine revolves around the theme "yin-yang", a Chinese philosophical concept that describes opposite but interconnected forces. The universe or everything around us is based on the idea of balance. Our magazine is a reflection of the concept of Yin-Yang in the sense that it presents to the readers an interconnection and balance among paradoxes. The X-Ecutive is a successful endeavor of the Editorial Department of The Xavier's Management Society, which inspires students from every corner of the world to go out on an endless search for knowledge, discovery, and didactic genius.

I extend my wholehearted congratulations to the esteemed faculty members of the Department of Management Studies and the Editorial Department for putting so much effort into publishing a magazine with such a wealth of information. Additionally, I would like to express my gratitude to the members of The Xavier's Management Society for their tireless work in making this issue of the magazine a raging success. This magazine is beyond doubt a reflection of all the aspirations and hard work of the minds that made it.

Rev. Fr. Dr. Dominic Savio, SJ
Principal,
St. Xavier's College (Autonomous), Kolkata



A message from FATHER VICE-PRINCIPAL

We think too much and feel too little. More than machinery, we need humanity; more than cleverness, we need kindness and gentleness. Without these qualities, life will be violent and all will be lost.
- Charlie Chaplin.

It fills me with immense joy and satisfaction as I look back on the last academic session and see that we have been steady in progress, matching strides with the ever-changing world. Our aim is to equip young minds sufficiently with knowledge and wisdom so that they can carry forward the baton of living a meaningful life. We are to prune the young budding talents, full of potential, waiting to be identified. Education is not merely an agreement of facts but also values which help us improve the different facets of life. It ensures that we leave the world a far better place than we found it. A pivotal role of education lies in shaping the personality of a child into a healthy mind and happy soul, who is not only equipped with the skills and aptitude required for academic excellence but helping him face the challenges of life in a balanced and harmonious way. We enterprise to make academic excellence with a good human value system, which in myriad ways is ingrained in the culture of the college.

The college leads the future generation to become able leaders of tomorrow leading us into a more glorious and secure future. With this objective, we attempt encouraging our students to be creative, thoughtful and industrious. We attempt to inculcate values and vision so that they are ready to confront all odds and challenges without losing integrity. In every good educational institution along with academic studies, students are encouraged in games and athletics, art and craft, clubs, various groups and societies, to provide them opportunities to bring out the best in them and all the fields. The college magazine is a platform for the students to express their creative skills which develop in them originality of thought and perception. The 19th edition of The X-Ecutive Vol. XIX- A Credence to Equivalence, published by the Department of Management Studies of St. Xavier's College(Autonomous), Kolkata, aims to provide exposure to the readers. Like every magazine, this edition is revolving around the Chinese philosophical concept that describes opposite but interconnected forces, "Yin-Yang".

I place on record the hard work put in by the Xavier's Management Society, headed by Dr Sukanya Sarkhel and Dr. Supriyo Patra, and every member of the Editorial Committee who contributed creatively to make this issue of the magazine a unique one. A special mention to the students who spent sleepless nights designing and setting the format of the magazine. I sincerely appreciate the hard work of the Editorial Committee and all those who contributed in different ways.

Rev. Fr. Dr. Peter Arockiam, SJ
Vice-Principal,
Department of Management Studies,
Commerce (Evening), & M.Com
St. Xavier's College (Autonomous), Kolkata



A message from the **MANAGING EDITOR** **DR. SUKANYA SARKHEL**

After two years of hardship, the world is in full force to return back to normal. Opportunities may come to us in the form of challenges and the ones who persevere through this phase and adapt to the new changes, emerge as successful human beings. Yin and yang represent the duality of life and the balance between opposing forces. The pandemic brought challenges and hardships, but it also led to creative thinking and innovation. The new normal is a balance between the old ways and the new ways that the pandemic has taught us.

Similarly, the students of the Department of Management Studies faced obstacles but persevered through them and emerged successful. The editorial committee of the X-Ecutive faced challenges but demonstrated learning traits and proved to be pillars of strength, bringing balance to the publication. The theme of yin and yang highlights the importance of embracing both the good and bad experiences in life, learning from them, and finding balance to achieve success. The impact of the pandemic accelerated creative thinking and innovations and created major trends in the global economy across all fields. The new normal is a culmination of the old ways before the pandemic and the ones the pandemic has taught us. I am ecstatic to see the conclusion of this volume of the X-Ecutive. It fills me with a colossal sense of contentment, having observed the allegiance of each member of the society, who not only provided constant contribution but also triumphantly overcame any spanner thrown in the works. The students rose to the occasion interviewing prominent personalities from many walks of life. It was stirring to see the gleanings of insights and lessons learnt from their experiences as a takeaway. I commend the entire Editorial Committee of the Xavier's Management Society with special mention of the Joint Editors Anisha Saraf and Kavith Ghose. They not only demonstrated a plethora of learning traits but also proved to be the pillars of strength to make this publication a reality. The path towards this edition of The X-Ecutive was paved with the blessings and guidance of Rev. Fr. Dr. Dominic Savio, SJ Principal of St. Xavier's College (Autonomous), Kolkata, with heartiest wishes from Rev. Fr. Dr. Peter Arockiam, SJ, Vice-Principal. I would like to extend my exuberant wishes to Prof. Sougata Banerjee, Dean of the Department of Management Studies, and Dr Supriyo Patra, Deputy Managing Editor. I would also like to extend my sincerest gratitude to all the professors of the department for their munificence and counsel. I take this opportunity to also thank entire editorial team of XMS who assiduously embraced the challenges pertaining to the entire compilation, dotting the i's and crossing the t's, which was an uphill task by itself and made this edition slaking and satiating for me.

This edition is a reflection of heritage that brings a new perspective for our readers. I am sure the booklet will quench your thirst of knowledge and positive mindset, making it a treasure for you all. Mistakes should be examined, learned from, and discarded; not dwelled upon and stored. We are open to your feedback and recommendations to make the future editions more value adding to our lives. For all those who encouraged us to fly towards a common dream: Let's soar together.

A handwritten signature in black ink, reading "Sukanya Sarkhel".

Dr. Sukanya Sarkhel
Deputy President,
Xavier's Management Society
Managing Editor, The X-Ecutive



A message from the **MANAGING EDITOR** **DR. SUPRIYO PATRA**

The X-Ecutive 2023 journeys into the discernment of “Yin-Yang” in relation to entities in the corporate world. Balance is important in every aspect of life and the situation is no different in the world of business, management & the world of competitive sports.

In the beginning of the 21st Century the right balance needs to exist in the domain of broader Economic and Social Issues in light of the United Nation’s 17 Sustainable Development Goals. In the corporate world along with the hard skills the importance of Life Skills and Work-Life balance is also gaining in importance.

With the advent of Franchise based sporting events all over the globe, the importance of mental fitness along with physical fitness of player’s emphasis the importance of balance to emerge as winners. The “Yin-Yang” is the interaction between the cosmic and human realms, which leads to a constant, dynamic, and harmonious balance of all the things in the universe.

The 19th Edition of ‘The X-Ecutive’ focuses on the concept of “Yin-Yang” in relation to entities in the corporate world.

The inspiration & motivation to the launch of the current edition of ‘The X-Ecutive’ came from our respected Principal Rev. Fr. Dr. Dominic Savio, SJ and we are thankful to Father for his constant blessings. Rev. Fr. Dr. A. Peter Arockiam, SJ Vice-Principal of our BMS Department has been a constant source of guidance from the inception stage of the magazine till its launch. Prof. Sougata Banerjee, Dean of BMS Department was always there with the right advice and suggestions to make the magazine a worthy reading. Dr. Sukanya Sarkhel, the Professor-in-Charge of XMS deserves special appreciation for staying behind the scene but ensuring that the launch of the magazine happens smoothly and on time.

The concept “Yin-Yang” in relation to entities in the corporate world is eventually appearing before all of us because of excellent planning and coordination done by Anisha and Kavith and the dedication shown by the entire editorial team and good wishes received from one and all.

Stay Safe & Happy reading!

Dr. Supriyo Patra
Vice Deputy President,
Xavier’s Management Society
Managing Editor, The X-Ecutive

MESSAGE FROM THE STUDENT EDITOR



I am filled with a mix of emotions as I write this note. It feels like just yesterday, I was a nervous freshman, trying to figure out new opportunities my way and make new friends. I learned to push myself and try new things. I joined clubs and organizations that aligned with my interests, and slowly but surely, I started to come out of my shell. I'll miss the friendships and experiences that I've made over the years. On one hand, I am thrilled to be a part of this incredible publication and to have had the opportunity to share the amazing work of our talented writers and artists with all of you. On the other hand, I cannot help but feel a sense of nostalgia as I reflect on my time here at college.

Being given this role has humbled me and given me a greater appreciation for all those who have worked tirelessly to make our magazine a valuable addition to our readers' lives. The X-ecutive Volume XIX: A Credence to Equivalence aims to inculcate in our readers the spirit of duality - a force that helps us to navigate life's ups and downs and find a balance between them. We hope to showcase the different genres of literature, art, and culture that explore this theme, and create a nexus of all possible worlds and states of mind that exist within us. We invite you to delve into the pages of our magazine and immerse yourself in the world of Yin and Yang. The magazine attempts to encapsulate elusive levels by providing its readers with the possibility to involve themselves with a myriad of themes on which featured articles are based. It presents an intriguing world of numerous featured articles such as "LinkedIn Profile Building", "The Gaming Industry- A Multi-Million Dollar world", "Chatting with the Future- AI Conversational Tools", "Market Trends" and many more. This year's edition brings forth engaging interviews of eminent personalities such as Mr. Mohit Malhotra- CEO of Dabur India Ltd., Mr. Ajay Srinivasan-Former CEO of Aditya Birla Capital, Ritviz- Singer & Songwriter to name a few. The interviews have been astutely planned, with impeccably prepared questions designed to captivate our readers.

I would like to express my sincere gratitude to Rev. Fr. Dr. Dominic Savio, SJ and Rev. Fr. Dr. Peter Arockiam, SJ for their unwavering support in all of our endeavours. Without the leadership of Prof. Sougata Banerjee, Dean of the BMS Department, and our managing editors, Dr. Sukanya Sarkhel and Dr. Supriyo Patra this magazine would not have been possible.

Now that I graduate and move on to a new chapter in my life, I am grateful for and will always cherish the amazing memories I have created with my absolute favourites Enakshi Varma, Shruti Jain, Mohit Joshi, Harshita Saraf, Raghav Bansal, and Hriday Sambhani. Even though we will be no longer working together on campus, I know that these friendships will continue to be a source of support and joy for years to come.

After months of hard work, my heart is filled with appreciation and happiness. I would like to thank my Co-Editorial head- Kaurvith Ghose who was there with me throughout my journey in XMS. I would also like to thank our writers for their contributions, our design team members for their creativity, and our Editorial Committee Members and other Working Committee Members for their meticulous attention to detail. Without their dedication, this magazine would not have been possible.

I believe that this magazine serves as a reflection of the diverse and talented community that we have at our college and that it inspires you, our readers, to continue to pursue your passions and strive for excellence in all that you do. I hope that this magazine inspires you to embrace both the light and the dark in your life and find the beauty in the balance.

Anisha Saraf

Anisha Saraf
Student Editor
Xavier's Management Society

MESSAGE FROM THE STUDENT EDITOR



I knew that this day would come soon enough but now that it is finally here, it is hitting like a truck. It is hard to believe that the time I have spent as the Editorial Head of XMS, witnessing new experiences and making unforgettable memories is coming to an end. I still remember my first day in the department in 2020, researching for questions for Sadhguru's interview and praying that my questions get selected. As time passed, working for this department whether it was till 4 in the morning or skipping meals became my daily routine, not that I am complaining! But now that I'm addressing the readers as the Department Head after 3 years of persistent hard work, I can finally say that all those late nights were indeed worth it.

Shouldering the responsibilities of being the Editorial Head and making a 200 page- magazine of this glorious stature and magnitude from scratch was indeed no cakewalk, but thanks to my co-head and an extremely passionate team of Working Committee Members, we were successful in establishing a common ground to bring this spectacular lineup of interviews and a plethora of featured and student articles to our readers. The X-ecutive Volume XIX : A Credence to Equivalence revolves around the theme of Ying Yang which showcases that all things exist as inseparable and contradictory opposites, the pairs of equal opposites attract and complement each other and that is what makes them fulfilled.

For this year's edition we have articles that cater to the likes of the Gen Z like understanding the perceptions behind the Current Fashion Trends and exploring the multi-million dollar PC and mobile gaming industry. Furthermore, we have covered riveting interviews from revered personalities like Ritviz - Indian singer-songwriter, electronic musician and record producer, Mr. Kabir Bedi - Indian Actor and many other inspirational and eminent figures..The interviews have been carefully constructed, with thoughtfully crafted questions designed to captivate and enlighten our readers. The goal that we look forward to achieving, is that our readers find this magazine enthralling and insightful like always and help this year's edition of The X-ecutive reach soaring heights of success and magnificence.

We embarked on this journey as the Editorial Heads with the same zeal and enthusiasm as always to make the 19th edition a grand success and guiding us to this zenith, we had the constant support of Rev. Fr. Dr. Dominic Savio, SJ, Principal of St. Xavier's College (Autonomous) and Rev. Fr. Dr. Peter Arockiam, SJ, Vice Principal, Dept. of Bcom Evening and BMS. I also thank Dr. Supriyo Patra and Dr. Sukanya Sarkhel for their unwavering guidance.

As I bid adieu to my department, I would like to thank my Co-Editorial head- Anisha Saraf, who was there with me throughout my journey in XMS. I would also like to thank my beloved WCMs, without whom this magazine would not have been possible. I will always be grateful to Atashi Dasgupta, the former Editorial Head, for always having my back. Lastly, I would like to thank my stars for it was through this department that I met and made friends for a lifetime- Nikita Baheti, Samridhi Borar, Krish Doshi and Ayush Mishra. It was because of the synergy and the bond we shared that made me fall in love with the Editorial Department in the first place.

Kavith Ghose
Student Editor
Xavier's Management Society

FOREWORD

Every sentiment and action in this world is governed by balance and each time this balance is disturbed, it gives rise to an insightful experience. Whether a boon or a bane, it's what we as performers and as spectators stand to gain and lose. Be it a hypothetical economic equilibrium or arduous corporate competitiveness, they always seem to settle down whenever there is a reckoning that defines new boundaries.

This edition of the X-Ecutive inspires us to learn the stability of life. Asserting the very concept of Yin Yang, with Yin characterised as slow, soft, cold, wet and passive and associated with water, earth, negativity, femininity, darkness, destruction, Yang represents speed, solidarity, focus and warmth, in association with fire, air, positivity, masculinity, light and creation. Both are polar opposites but are quintessential for the existence of equivalence on the Earth. Likewise, in our lives, all decisions must be wisely taken and the steadiness should be maintained. Of all the things, one of the most difficult things to do as an individual is to put your faith into the unknown and choose to believe and accept the very truth of it. The world is always on the edge of catastrophe. This demands well measured actions to be implemented.

The articles written by the Editorial Committee focuses on the concept of proper balance where we learn that every coin has two sides, to every human, there are dual natures and we dwell within everything that ranges from disease to divinity. It is a delineation of dwelling between the dark and bright side of everything. This volume of our magazine talks of skillfully handling and managing these two sides and choosing to live with equal admiration towards both. Our magazine also covers interviews and articles of people who have strived and achieved their poise. These eminent visionaries and change-makers have made bold choices but have also held onto an enriching diplomacy. The interviews have been articulated to suit the theme of the magazine and one can definitely comprehend a lot from them.

With this thought in mind, the Editorial Committee of the Xavier's Management Society brings forth the annual department magazine of the Department of Management Studies, The X-Ecutive Volume XIX: A Credence to Equivalence, where we aim readers to understand and believe in the concept of stability through proper balance. We are honoured to have the opportunity to publish this issue and expect readers to go back with insightful learnings and use the same in the monotony of life.

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MEET THE DEPARTMENT



Rev. Fr. Dr. Dominic Savio, SJ, Principal

The apex of the Department of Management, Father Principal helps us to bring our thoughts into actions and plans into execution. His continuous faith and belief in our department only helps us soar higher and accomplish our college's mission of 'Nihil Ultra'. He is our source of support and inspiration.



Rev. Fr. Dr. Peter Arockiam, SJ, Vice Principal

Father is the ideal leader of our department, his calm, compassionate and fun loving nature is the best. His judgements and decisions with regard to the department only shows his dedication and compassion for the same. He has been the constant motivation and reason for our accomplishments.



Prof. Sougata Banerjee, Dean

Our everlasting discipline and unwavering spirit is all a reason for our Dean's constant efforts put into us. As calm and patient as he could be with us, his tolerant nature towards all our queries helps us resolve everything with great ease. He is full of knowledge and explains everything with ease and in detail which makes it easy for the students to understand.



Dr. Sukanya Sarkhel, Assistant Professor

A skillful professor who has knowledge for every subject- you name it, she has it. Her out of the box methodology of teaching is what sets her apart from everyone else. She's always there for any issues we ever face in our department. Her individual attention to every student and making them feel valued is what we admire the most.



Dr. Supriyo Patra, Assistant Professor

A stress reliever, his classes are always something to look up to. He alludes to all his students as 'brands' and his lectures speak no less. With all the amazing examples and cases, he makes our classes interesting and learning fun. We eagerly await for his lectures and for all the exciting information.

MEET THE DEPARTMENT



Prof. Dibyendu Sen, Assistant Professor

Not only does he want us to think differently but so are his ways of teaching. Sir's lectures go beyond just the textbooks and makes us all put our thinking caps on. His life lessons add a great value to all our lives and we only have immense respect for him.



Dr. Basuli Dasgupta, Assistant Professor

Be it once or ten times, ma'am never leaves any stone unturned in clarifying doubts for us. Her effortless and calm nature gets nothing but the best out of every person in the department, which makes her very special for us.



Dr. Himadri Karmakar, Assistant Professor

Sir's charming personality and set apart identity makes a subject as monotonous and scary as maths and statistics interesting. A multi Tasker, sir helps his students even online. His lectures are not as boring as the subject but filled with jokes and little giggles here and there.



Prof. Rajashik Sen, Assistant Professor

A subject like accounting which one never thought can be fun has a changed perspective now, all thanks to sir. He makes sure to have interactive sessions with his students so that concepts are much easier and interesting to understand. His patient teaching only brings the best out of every child.



Dr. Rajni Gupta, Assistant Professor

One of the friendliest professors in college, her individual attention to every student makes everyone only love her. Simple tools of teaching help everyone understand even the most complex portions. She is always the one to put extra efforts to help her students succeed- in academics and in life.

MEET THE DEPARTMENT



Prof. Jnanranjan Chakrabarti, Assistant Professor

Always the one to make sure his students don't leave the lecture with an unclear mind. He is the one to start from scratch and reach the top most of every subject. Everyone has immense respect and love for sir as he expects everyone to perform to the best of their abilities.



Prof. Kaushik Goswami, Assistant Professor

Sir looks after Information Technology as a subject and serves to them a plate full of only wisdom and knowledge. His lectures are very insightful and so are the presentations. Taking down notes in his class is of vital importance and no one would want to miss out on any piece of information coming from him.



Dr. Mahua Basu, Assistant Professor

Ma'am chooses to let go of the common teaching methods and choose the chosen. One of the finest EVS teachers you would ever come across, her opinions and knowledge about this world we live in is worth everything. Great at eloquence and her command over the subject only makes one go deeper into it.



Prof. Oyndrila Ganguly, Assistant Professor

She teaches law to the BMS department. She makes the subject so discussable and comprehensible for everyone with diagrammatic explanations and sensible examples. Who thought a subject like law could be of easy understanding but thanks to ma'am, it now is.



Prof. Rashtrajit Sengupta, Assistant Professor

Sir's class meets only once a week, yet he assures that it is sufficient to address our corporate communication needs. Sir believes that every subject should be clearly explained and the "communication" should be smooth, be it personally or professionally.

MEET THE DEPARTMENT



Dr. Shaunak Roy, Assistant Professor

Amusing and fun- the person and his lectures, both. He makes the class interesting with his real life stories and gives examples that all students can relate to which makes the subject easy to understand. His presentations are a last moment life saviour for all of us.



Dr. Shouvik Sirkar, Assistant Professor

His classes are a combination of both- learning along the go and laughter with funny and witty comments. One of the most informative classes where students learn something new everyday, not only about the subject, but also about the current scenarios of the world.



Prof. Swaraj Kumar Nandan, Assistant Professor

Sir is a professor of E-Commerce at the B.M.S department. His computer information amplifies past the classroom lessons. He is the individual to go to if you have any questions regarding a college event or anything computer related. He ensures that his students 'excel' not only in tests but also in life.



Dr. Debanjana Dey, Assistant Professor

The one who's well versed with all concepts of economics. She can teach you and solve your doubt at any point of time, be it the class or corridor. Not only economics, but she is a mathematics problem solver too. The one who always makes classroom learning fun and easy but giving us breaks between long lectures.



Prof. Rinita Das, Assistant Professor

Her pace is calm and consistent, so that each student understands well. She is always there to solve all your doubts relating to corporate law. Her patience and persistence makes her an exceptional teacher.

MEET THE DEPARTMENT



Prof. Chandrima Banerjee, Assistant Professor

Ma'am doesn't just explain the concepts but makes sure to incorporate real life examples every time. She is extremely approachable, some might even say just like an agony column writer. Anyone who loves books can have a very fulfilling conversation with her.



Dr. Jayita Bit, Assistant Professor

If your demand for knowledge is high, she is the perfect person to supply you with impeccable perceptions. Ma'am takes you back to the good old school days when she makes you stand up for exchanging good evening wishes. She leaves no stone unturned for making the classes a perfect balance of fun, jokes and practical knowledge.



Dr. Soma Nath, Assistant Professor

A teacher who expects that her students are of the highest calibre, and considers all of us as appreciating resources. Ma'am is someone who teaches with an iron fist, yet is warm and humble to her students.

OFFICE STAFF



Mr. Subrata Kr. Chatterjee

The person who would give a solution to all our problems in the department. He handles all finance work, from our admission to condonation fee, he has the records for everything. He takes care of the funds and bills with his unique skills.



Mr. Manoj Chandra

The go to person for all attendance related queries. Manoj sir is a friendly and helpful member who is always ready to assist us without hesitation. He finds perfect solutions to all day to day problems in college.



Mr. Alok Ekka

The person to resolve all your administrative and general doubts, His collaborative and cordial nature makes him irreplaceable and extremely special in the BMS department. He is the walking wikipedia of the administration.

Meet The Board



Anisha Saraf

Seems like a cinnamon roll, it is a cinnamon roll. If we could describe Anisha in 3 words, it would definitely be "Expert as GOD". The member of the 'Om Shanti' club who shares B at the speed of lightning, her designs and posts are also exported at supersonic speed. The only thing sweeter than her is the mouth-watering cupcakes she brings for her juniors. Anisha's bag is no less than Doraemon's pocket, always full of unexpected goodies!



Kauwith Ghose

Kauwith is our society's living version of 'Grammarly'. Even if he doesn't have a solution for everything, he's the best listener you'll ever come across. He's camera-shy to the point where he literally seems like a celebrity shooing off the paparazzi. Carries 5 Stars around like a boss, and is the personification of sweetness and calmness - the only place where Kauwith is in a rush is to enter the gates of the Metro.

Meet The Board

Tanishka Agarwal

A powerhouse when it comes to work, Tanishka will bulldoze all the challenges that come her way, with her dose of 'fast fact' acting as the catalyst. She is everything a leader should look like and also has a good soft side to it simultaneously. She knows exactly how to deal with everything, be it people, situations or things. She has a 'well manage, no worries' and never give-up attitude.



Joint Secretary

Dristi Poddar

A master at work etched with fun, Dristi is your ultimate go-to person in times of trouble. Calm in her persona, she will go the extra mile to ensure perfection in everything we do. Being the supreme multitasker - from getting rounds made to figuring out ways to have fun during those tough times is what she is best at! You can't scold her without smiling. She is the person to handle all kinds of situations in the most tactful manner.



Joint Secretary

Meet The Board



Enakshi Varma

If your inner child had a person, we can guarantee it would be Enakshi! She is a very helpful person and is willing to sit with you and sacrifice her sleep in order to get the work done. She's an ultimate perfectionist and is always the one to make sure that every document is 'perfect' to the t. In the search for 'Om Jaanti' to calm down all the 'michi michi' in her life, she is one of the sweetest people around. So if sending memes at midnight or encouraging us to work hard to raise finance, she is the best of both worlds.



Anushka Kedia

If you ever read the words 'Paisa laao yaar' anywhere, you'll read them in Anushka's voice. She is your go-to person for anything and everything, whether you can't fix your toemail point or if you can't fix your life. She is always a phone call away. Kindness in her words, and sweetness in her actions make her one of the most fun people in society.

Meet The Board

Shruti Jain

A bundle of energy, wit and sarcasm - Shruti can make the most boring of situations fun, even walking down the stairs of the metro. A person who spends the entire day at "the office" of memes, she is someone who'll find innovation and creativity in everything she comes across. You can say that following trends is the "letter" of her area of expertise. Along with her killer sense of humour, she also kills many plans with her infamous "Acha Nahi Manenge" catchphrases. She is fun, loving and interesting to spend time with and of course, her expertise and skills have made us the marketing capital of college with out-of-the-box ideas.



Marketing Head

Shristi Rungta

Shristi Rungta is the living version of Dora the explorer who always roams around with her backpack always in search of something. Her laughter is no less than the human equivalent of a Dandi eco-friendly patasha. Gladly for us, Shristi is someone who is the perfect blend of those abilities. Running around the entire college like a fun-girl asking for autographs, she knows every nook and corner of this place at the back of her hand. Heading the Pyaasla department is no easy task, but she does it effortlessly.



Public Relations Head

Meet The Board



*Creative Head and
Public Relations Head*

Prerna Dalmia

Serious at work yet one of the most fun members in the board, whether it is curating amazing fun rounds or getting us mind blowing speakers and engagement, she has it all! Prerna using heavy vocabulary while being angry is definitely a highlight for everyone who has worked with her. If you want "Prerna" to finish all your creative work on time, she will entice you with treats and parties to get the work done. If you ever need shopping advice, you can enter the catalogue of her brain to find everything you want.



Creative Head

Vaibhav Lakhota

Vaibhav is the LeBron James of our Society. The only thing you need to know about him is that he has had more number of attempts at dunking a basketball than the no. of attempts he has had at competitive examinations. Tall in stature as well as in hopes of clearing exams, Vaibhav is the hooper to pass all your creative needs. He is someone who will surely dunk all your problems with his relaxed treatment.

XMS Report

2022-23

The Xavier's Management Society stands for a representation of amalgamation of ideas, opportunities, and learning. We attempt at gaining significant experiences in order to gain an insight to the corporate and management world outside. We aspire to create value for those who associate with our society and provide a platform to gain meaningful experience and organizational skills.

In the new academic year 2022-23, the society was determined to pursue greater achievements after projecting immense growth in the past academic year. The members of XMS welcomed the new batch of students with an event exclusively for the first years: X-Genesis'22 - "Break Through The Bastion" for the first time in two years within the college premises. With over 200 teams participating and three entailing rounds, X-Genesis'22 was closed with a huge success.

In addition to the size of its events, the Xavier's Management Society is renowned for its corporate social responsibility efforts, which includes giving back to the community. In the spirit of Christmas, the students at XMS organized a visit to Unmish, a school for children with special needs, on the 23rd of December, 2022. We not only planned a number of fun activities for the kids, but we also gave them gifts that were filled with a lot of affection and warmth. The members of XMS take pride knowing that they are the reason for the smiles of the specially abled.

On the back of a glorious start, we embarked upon our journey toward our managerial oratory event: X-Confero'23: "Assert, Invigorate, Engage.", driven by this motive of 'Nihil Ultra', and to take the traditions to a new level. The students of the Xavier's Management Society took X-Confero to a national level this year with participation from reputed institutions like Ashoka University and KIIT Bhubaneswar among others. Over 40 aspirants contested a series of intriguing rounds within college. With about 9 colleges from all over the country, four aspirants qualified for the final.

With a team of 80 members and a plethora of ideas in mind, we began preparations for our flagship event - The Xavier's Management Convention'23 - a National level management fest in the month of February. We organized the launch for XMC'23 in the college campus introducing the range of our events, namely - Best Manager, Finance, Marketing, Sports Management, Strategic Management, HR-PR-IR and Binge-Con. With this wide genre of events lined up, we kicked off the preliminary rounds for XMC'23 with over 200 registrations across all events. The Xavier's Management Convention 2023 then witnessed a battle of merit among students representing renowned colleges from across the country.

A series of insightful speaker sessions were conducted over the span of different events this year, with 2000+ registrations. We had the opportunity to host Mr. Ankur Warikoo (Entrepreneur, Author and Indian Youtuber) in an online interactive session with our students and Ms. Anamika Khanna (Indian Fashion Designer) in person to address the students.

Further, we also had the opportunity to have Mr. Kaushik Mitra (Vice President and CFO at Pepsico India) along with Ms. Amruta Joshi (Global Director of Data and AI Solutions) for a series of online speaker sessions. For another eventful in-person interaction, we had the honor of hosting Mr. Bharat Goenka (Co-founder and MD at Tally Solutions) in our college to name a few.

2022-2023 was a successful time because the society reached previously unseen heights. All of the members' collective efforts have paid off in the orderly execution of the events. At XMS, we put a strong emphasis on chasing every goal with vigor and cultivating a sense of camaraderie so that we can assist one another along the way. We live by the notion that we should discover many facets of this dynamic world, encounter a group of ambitious individuals, and develop a lasting relationship with each other. We owe our success to the constant support of Father Principal- Rev. Dr. Fr. Dominic Savio, S.J., Father Vice-Principal- Rev Fr. Peter Arocklam, S.J., Dean of Department of BMS- Professor Sougata Banerjee, our Professor-In-Charge, Dr. Sukanya Sarkhel, and Assistant Professor-In-Charge, Dr. Supriyo Patra.



Compiled by-

Dristi Poddar, Tanishka Agarwal
Joint Secretaries, Xavier's Management Society

Finance Report

2022-23

Finance is essential to the success of any organization as it is the foundation upon which the society is premised. It involves the management of financial resources to enable the society to operate with coherence and efficacy. As the finance heads of the Xavier's Management Society, we are proud to present the Annual Financial Report for the year 2022-2023.

Despite the challenges posed by the pandemic and the transition to physical operations, the members of the society delivered a remarkable performance and achieved a new touchstone for the upcoming year. The society is grateful to have collaborated with several companies, including Linc, EduAims, Toaza TV and 91.9 Friends FM, among many others.

Team XMS organized several illuminating sessions with prestigious educational institutions such as ISBM and MARS Training And Solutions. In addition to the insightful webinars, we also hosted physical sessions in collaboration with prominent companies and industry leaders, namely Mr Manil Agarwal, Mrs Pragati Surekha, and many others. These seminars covered a range of topics, including 'Sustainability in Entrepreneurship' and 'Emotional Well-Being of College Students' and provided students with an opportunity to network with professionals in their field of interest. The success of these sessions reflects the commitment of our team towards providing a holistic educational experience to the students of St. Xavier's College (Autonomous), Kolkata.

We broadened our social media outlay and were able to streamline communication and make information more accessible to members and the public alike. This investment has proven to be a valuable asset for the society, and we are thrilled to see it succeed. Moreover, the society focused on increasing its on-campus presence with a wide range of marketing techniques.

This involved the creation of promotional materials such as standees, banners, and posters that were strategically placed in high-traffic areas of the college campus. The society also mobilized a magnificent launch for our flagship event, XMC '23 to engage with the student community to build interest and excitement. These marketing efforts helped to increase visibility and create a strong brand presence for the society, reaching out to a wider audience and having a greater impact on the student community.

XMS believes in upholding our moral compass which makes us socially and environmentally aware and driven to undertake community outreach activities. In light of the above, we organized a social drive wherein our members celebrated Christmas with the children of the NGO-Ummish. The event was a resounding success and we were glad to contribute to this noble cause. As finance heads, it was our responsibility to enable the society to satisfy its financial obligations by allocating funds to various departments and ensuring that they were utilized proficiently. We created a stringent system of financial management, keeping a close check on all expenditures and sources of income. Our department played a vital role in fostering the harmonious operation of the society and its events, and we are delighted to report that our efforts have been successful.

Our endeavors would not have been possible without the guidance and support of Reverend Dr Dominic Savio, S.J., Principal, Reverend Dr Peter Arockiam, S.J., Vice-Principal, Professor Sougata Banerjee, Dean of the Department of Management Studies, and our professor in charge Dr S. Sarkhel and Assistant Professor-in-Charge Dr S. Patra. We are grateful to Subroto Sir, Monobroto Sir, Papon Sir, Sanjoy Sir and the entire treasury department of St. Xavier's College (Autonomous), Kolkata for their invaluable assistance in ensuring that the administrative process was carried out smoothly and the event was executed flawlessly.

Our profound appreciation goes out to Harshita Saraf, Isha Agarwal, Mohammad Tauqeer Siddiqui, Mohit Joshi, Paridhi Jain, Raghav Bansal, and Shreya Agarwal for demonstrating exceptional devotion towards the department.

Their persistence and perseverance towards their roles have contributed immensely to the success of our team. They have consistently gone above and beyond their responsibilities, and their positive attitudes and collaborative spirit have been instrumental in cultivating a great working environment.

We would like to express our gratitude to all the members of the society for their valuable contributions. Our team illustrated unprecedented adaptability and devised innovative strategies to accomplish our objectives. We aspire that the achievements of our team set a benchmark for future generations of the Xavier's Management Society to follow.

We are immensely proud of the work that XMS has put forth this year. With new opportunities on the horizon and the unwavering support of our sponsors and team members, we are confident that our journey of success will continue. We eagerly anticipate what the future has to unveil and remain committed to pursuing our mission with passion and dedication. Once again, we extend our sincere appreciation to all those who have supported us along the way, and we look forward to continuing our collaborative efforts to achieve even greater heights in the years to come.



Compiled by-

Anushka Kedia, Enakshi Varma
Finance Heads, Xavier's Management Society

THE GAMING INDUSTRY: A MULTI-MILLION DOLLAR WORLD

Remember the days when you used to scamper your local market for Video Game CDs, rush back to your desktop at home and wait with bated breaths as the game booted for the first time. With the air of delirium floating around, a quick shrug of the shoulders coupled with a sparkle of the eyes as you would prepare to devote your time to master that game. Well, the love for video games has remained constant in the hearts of the people,

while the industry has made such leaps and bounds to great heights. Taking a trip to the arcade room has now evolved into watching players compete at blockbuster flagship events to be crowned the ultimate superstar of their video game. With the perfect blend of skill, perseverance and endeavour, these players practice their art to perfection. The industry has proliferated with the rise in engaging eSports titles and

and the fact that people have started to understand that adopting gaming as a career can be extremely profitable. Gaming has gone on to surpass linear TV, and other forms of on demand entertainment to become the world's largest mode of media consumption. An industry that already has a whopping \$336 billion in market size, it is expected to set higher benchmarks with every passing



year. The Covid-19 pandemic might have been a bane to most, but the gaming industry soared at the time. Lockdowns, and subsequent restrictions of movements of people meant that people spent a lot of time indoors, driving the remarkable growth in video gaming. Gaming houses capitalised on this, releasing several of their games as freebies. The gaming industry in India has been growing at a rapid pace in recent years. According to a report by KPMG, the Indian gaming industry was valued at approximately \$930 million in 2020 and is expected to reach \$3.75 billion by 2024. This growth can be attributed to various factors, including the rise of mobile gaming, the increasing number of internet users in India, and the growth of e-sports. With a revenue share of more than 40%, the mobile sector led the market in 2021. Over the

course of the next ten years, the mobile category is anticipated to maintain its market dominance. The mobile market's expansion can be attributed to the increased adoption of smartphones. The rising desire for mobile tablets with larger displays, which ensure better gaming experiences, is another factor contributing to the expansion of the mobile market. Over the course of the next decade, the segment's growth is anticipated to be significantly influenced by the increasing sales of handheld gaming consoles. Companies are always on the lookout for introducing new paradigms, exploring emerging digital environments and adding value to their games. Games have also been at the forefront in spearheading the increased amalgam of the digital and the physical world, made possible through concepts such as AR, VR and the Metaverse.

Overall, the gaming industry in India has immense potential for growth, and with the right policies and investments, it can become a significant contributor to the Indian economy in the years to come. Video gaming has ceased to be just a source of entertainment. With an ever growing set of like minded individuals, the formation of a mega industry across all genres has brought gaming to its deserved pedestal of glory. The future of the industry is sure to dazzle, with sustained rise in consumer demands making gaming a bigger part of the common man's daily life. The growth of a fostering eSports scene, a thriving community and advancements in technology can truly take the industry to unimaginable zeniths.

CHATTING WITH THE FUTURE

AI CONVERSATIONAL TOOLS

Artificial Intelligence (AI) has revolutionized the way we communicate, work, and live our lives. One of the most significant contributions of AI in recent years has been the development of AI-powered conversational tools. These tools use natural language processing (NLP) and machine learning algorithms to understand and respond to user queries in a human-like manner. In this article, we will discuss some of the most advanced AI conversational tools available today, including the Midjourney Bot, Dall-E, AI-Powered Microsoft Bing, and the Chat GPT.

MIDJOURNEY BOT

The Midjourney Bot is an AI-powered conversational tool that helps businesses engage with their customers in a personalized manner. It uses NLP algorithms to understand the customer's queries and provides them with relevant information and recommendations. The Midjourney Bot is particularly useful for businesses in the hospitality and travel industry, where customers require personalized assistance with travel planning, booking, and itinerary management.

DALL-E

Dall-E is a cutting-edge AI-powered tool that can generate images from textual descriptions. This tool is developed by OpenAI and is trained on a massive dataset of images and descriptions. Dall-E can create realistic and imaginative images from simple textual descriptions, such as "a green armchair in the shape of an avocado." This tool has immense potential in fields like design, art, and advertising.

AI-POWERED MICROSOFT BING

Microsoft Bing is a popular search engine that is powered by AI and machine learning algorithms. It uses NLP to understand user queries and provides relevant search results. Microsoft Bing's AI-powered search engine is particularly useful for complex queries that require context and background information. For example, if a user searches for "best restaurants in New York City," Bing's AI-powered search engine can provide recommendations based on the user's location, preferences, and search history.

CHAT GPT

Chat GPT is an AI-powered conversational tool that can understand and respond to user queries in a human-like manner. It uses NLP algorithms to understand the user's queries and generates responses based on its vast knowledge base. Chat GPT is particularly useful for businesses that require personalized customer support or assistance. It can also be used for personal purposes, such as answering general knowledge questions or providing recommendations.

- ENAKSHI VARMA



FINANCIAL TIMELINE



At last, the wait is over for LIC's much sought maiden float. Well, as we all know, soon after filing its DRHP it became the talk of the town and we witnessed much gossip about its issue pricing, size, valuations etc. On those snippets, the conglomerate mulled raising around Rs. 68000 cr. with its maiden mega IPO with an expected price tag of around Rs. 2000 based on its embedded value. Thanks to the illiquid situation in global markets following the Russia-Ukraine war and the slowing down of the economy with rising inflation. As known, the Government has always been investor-friendly and this time too it has shown the guts to take the hit and come out with a most lucrative offer to raise around Rs. 21000+ cr. Still, it is a mega IPO in Indian history so far.

We all know about the political and economic turmoil that the island nation of Sri Lanka has been going through. With 10% of Sri Lanka's total foreign debt, Beijing has been the nation's largest creditor. The communist nation extended it to close to USD 12 billion in loans to the Sri Lankan government between 2000 and 2020, largely for a slate of major infrastructure projects that turned into white elephants. It is obvious that China has provided practically all of the funding for the initiatives termed "white elephants." A concerning lack of transparency has also accompanied Chinese-funded projects in Sri Lanka, in contrast, for instance, to Japanese-funded projects, where the terms are made public and the costs are contested by the media. However, it is evident that China has provided practically all of the funding for the projects termed "white elephants." A concerning lack of transparency has also accompanied Chinese-funded projects in Sri Lanka, in contrast, for instance, to Japanese-funded projects, where the terms are made public and the costs are contested by the media.



HDFC Bank on April 4 announced that the housing finance major HDFC will be merged with the banking major. Since then, shares of HDFC Bank have risen nearly 3 per cent while the benchmark S&P BSE Senses has gained 3.7 per cent. HDFC Bank now eyes a bigger and larger role within the banking sector and the economy as a whole with the ongoing merger with its housing finance entity. The bank, on its part, believes that it is a play on the Indian economy, which assumes significance as it is widely believed that India is poised for robust growth in the coming years.

In August, the Adani Group had acquired an indirect 29.18 per cent stake in NDTV — a company promoted by Pranjoy Roy and Radhika Roy — by acquiring the shares VCPL — which, in turn, held 99.5 per cent stake in RRPR Holding, a promoter group entity. The group has paid Rs 602 crore to Roys, which is nearly 17% premium above the Rs 294 per share that Adani Group had put in an open offer to minority shareholders after acquiring control of RRPR Holdings. Adani's attempt to foray into the media business came to the limelight in September 2021 when NDTV denied buyout by Adani Group. The so-called "hostile takeover" was indeed an acquisition route of RRPR through VCPL on a mutual agreement.



Defence company share prices have increased faster than the benchmark NSE 50 Index, which measures the weighted average of the top 50 NSE equities. Heavyweights in the public sector like Bharat Dynamics Limited (BDL) and Hindustan Aeronautics Limited (HAL) have seen increases in their share prices so far this year. At the end of trading on November 18, 2022, Bharat Dynamics Limited, a producer of missile systems, had had a year-over-year increase in its share price of 135.6%. Additionally, private companies like Bharat Forge and Astra Microwave have seen an increase in share prices in 2022. Bharat Forge, a producer of artillery and armoured vehicles through its subsidiary Kalyani Strategic Systems Limited, has seen an increase in share price this year. In contrast, from 3 January 2022 and 18 November, the NSE 50 only increased by 3.87 percent, rising from 17,625.70 to 18,307.65. In essence, the defence equities have outperformed this significant market benchmark.



The process of seeking out additional security in one's chosen career and putting oneself in position for an unexpected layoff is known as career cushioning. This can be done by planning ahead for a job search at the beginning of a career or by actively seeking a new position that feels more secure. Several tech corporations have been laying off workers in an effort to reduce expenses or as part of "rebalancing" strategies. Major layoffs have already been reported by Meta, Twitter, Intel, Cisco, and other well-known businesses. Google and Amazon are expected to announce significant layoffs. Recession and job losses are terrifying and distressing, but they're less stressful if one is ready for them. Finally, we use these abilities to address issues. And today's issues call for a wide range of abilities. Career cushioning is a tendency that will continue whether there are layoffs or not. Upskilling will assist one in moving forward in their career in addition to providing a safety net in case something goes wrong.

KABIR BEDI

INDIAN ACTOR

Interviewed by : The Editorial Committee
Mode of Interview : Online



1. You interviewed the Beatles in 1996, what was the overall experience like?

1. You must comprehend the setting of the 1960s in order to comprehend the importance of interviewing the Beatles. It was the era of the greatest cultural revolution the world had ever seen—a revolution of love, compassion, and peace—and there were street protests taking place as well as a tremendous transformation in music. At this period, you had the Grateful Dead, The Doors, Jefferson Airplane, Janis Joplin, and Otis Redding, in addition to the Rolling Stones. The summer of love, which occurred a year after my interview with The Beatles, symbolised the end of an era, and it was a very exciting time to be alive. I'm talking about the phenomenal changes happening, the hippies and their philosophies were descending on the world, and all of these things made it a very exciting time to be alive. The Beatles weren't just a band.

2. You were able to foray into the entertainment industry of India, the United States, and Europe with ease. What is the key to your ubiquity?

2. While I'm unsure about the universality, I understand what you are saying. In my book, I describe my career graph, which goes from Delhi through Bollywood to Europe to Hollywood. In addition, it discusses a few of my deeply intimate interactions with some exceptional women. I believe that it would be interesting to many people because it includes many of the life-altering events that I experienced, but my ambition to break down barriers is what ultimately led me from Bollywood to international countries. I was an actor who had trained in the English stage and thought that I didn't exactly match the profile of a Hindi film actor in my home country. As a result, I was searching for possibilities abroad. The crucial factor in this is that.

3. During the pandemic, what inspired you to write a book? Your autobiography 'The Stories I Must Tell' spoke about "rise, ruin and resurrection". Speaking of resurrection, was there a point in your life when you felt that rising from the ashes was impossible?

3. Like I said, you have to reevaluate everything when your living circumstances change. And when something catastrophic occurs, whether it be a personal tragedy, an incident at work, or something like the pandemic, you need to reevaluate. And that's when I realised that everything had abruptly halted, including voiceovers, television work, attending events, and motivational speaking. My daily activities came to an end. What should we do next, I pondered? I realised that time was a beautiful gift that I had been given, and I thought, "Well, I've been thinking about writing my book for the previous ten years, but I've never been able to get down to completing it because of the distractions of the world."



4. You have mentioned in your book that heroes are ordinary people who do extraordinary things. When you look back to films like 'Khoon Bhari Maang', the James Bond film 'Octopussy' or the series 'Sandokan', do you consider yourself as a hero in your career or your real life?

4. I have accomplished a lot, but it doesn't mean I should view myself as a hero in my job or my personal life because I am equally aware of things I should have done differently in terms of relationships, career decisions, or career movements. I therefore do not view myself as a hero, but rather as a person who has accomplished some noteworthy milestones; for example, I was the first actor to leave Bollywood and actually establish a career in Hollywood, as well as the first to become a star in Europe. However, ask any man's wife; you know, no husband is a hero for their wife; she is a partner. Thus, the advice I received said that "heroes are regular individuals who do remarkable things."

5. You have been conferred with the honor of being a voting member of the Oscars. How do you think Indian cinema can propel itself to the zenith and stake its claim as the most promising film industry across the globe?

5. By its very nature, cinema begins locally. Italian cinemas are the most significant to the Italian audience, Japanese cinemas are the most significant to the Japanese audience, and Indian cinemas are the most significant to the Indian public. Each cinema must determine its most significant significance to this population. Well, winning an Oscar would be good, but the Oscars are really only for the American film business. They do give out a foreign film prize, but there is fierce competition for it around the world, so winning an Oscar isn't the only way to be successful. As neither we nor they are required to do so, we don't present American film prizes such as the Filmfare or IIFA. Thus, it is regional.

6. As a person who has played various roles in his career being so multifaceted over the years, you seem to be a person who is driven by his terms. In this journey, what do you think are your greatest takeaways?

6. I would argue that the key messages are to not be afraid to push the envelope, to not be a hermit and to not be afraid to take calculated chances. Playing it safe can cost you a lot in the long run. Avoid taking the middle path. Therefore, don't be afraid of the unknown or the unconventional because I took those risks and received enormous rewards as well as great tragedies, but overall, I think I had a much more interesting life whenever I just stayed in ALL INDIA RADIO, I just stayed making commercials for large corporations, or even just in Bollywood. You take the unconventional choice, you take the road less taken, you dare to do it, so don't be afraid to do it.

7. You have experience in film, radio, television, and theatre amongst many others. After having worked in all these industries and with so many people, is there any other field that you would like to explore? Or is there any industry or personality who you may or may not have worked with but are looking forward to collaborating with in the future?

7. I'd like to work with a lot of individuals in the future, but let me first explain that the road I'm currently experiencing is that of becoming an author. I received writing instruction during my time working in advertising. Some of the little letters that I have saved from my mother's handwriting show how beautifully she used to write. Yet being able to write well is not the same as being a writer. Writers sit down and write all day and all night, and I didn't do that. I was able to write, but I didn't work hard. Now that I've worked hard and published a book, it's been really successful.

8. In February 2017, you were announced as the new 'brand ambassador' of the international development organisation, Sightsavers. Can you tell us what drove you to choose this endeavour?

8. I am quite picky about the charities I support. The first is known as Sightsavers, while the second is known as Care and Share Italy. Sightsavers provides assistance to the blind and visually impaired. My grandmother was blind, and I watched her do her best to adjust to everything around her while being blind. I hate feeling this way. She would call me and say, "Son, tell me what's the news," and she would have me dictate it to her in Punjabi, which is how she had me learn Punjabi. She knew that many newspapers would come to the house since you are in a highly economically aware-oriented family. She then employed that to teach me Punjabi. Yet I always had a strong desire to solve problems.

9. You had your talk show- 'The Director's Cut' in which you interviewed our country's leading directors. After interviewing so many talented and skillful directors what did you learn about the thought process of a director?

9. Of course, directors are essential to the creation of all movies, and while working on THE DIRECTOR'S CUT, I discovered a lot more about them. Yet even in the theatre, where I started my career, it was important to grasp the director's point of view since, in the end, you were carrying out his vision as much as the role you wanted to play. Because you appear to be the most compatible with his vision, he casts you. I have collaborated with directors in theatre and cinema in India, Italy, the United States, and England, and I have come to realise that the key to playing the character correctly is to comprehend the director's perspective since, particularly in films, it is that inventiveness that propels the narrative.

Message - My message is firstly to be very grateful for where you are because you are in a wonderful college. you are, just by virtue of being in a college like that, more fortunate than many other students, and people in the country. Be aware of the opportunities that lie before you. Don't assume you know them. Explore those opportunities, you have the internet to explore, your books to explore, and your professors to guide you, don't think you know it all. And lastly, choose very carefully and for the right reasons because unfortunately, at a very young age, you have to make some very important decisions. Make those decisions with great care and if you do, you live a very happy and fulfilled life. If you don't, you'll have a lot of regrets which you can correct later in life but it will be very much harder so use this opportunity in the wisest way you can because you are among the best!

KIRTI BHOUTIKA

Winner of Masterchef India, Season 5

Interviewed by : The Editorial Committee | Mode of Interview : Online

1. You are the youngest MasterChef India winner. How has the journey post the big win been?

Ans: So, I would say, and I always say that this journey has been absolutely life-changing. You suddenly become a celebrity from a regular college-going student. So, that change has been massive and the biggest take from this is how much influence I have started to have on other people. You know people now want to go to these reality shows, and people now think that these dreams are achievable and doable. I am proud that I could do this.

2. You're a well-respected chef who's hosted dinners for Italian officials at their embassy in India. In January 2018, you were chosen to cook the dessert for a dinner hosted by PM Narendra Modi and delegates from all around the world at Davos, for the World Economic Forum. What was that experience like?

Ans: This was when I went to Delhi to cook for the Italian delegates in the embassy of Italy. That was one of my first big events, it was absolutely beautiful and humbling at the same time because I just felt so important being in such an event but at the same time you feel so small being among such esteemed delegates. It is a very humbling feeling but at the same time, you are very proud of yourself so it goes two ways.

Talking about Davos, I think that is one incident and memory that will always stay with me no matter where I go, and how big I become because I did not ever think that was going to happen and not just Mr Narendra Modi, there were many other important people from around the globe in that one event. I remember I was there for the dessert, the Taj Mumbai team was there for the main course and the hotel that we were hosting this in, the one in Switzerland was in charge of the appetisers and I was the only person in charge of the desert. I think that is a huge responsibility and there were 2-3 people from Mr Narendra Modi's team who had come and tasted the dessert before they could pass that on to him. They tasted every single item that he was going to eat later and it was a huge deal I don't think I will ever forget it.

3. Over the past few years, what has your biggest learning been in terms of running a business?

Ans: I think the biggest learning in terms of running a business yet has been how important a team is. When I started this business I used to do everything on my own- whether it was content creation, production, human resource management, stock management, marketing, every single thing - you name it and I was doing it myself. Even for that matter, all the creatives, logo designing, everything was being done by me; of course, because that's how I started and everybody starts there. But as I grew in the business, I realised that until you have a good team your business cannot grow. You can do well but if you want this to become a business you need to have a team - you need to have people, delegate work, and thrush them. And I think that has been the single most important thing that has made me go from a home chef to a business person. So, having a team I think is hands down one of the most important things if you want to grow a business.

4. With the growing influence of Social Media, how do you think the patterns have changed in terms of growing a business in the line of your profession compared to when you started? How do you make the best use of it?

Ans: I started around 5 to 6 years ago and I think at that time social media was still there but not as much as it is today. When I started it was more about word of mouth and that was the most important tool for promoting my business back then. But today it is Instagram, I am not using any other media for promotion also because of my follower base. I am fortunate to have a huge number of followers on Instagram anyway. So that has just been the most important tool for me. I would say 70 % of my business comes from it which is a very big chunk and the rest 30% from word of mouth. And not just for me I think businesses across the globe, Instagram and social media in general, have played a very important role. I am an influencer and create content for other brands as well so I know how much this social media and influencer marketing has been helping businesses and that is why people invest so much in it.

5. What was the turning point in your journey? Was it scary at first and how did you cope with it?

Ans: To answer your first question, I have been asked this question many times and I have said that I did not have one single turning point. I think every decision you take in your life is a turning point. I cannot say only Masterchef was a turning point because before Masterchef took up baking doing that one-day baking class pushed me to bake was a turning point. Taking up nutrition science as my career option was a turning point. Masterchef again was a turning point. Starting SugarPlum was a turning point. So I think your life is a mix of many important decisions that you take.

To answer your second question, to be very honest I was not scared. Because normally as a person I don't have very high expectations from myself or my life. All I want to do is do the best I can. I do not compare myself to people. I do not compare my journey to others. I do not have unnecessary scary goals for myself. Even in Masterchef like I said I did not enter the competition with this feeling of wanting to win it. I just wanted to give my best and have fun. That is what I do with my life as well. Even with my business, I do not compare myself or necessarily push myself to do something. I want to do my best. I strive every day- "Okay what else can I do, what is it that I can do better with my business?" But normally I do not push myself to an extent where I am scared to lose. There is always a nice Zen mode of being the best I can be and nothing more.





6. The world today is more dynamic than ever with individuals carving a niche for themselves in the most unconventional career choices. Having said that, how do you see the future of culinary arts in the next decade?

Ans; I think that Covid made me realise that the culinary space is here to stay because during Covid when a lot of businesses were facing losses and shutting down and people did not know what to do food was still going strong. I think food is something that will never stop. Food is something that as a business as an industry is always going to grow. It is definitely dynamic and there have been a lot of changes during covid, pre-covid and even now. Things have changed for the industry for sure. But I think as an individual it is right for us to just embrace the changes and move ahead. As a businessperson I think change is something that you have to deal with. If you sit with one product, you are not going to grow. People need new products, there are new entrants in the market everyday. Everyday there is a new bakery or a new restaurant opening. It is important to keep changing and at the same time also stay grounded. Maintain your standards, maintain your recipes but at the same time see what is happening in the market. It is important to create a balance. Do what you are doing. Do it well. But at the same time see what is in the market and see what is growing. So in my opinion, the future of the food industry is extremely bright. It is one industry which will always have a bright future.

7. While MasterChef looks extremely entertaining and enlightening on screen, it is double the time and more nerve-racking and difficult for a participant. In your experience, how important do you think it was to have confidence in yourself rather than being just knowledgeable?

Ans; Talking of any reality show, I feel confidence is extremely important. In the first round the emphasis was on how you speak and present yourself on camera rather than the dish you prepared. Besides being a culinary show, MasterChef is also a tv show, so you need to be confident and by confident, I do not mean overconfident in the fact that you are going to win, I could never say that till the last challenge presented to me. Instead, I mean the confidence in your food, in yourself as a person who belongs here and in believing that you are a good, smart individual who can speak your mind in front of people.

8. Do you believe that initiating one's own cafe or restaurant is a lucrative start-up these days? If yes, besides your outstanding label 'Sugarplum Cakery', are there any plans to expand your business?

Ans; Okay I will take these two questions separately. See this is a very individual take. There are people who are definitely stepping into opening restaurants and cafes. But is this a very lucrative field to get into if you want to start your culinary journey? It is a very debatable topic. We see all these famous and all successful restaurants and businesses but we do not see the hundreds of restaurants and cafes that open and shut down too. The restaurant business is extremely difficult to manage. It is extremely time consuming. It financially as well as emotionally drains you because it is something you have to do everyday. There are live customers. You have to serve them. Some people will like your food, some people will not. There are so many aspects to running a restaurant business. You need skilled staff. So today if my chef leaves me I have to find a chef who can do all of the same recipes, the standardised recipes, that we have been doing. So it is difficult. The staff turnover in this industry is very high. People leave very fast and they move on to the next restaurant. You have to continuously train your staff, get good stuff, get the raw materials from the same place and make sure the raw material remains the same because your end product will vary. You need to satisfy your customers. You have to keep changing your menu like a seasonal menu or a festive menu. There is just a lot. Above everything the overhead costs are extremely high. You talk about rent, you talk about salaries, everything like it is a very difficult business to enter. So in my personal opinion if you have the appetite for big risks then it is a very good field to enter. Otherwise you may want to start small.

Coming to your next question, SugarPlum is a cloud kitchen. It is not a cafe or a bakery yet. Of course if I talk about if I want to turn this into a cafe or a bakery, maybe I do or maybe I do not. It is because I feel a cloud kitchen or an online business model right now in today's world where deliveries are so quick is a more lucrative business opportunity. If I do have a bakery in the future, which I hope I do, it will be more for my physical presence in the market but I do not think it is linked to having a good business.

9. What is your message for the students of St. Xavier's College(Autonomous), Kolkata?

Ans; I think my message to everyone reading this or hearing this would be to just do the best you can. I sincerely feel like today we as a generation have become too obsessed with numbers. I am talking about social media numbers. I feel we are very obsessed with what others think about us- about how we dress, about how we speak, about how we might come across in front of people. We are a generation who are, because of social media, trying to live our lives according to other people- what would please other people, what would make them feel cool in front of other people. I think that is something we should be a little more mindful of. I think just do what you do best in your careers. Do not necessarily try to copy everything that is on the internet, everything that people are doing. So do what you do best. Whatever you do, give it your 200%. Even if you are reading a book, give it all your heart. And I think that is something that has got me where I am today.

MANISH GANGWAL

**CFO & President
Gulf Oil Lubricants India Limited**

Interviewed by : The Editorial Committee

Mode of Interview : Online

1. Our college years are considered the most vital years of our life. Being a Xaverian yourself, what are some of the valuable lessons that you learned in your formative years in college and how have they helped you to excel in both your personal as well as professional life?

I have doing memories of time spent in Xavier's Kolkata during my graduation. The discipline on campus was high but the fun part of college life was never taken away. The atmosphere was electrifying and I made many friends for life there. These days life is very fast and equally so, and learning is also fast-tracked with a lot of technology supplements but I still feel that during my days, the entire method of teaching and those Saturday exams helped me incalculably in taking up the professional certifications subsequently. Sometimes they were scary/challenging, other times they were fun. I got the strong belief system of 'continuous learning' from my Xavier's days.

2. As a CFO what are the most difficult decisions that you are expected to make? What has your journey at Gulf Lubricants been like?

I became a CA when I was 21. At that age, like others, I also wanted to one day become a CFO of a reputed listed company.



But I knew, the growth ladder comes with multiple steps and so, I worked in the finance department at various hierarchical levels in different listed companies. Over years, with that knowledge acquired, it was good to get an opportunity to contribute as a CFO at the early age of 39 years. As CFO, per me, the most difficult but important decisions are around striking a fine balance between the company's growth

aspirations and financial prudence. We are in a world where every company and its management wants to follow a high-rated growth path but it is the CFO's responsibility to ensure that in the pursuit of growth, the company is not drifting away from fiscal discipline, for example, not getting excessively leveraged. At Gulf Oil, we ensured the same while still becoming the fastest growing lubricant brand in India, which I feel proud of.

3. Gulf announces one or two partnerships every year. Do you think in today's economic world, collaboration is the keyword? Can you tell us a little bit about the ElectreeFi partnership?

Yes. A partnership is a key to Growth. In today's world, you would not see an end-to-end monopolistic organizations doing everything on their own. To be ahead in the race, pooling complementary resources by way of collaboration makes more business sense to me. It brings the desired agility to the organization. For example, Gulf Oil is primarily a

lubricant company but we wanted to grow our presence in the Electric Vehicle (EV) space which is emerging and future-focused. So we collaborated with ElectreeFi, a SaaS provider to the EV ecosystem, which will help us combine our distribution and brand strength with ElectreeFi software to help create charging and/or battery swapping infrastructure.

4. The entire world is considering electric vehicles to conserve the environment. How do you think Gulf Oil can play its part in creating an ecosystem for electric vehicles in the country?

While I believe that EVs will take a certain market share in certain segments over the next 1-2 decades, traditional ICE vehicles will co-exist as well. However, Gulf is very keen to play its role in creating and developing an EV eco-system based on its 3 key strengths; our pan-India distribution network with more than 80000 touch points, our brand strength in the automobile space where Gulf is a very trusted brand of choice and our relationships with ICE OEMs who are going to play their EV journey, also complimenting ours. So I see a clear roadmap ahead of us for a very satisfying contribution made by the Gulf in the EV landscape of the country.

5. What effects did the coronavirus epidemic have on the lubricants sector?

Lubricant consumption is largely dependent on the movement of vehicles and as the country came to standstill (except for essential services), the lubricant demand was severely impacted during lockdowns. As the movement of goods and services picked up with the partial opening of markets, the demand started normalising as lubricant is a semi-essential product and not a discretionary purchase item. The good part is that the impact of the pandemic and lockdown is history now and the business sector is very resilient about it.

6. It's been 11 long years of association between Gulf Oil & Chennai Super Kings. How has the journey been and how has it been delivered for the brand?

Gulf has been the longest-standing brand partnership with CSK among all IPL franchises and all categories of brands. It's been a delightful journey, with CSK being

one of the top teams in this hugely successful tournament. Yes, the Gulf brand is visible on the team jersey but beyond that, we also plan a lot of ATL (above the line) and BTL (below the line) activations around this brand property. And see, a cumulative impact is that today we are among the top 3 most recognised brands in our sector.

7. You are an ardent fan of Formula 1. How do you think the major players in the automobile sector, complemented by the government's efforts, can rejuvenate the Indian Grand Prix?

Well. While we all would love to host a Formula 1 event in our country, it is up to the statutory authorities and organisers to decide on the executable modus-operandi. We, as fans, are eagerly

waiting for a go-ahead and are very positive about it shortly.



8. How do you see the growth prospects of the oil industry moving forward with the shortage the entire world has faced?

With the easing of supply chain situations and emerging logistics hubs across the globe, the oil industry is operating at a near-normal level. Of course, there is a continuous need for infusing more upstream investments to continue to explore the crude reserves across many countries but the industry as a whole is putting a lot of effort into feasibility aspects.

9. Nowadays, we see more people inclined towards building a career in the field of Finance. According to you, is there any specific skill they should inculcate or learn to shape their career in a better way?

Finance is the core of any business and industry. It has always been a critical function. Today, a finance professional is not only a storekeeper of digits but also an advisor to the CEO on growth and transformation. Globalisation and e-commerce also demand a fair knowledge of international taxation, cross-border transactions etc. Today, with every CFO becoming a digital CFO, a lot more focus is given to financial and risk analysis and hence a good knowledge of IT/ERP systems is no longer a wish list. A lot of variegated learning is critical for the rightful exercise of CFO duties.

10. What is your message for St. Xavier's College (Autonomous) students, in Kolkata?

I have always cherished being an Alumni of St. Xavier's College, Kolkata and wherever I had mentioned this, people have seen me with more respect. I would like to say to all students that it's a dream college and you should not let this opportunity waste. These three years can shape your career and life. Study hard, follow your passion and make lots of friends.



MARKETING TRENDS

Marketing campaigns such as Nike's "Just Do It," Snickers' "You are not you when you are hungry," and Pepsi's "Is Pepsi OK" have a lasting impact on our memory. They make brands stand out and are strategically used to promote products or services using various media. Effective marketing campaigns are essential for businesses to compete for customers' attention. Here are six inspiring examples.

ADIDAS:

Why go for a normal static billboard when you can make use of a liquid one? It was the initial concept adidas used to introduce its inclusive and conservative swimwear range for women. The sports brand introduced what it claimed to be the world's first-ever liquid billboard placed at one of Dubai's popular beaches to promote its mission to provide a greater selection of technical apparel for athletes everywhere. At the same time, it signifies to empower women and strengthen its commitment to ensuring that sports remain as inclusive as possible. Its walls can hold around 43,500 litres of water, which is equivalent to nearly 100 bathtubs, and its five-metre-high, three-metre-deep swimming pool can fit about 5,300 Adidas shoe boxes.

PRESTIGE:

TTK Prestige has launched a new range of non-stick cookware called Omega, which promises to address a common consumer complaint about cookware handles coming apart. The company has come up with an innovative branding in Bangalore to communicate this feature. The branding features a giant non-stick fry pan with a handle that is strong enough to support the weight of the branding. This unique concept not only highlights the strength of the handle, but also creates a visually striking display that catches the attention of passersby. TTK Prestige's Omega range of cookware is designed to provide a better cooking experience and address the common pain point of handles breaking. This branding is a clever and effective way to communicate this message to potential customers.

VANS:

Vans has introduced its latest MTE collection and to celebrate, the brand has created a unique and eye-catching promotional campaign in New York City. The company built 100 tall replicas Vans vehicles, called 'Vans vans', which took to the streets to showcase the benefits of the footwear in cold weather. Vans partnered with popular NYC influencers, New York Nano and Li Mi Montezella, who shared the story with locals along the way, urging them to try out Vans MTE styles first-hand. User-generated footage of the Vans vans were viral on social media, gathering over 1.8 million views and 88K likes organically over the weekend.

This innovative and fun campaign effectively showcased the features and benefits of the Vans MTE collection to potential customers in a creative and engaging way. By incorporating popular influencers and an interactive experience, Vans has effectively raised brand awareness and increased interest in their latest collection. The campaign has proven to be a successful way of promoting the brand and its products to a wider audience in a fun and engaging way.



MC DONALDS:

McDonald's, the ubiquitous fast-food chain where food people can't help but crave every once in a while and affectionately don't mind to be persuaded to wait to eat it, has come out with an ingenious billboard design that has people captivated.

McDonald's has placed 3 in street billboards around the city of Paris, France with pictures of two kinds of their signature hamburgers and a carton of french fries. Except they aren't regular rectangular billboards that many of us are used to, but rather rectangles that someone has taken a literal bite out of. The entire design does have a silly vibe to it because the bite mark is just perfectly cut there—who would try to take an oversized bite out of a billboard picturing food? But, at the same time, it's very on-point and the strangeness of it all manages to draw the eyes of passersby—exactly what an ad should be doing.

People with a keen eye will also notice that the billboards lack any branding. Besides the cartoon of french fries being packaged in the classic red and yellow packaging that McDonald's offers, there is no mention of the name, McDonald's. For all reasons and purposes, this could be an ad for any other fast-food restaurant.

FABER CASTLE:

Faber-Castell's ambient media campaign, "See, I Can Draw The Sky," is a creative and effective way to showcase the quality of their Classic Colour Pastel. The advertisement aimed to demonstrate the exceptional color quality of their product by showing a child's drawing of the actual sky. This campaign effectively captures the attention of parents and children alike, and highlights the ease of use and quality of the product. By featuring a child's drawing, Faber-Castell was able to communicate that their Classic Colour Pastel is suitable for all ages and skill levels. The campaign also reinforces the brand's commitment to quality and excellence. Overall, this ambient media campaign is an excellent example of how creative advertising can showcase product features and benefits in a unique way, while also engaging the target audience.

NIKE :

Nike's crashed ball marketing is a testament to the power of creative marketing. The attention-grabbing display not only appeals to soccer players but also to those who value athleticism, power, and creativity. This marketing tactic is a clever way to showcase the brand's commitment to the sport, while also generating buzz and inter-generational interest. Nike's bold approach to marketing is a reminder of the importance of taking risks and stepping outside of the box. It is an example of how a well-executed marketing campaign can establish a strong connection with the target audience, leading to increased brand recognition and sales. Overall, Nike's crashed ball marketing campaign is an impressive example of innovative marketing that successfully resonates with its audience.

LinkedIn Profile Building

In today's age, building your professional brand is as essential as working towards achieving your career goals. Highlighting your progress has become essential, and networking with people the need of the hour. Enter LinkedIn, a platform to showcase your skills to catch the eyes of potential recruiters whilst creating a name of yourself in the workplace. Building connections in the industry has as essential as learning the tricks of its trade. One of the largest business oriented websites in the world, LinkedIn offers an unmatched opportunity for a trust with success. Building an online professional brand for yourself helps boost both credibility and confidence, as you strive towards reaching the zenith of the corporate ladder. Looking to start your career journey on the website, and don't know where to start? Here are six ways you can achieve your professional goals and build a name for yourself.

Choosing the right profile photo and background

Your LinkedIn profile photo serves as your business card, it introduces you to others and shapes their initial impressions of you. Make sure the photo is recent and represents you, that your face fills around 60% of it (far-off images don't stand out), that you are wearing what you would often wear to work, and that you are smiling with your eyes. The second visual aspect is your background image. It draws attention, establishes the scene, and reveals a little more about your priorities. The correct background image is an essential in making your page stand out, draw attention, and remain memorable.

Taking Skills Assessments

An online test called a skills assessment gives you the chance to show off your proficiency level and display Verified Skills badge on your profile. Data indicates that applicants with confirmed capabilities are about 30% more likely to get hired for the positions they apply for; additionally, providing evidence of your expertise improves your personal brand more broadly. You are under no obligation to share the results of your skills assessments, and you are free to retake them as many times as necessary before declaring success.

Maintaining your profile and posting regularly

Uploading regularly on LinkedIn is crucial for building and maintaining a strong professional presence on the platform. By regularly updating your profile, sharing content, and engaging with others in your network, you can demonstrate your expertise, stay connected with others in your industry, and build your personal brand. Regular activity on LinkedIn helps to keep your profile up-to-date and relevant, and increases your visibility and reach on the platform. This can lead to new opportunities, such as job offers or business partnerships, and can also help you stay informed about developments in your field. By making LinkedIn a priority and uploading regularly, you can effectively leverage the platform to support your professional goals and advance your career.

Growing your Network

Syncing your profile with your email address book is one of the quickest and most relevant methods to expand your LinkedIn network. This enables LinkedIn to recommend contacts for you to connect with. It's incredible how well this works at revealing possible connections for you to get in touch with. No connection requests are issued without your consent, so you have complete control over whatever contacts you want to pursue. This is the perfect strategy to maintain vibrancy in your network, and developing the practice of sending LinkedIn connection requests after meetings and chats.

Managing and offering endorsements

Endorsements are a great way for other members to validate your skills and enhance your credibility. How does LinkedIn endorsement work? Start by searching through your network for acquaintances who, in your opinion, truly merit your recommendation; this often serves as the impetus for others to return the favour. Don't be hesitant to ask for support with a few important skills in a courteous message as well when you make contact. But keep in mind that relevancy matters. Engage those whose opinions you would actually value.

Publishing long-form content

Your authority and credentials as a thought leader on LinkedIn grow the more you share and comment on information. The next logical step is to publish long form content. Monitoring the feedback you receive from your comments and shares is a great place to start. Are there any topics or opinions in particular that appear to connect with your network? Have you made any comments that you feel like you could elaborate on in a post? By evolving your thought leadership in this way, you maintain it authentic and stay informed about the topics your connections are discussing. Be prepared for your lengthy posts to create new discussions as well. Watch the remarks carefully and be prepared to answer.



DID YOU NOT KNOW?

1. Pringles have a sanctioned shape! Most snacks have an arbitrary shape, which is down to the shape of the potato they are from or the shape of shells, alien heads or teddy bears. Pringles, still, have a scientific name - hyperbolic paraboloids - which can be expressed as the equation $z = Ax^2 + By^2$.

3. Adidas is going to be the latest company to test their products in space. The apparel company is now going to be in partnership with the International Space Station (ISS) to conduct product research in microgravity.

5. In 2016, Google, as an April Fools' prank, added a "mic drop" button to their email program, which when clicked, sent a GIF to the recipients of the outgoing email and, here's the kicker, literally disabled replies, in effect, shutting down the conversation (as mic drops do). But the big problem was that the "mic drop" button was right next to the "send" button, leading countless hapless—and later, horrified—people to mic-drop their bosses, clients, spouses, children, friends, and family. Although Google disabled the button, the damage was done.

7. In 2015, Domino's began their "tweet to order" service, allowing users to tweet a pizza emoji at the official Domino's account to place a direct order for delivery.

9. In an incredible PR stunt, Pizza Hut delivery men hiked six hours to bring a pizza to the highest point in Africa - the summit of Mt. Kilimanjaro in Tanzania. They set a record for the highest altitude pizza delivery on Earth.

2. MRF or Madras Rubber Factory continues to be the most expensive share in India, with a current price of around ₹93000 per share!

4. September is considered to be the worst month to invest in the stock market due to historically weak returns. It has been observed as the worst performing month on average, going back nearly a century.

6. Rs 2,000 is not the highest denomination currency note in Indian history - it was Rs 10,000! These high-value notes were first printed in 1938 and again in 1954. However, they were also demonetised twice; first in 1946 and then in 1978, when they were finally withdrawn from circulation.

8. The country's biggest housing loan lender HDFC announced the merger between its wholly owned subsidiaries - HDFC Investments Limited and HDFC Holdings Limited. The merger between HDFC and HDFC Bank, which is expected to fructify by April 2023, will create India's 3rd-largest entity measured by market capitalization.

10. Rs 2,000 is not the highest denomination currency note in Indian history - it was Rs 10,000! These high-value notes were first printed in 1938 and again in 1954. However, they were also demonetised twice; first in 1946 and then in 1978, when they were finally withdrawn from circulation.

Ritviz

SINGER AND DISCO JOCKEY

Interviewed by the Editorial Committee | Mode of interview: Offline

1. You've worked with many artists such as Darwin, Nucleya, etc. So, whom would you choose out of all if you had one last tour to go on?

Wow, you're putting me on the spot here! I would honestly, and this is me at my peak narcissism, I would pick myself because it's always the most fun working with myself. So yeah, I would pick myself and this also saves me from this question!

2. Which musician do you look up to the most and why?

I look up to my mom. She is like a thousand times more creative than me. And it's exciting to watch her work and that is what has inspired me to make the music that I make today.

3. Who are some artists who really inspired you growing up and why?

I think Rahman would be that one person who really strikes the chord for me and mom.

4. Who is your dream artist to collaborate with and why?

I think my dream collaboration happened this year with Maa. That had been like a very major bucket listing to write music with her, and it finally happened this year.

5. What made you turn into Indie Music and what's the biggest challenge of being an Indie Artist?

I think if we are focusing on being independent in general, the privileges of having and owning your own rights and being in ownership of your music and not letting it change its course without your permission, I think that's a really big thing to have. Like a lot of people in Bollywood where the music is really yours, but you can't do whatever you want with it and once you sell it off your rights. I think having that is way more important than the money you get offered for it. I think that is what keeps you in place with what your music is – you hold the vision, you hold the money, you hold the importance of what you try to build. So you know it's important to be an independent artist because the freedom that you get with it is way bigger than the money.

6. What would your message be to the students of St. Xavier's College, Kolkata?

So much love for you guys! I think last time I played your college was two years back! So, looking forward! I love Kolkata, and I love your college, see you guys soon!

RAVI AND KARTHIK SHARMA

AUTHORS

Interviewed by : The Editorial Committee | Mode of Interview : Online

How does it feel to create a whole new world and its characters, building a story around it that would be relevant for a long time to come and that urges people to find answers for themselves? What are the factors you consider while writing a book that would influence people?

It's an incredible feeling to see a fictional world come so alive that it resonates with readers. Where each character who carries the story forward starts to breathe and live, create impact that is unforgettable. We find the entire process of writing fascinating - starting from identifying a core idea that we want to write something about, landing on what exactly we want to say about that idea, building characters who are relatable and then telling our stories through them. Our core aim is to be authentic in whatever we write. We believe that if we write a story that only we can write from our life experience, our philosophy, it will be of interest and enrich the life of the readers too.

According to you, how does the generational gap have an impact on your books? Have you ever experienced situations where you have conflicting opinions? How do you resolve it?

Overall, our father-son writing combination has been a blessing. We view our writing partnership as a balancing act - much like yin and yang. The maturity and wisdom combined with the passion and enthusiasm has been an ideal combination in our writing. We fuel each other's passion and try our best to complement each other's limitations. We do have diverging opinions on several issues. There is no one way to resolve those but what has remained consistent is our willingness to continuously communicate with each other on those. Sometimes we write our versions of a particular scene and then review what the other has written, sometimes we talk for hours about why we feel differently and there are times when we have to just take a few days and come back to the topic with a fresh pair of eyes. There hasn't yet been a situation where we have had an irreconcilable difference of opinion. Most times, the one with a stronger belief makes a better case and the other can come around to appreciating their position. Most importantly, this back and forth and these debates enrich our thinking and that's good both for the novel and for us as individuals. We would call our writing a fusion without friction.

Both of you are engineers from acclaimed institutes. Having said that, what engineered your love and passion for writing novels with such sparkling narratives?

Kartik: For me, what triggered the love for writing was watching dad write when I was growing up. He would labor, with a lot of love, on his typewriter, often late into the night. Seeing him so completely in the zone, in what I now understand is being in the flow, was mesmerizing. It left a lasting impression and I gravitated towards writing quite naturally and organically. What sustains my love for writing is the understanding over the years that creating something, creating art, is most valuable thing that I can do with my time and life energy.

Ravi: I have always been fascinated with human existence and why we are here. There is something happening on the surface which looks very logical but somehow is not fulfilling. Why we all are pushed into one direction but intrigued by another. I wonder if we as humans can find that sweet spot where we can surf the surface but dive deep down to understand its undercurrents

too. It's almost like all of us see our lives at the part level of a machine but are clueless as to what the machine is doing really. Between me and my son we even joke that Human Engineering is perhaps much more valuable than Engineering. And this is why we are into story telling that tries to unveil new insights to life. With our writing we try to explore the many hidden facets of life. The journey that we set out always manages to surprise what we discover as writers.

In "The Quest of the Sparrows", you penned Guru Partibhan's character emanating the principles of inter-personality. Growing up, who were your mentors, and how have you derived elements of your own personalities from them?

Kartik: Our first mentors are often our parents. And while it's hard to pin a one to one mapping of specific personality traits between me and my mentors, I do see how my value system was shaped by my mentors. I learned the value of being logical from my mother, the value of doing things with all my heart and passionately from my father, the value of being brave and following your heart from my sister, the value of sincerity and seeing things through from my science teacher in school, The value of hard work from my best friend. And there have been many more people who have helped shape parts of who I am.

Ravi: Like Kartik, my greatest inspiration for writing was my Dad and my Grandfather. Grandfather used to chronicle everything on a kalshi and papers in Urdu and explain to me what he used to write. Dad used to tell us made-up and real stories that left us open mouthed in a world that had no television. He wrote and narrated stories that we could visualize. With Kartik we are into the fourth generation of writing. So I guess the ink of ideas runs in our blood too.

Your book 'DareDreamers' has the potential to be a massive success on both the silver screen and the OTT spectrum due to the rise in popularity of the superhero genre. If your book is ever made into a film or a tv series, whom would you wish to direct it, and which actors would you like to see enacting the primary characters?

While we haven't thought about who should direct or act, it would be a dream come true if it were ever picked to be made into a movie or tv series! I think the most important thing is to find a director who believes in the vision and the story. If we were list our wishes, we think Raj Kumar Rao could breathe life into Rasiq. We believe he is the best actor in India currently and really love his work. For Natasha, we think Tapsee Panu would be fantastic given the flair with which she pulls off action scenes. Vikrant Massey could play Nick very well given the intensity he brings into his roles. Ali Fazal could make a good Halka - we loved him in Mirzapur and he has the right build for the role!

Ranveer Shetty, who seamlessly shifts gears between tragedy and comedy, as Dr. Vyom would complete the team! If Zoya Akhtar were to helm the project, it would be amazing! Her movies deal with friendships and family relationships in way that hits them from the page very powerfully.



In your respective opinions, how important do you believe critical reviews are? Do they help you write stories that the readers wish to read, or do you prefer to publish content that is authentically your prerogative and what you wish to essay as writers?

Kartik: I think writing authentically is the only way to write. If I write with an aim to please a certain segment of readers or critics, I don't think I will be able to write anything. Writing what you think is important and needs to be written is an energy giving process for me. Writing for any other reason will perhaps be energy draining and it's not possible to complete a 60-70,000 word work if it drains you every day. That being said, I think reviews from critics and readers are extremely important. What they liked in the book, what they didn't like - all of it is a learning opportunity for us. We are grateful to everyone who takes time to read our work and pour their energy into writing a constructive review and giving us feedback. It is an act of kindness and an exchange of energy between readers and writers - it's a writer's sustenance.

Ravi: The 'art' of writing is writing about things close to your heart. While the 'business' of writing is about cashing into the genre loved by people currently, weaving stories around that and serving them hot and spicy. Good writing in the first category helps people think and gain insights to life. Good writing in the second category entertains people and gives them a jolly good time. As consumers of content, we enjoy both styles of writing but as authors we relate more to the first kind. While both depend on reviews to succeed, the second is critically dependent on it. But there is this thing about writing from the heart - it may be ahead of its time, might shock people in the current era and so may draw bad reviews. Yet it may go on to become a classic much, much later.



What is your message to the students at St. Xavier's College (Autonomous), Kolkata?

It's been a while since either of us were college students! We do remember those days with unbridled fondness though. Enjoy and make the most of your time there. You are inevitably making memories that you will cherish for a long time to come. Apply yourselves. This phase is the most fertile period of your life. You reap several times what you sow right now. Hard work is always rewarded, but with the benefit of experience and hindsight, we want to share that the reward/effort multiplier gets smaller as you get older. And lastly, but perhaps most importantly, think and introspect. You are some of the brightest in the country. With that will come choices and decisions that you will need to make for yourself and, in due course as you build successful careers, for your colleagues and fellow-citizens as well. If you know yourself, your center, your values and drivers, the right choices and decisions will become easier to find. Each of you are the hope, the future of our beloved country and people. Live your best lives and be your best selves.

In this era, where content is king, we observe quite a few writers with great potential, who find it difficult to engage a publishing house. As a result of this, they lose an opportunity to portray their talent to the world. What would be your advice to an aspiring writer facing such a setback?

There's a lot more content now than ever before and we live in an era of attention economy. While beautiful, it does mean that books need to compete with more books than before, movies, tv series and social media! Being discovered is harder, but getting your work out is easier than before. Getting your writing out in the world through traditional publication houses is ideal. However, self-publication (offline and/or digital) is a viable route these days. There are several avenues to get your work to readers and writers are no longer dependent exclusively on publication houses, who tend to be more selective and exclusive. If you get right down to it, we think of these as interrelated things. Because there is a large readership for online content, on sites like Wattpad, Medium, Mirror, etc., traditional publication houses have had to understandably adapt their model as readers have more choices. As writers explore their publishing options, we would just like to say - never stop writing. From our personal experience, we know that there are days when it seems too hard to continue, too futile to make so much effort without the reward we seek (which can be a variety of things, different from one writer to another). However, we find ourselves always coming back to writing because writing gives us joy. If possible, shift the focus - instead of thinking of writing as a means to an end (like fame, riches, etc.), think of it as an end in itself; an end that creates value for you.

How do your tastes vary from one another? How do you think the differences in your writing styles and ideologies contribute to the success of your novels?

Kartik: We do read vastly different genres. I prefer literary and philosophical fiction and dad prefers science fiction and thrillers. This does have a bearing on what we write and how we write it. For any book, finding a balance between plot-based propulsion versus character-driven propulsion is a unique challenge. Working together helps us find that balance. While I tend to favor character development and propulsion, dad favors plot-driven narrative. Our books have benefited from this. The central conflict ends up being both external or situational and internal. Often, to overcome a tough situation we need to overcome an inner barrier and overcoming barriers helps with a mental, emotional transformation. In that, our books mirror real life better than they would if they were one or the other alone.

Ravi: Writing for us is like a rough cut gem one of us discovers. Polishing it, giving it the cuts and encrusting it into an ornament that spellbinds the reader is the process we go through - back and forth, several times over. From the first draft to the last, after many drafts, the end result is truly surprising and amazing. Who did what pales into insignificance because the sum of the effort is much more than the individual efforts. Symbiosis is the perfect word to describe how we work.

Your joint efforts have brought about some beautiful and inspiring ideas, like having start-ups for saving lives. What gives you the motive and inspiration to develop such a meaningful novel idea?

Kartik: Thank you for the kind words! The inspiration for DareDreamers actually came from my life journey. Like Ravi, I started my work life with a job in investment banking and dissatisfied with that, I gravitated towards a non-profit in public health in which I found more meaning because it entailed saving lives. The eponymous start-up was our shared dream to create something that we would love to be a part of. The motive behind the idea was to show the value of dreams, of a vision and how overcoming adversity can become an adventure when you have friends who journey with you.

Ravi: DareDreamers was answering a basic question: if a pizza can be delivered in 30 minutes in this country and grocery in 15 minutes, why does a life-saving ambulance arrive so late? When we started discussing this we began exploring hypothetical solutions. In the middle of it, we both realized we have a story! A desire to create positive outcomes in the world that has skewed priorities probably motivates and inspires us to write.

AMBAR EESH MURTY

Co-founder, and CEO, Pepperfry

Interviewed by the Editorial Committee Mode of Interview: Online



4. You have described yourself as a “history buff”. Being someone from the business space, how does history intrigue you as a subject? Also, does it aid you in your career in some way?

I believe that those who forget history, are condemned to repeat it. History has many lessons for us. There are things that great strategists have done in the past which have lessons for us in the present. People, cultures and nations have approached and solved problems, built things, created landmarks that define our very existence today.

Therefore, being a ‘History Buff’ is a lot like being in the present, only simpler

1. What was the thought process behind giving your startup a quirky & unique name as “Pepperfry”?

My Co-founder Ashish Shah and I started Pepperfry in the year 2012. The band name is an extension of us both and our relationship. Pepper is the spice and fry is the sizzle. I guess we both have quirks in our personalities. While starting off, we put three things on the whiteboard: we wanted the company to be Indian, honest, and fun. And then Pepperfry as you know it today, was born.

2. You're an engineer from Delhi College of Engineering and you did your MBA at IIM Calcutta. You tread the conventional corporate path with stints at Cadbury and Britannia, before founding Pepperfry with Mr. Ashish Shah in 2011. What would be your advice to young MBAs who are joining the corporate sector or starting out on their own?

I would say, don't go with the herd. Figure out where your ambition lies and what you wish to do. Once you figure that out, it will lead you to choices that stand out and are very different from what the rest of your batchmates might be pursuing. Such choices will always hold you in good stead in the longer term, as long as you are clear as to why you made these choices.

3. How has your MBA helped you in your corporate life/ entrepreneurship, if at all? If you had to revisit your MBA days, what would you have liked to have been part of your course?

An MBA like engineering is a fairly competitive course. So, you learn to up your game on an ongoing basis when it comes to thinking, frameworks, structure, and trade-offs. It's when you truly start to understand prioritization. Even while preparing for your many mid/end-term examinations, you learn to handle pressure, which is super helpful in life.

An MBA gives you confidence. It helps you make decisions, learn to accept the consequences of the same and hopefully find an element of inner peace through life. I think the world has evolved significantly. Looking back at my MBA days, I would have wanted a lot more involvement of the digital infrastructure and courses related to the same. IoT, the business of internet, and a deeper understanding of the economics behind network effects. Furthermore, from an individual standpoint, I think I should have worked for a couple of years before doing my MBA, (I enrolled myself in the Indian Institute of Management Calcutta right after my graduation), prior professional experience would have helped me process what was taught better.

5. Pepperfry has had the distinction of being recognized as a Top 10 Startup by Entrepreneur magazine. How did the idea of providing the comfort of buying furniture with the click of a button surface in your mind?

The Indian furniture and home goods market is highly unorganized. We wanted to democratize consumer choices and stand for variety in the overall home and living space. Any customer with any kind of preference, or wallet size, can get something for their home on Pepperfry. A decade ago, our thesis was that India is buying from a catalogue; we wanted to give customers a furniture catalogue they'll never tire of. Today, we have more than 1 lakh offerings through our curated virtual catalogue. We pioneered omnichannel retail and our studios have transformed the furniture retail landscape in India with more than 200 studios in over 100 cities. As market leaders, we define the market and the category. We focus on the highest standards of execution. In India, strategy is important, but most great businesses are built on great execution.

6. One of the most important aspects of marketing one's brand is to change their strategies with the passage of time and according to the ever-changing mindsets of the consumers. How do you think the marketing strategy of Pepperfry has changed over the years?

The furniture market in India is very diverse. We have to keep evolving with changing consumer needs. Pepperfry is an aspirational brand and has the highest top-of-the-mind recall in home and living verticals. Our consumers want their homes to be trendy, differentiated and a reflection of their personal style.

From a messaging perspective, when we first started out, our entire focus was on building this category. Furniture in India is fundamentally an unbranded play. During our initial years, the core message of the brand was that we would take care of your experience. Slowly, that moved to value because typically, the second-biggest driver beyond the initial apprehension is value. Right now, we are at the beginning of the third phase, which is about building aspiration—talking to people about beautiful homes, beautiful designs and encouraging people to upgrade their homes. This year, our Diwali campaign²² introduced the MemeVerse concept with 'Pepperfry Meme Superstars' which brought in the amalgamation of both online and offline worlds. Over the last decade, we have leveraged mass media towards building a differentiated brand.

7. Entrepreneurship has always been at the core of your decisions, as you also created a tutors' bureau in college to connect students to tutors. What advice would you give to entrepreneurs of today who want to make it big?

Know that you want to do something big even if you are starting small, never give up on the fight to build something spectacular.

8. IKEA stores are shifting from their big box retail strategies and can now be spotted in the main city. On the other hand, Studio Pepperfry has expanded to non-metro cities over the past few years. According to you, what impact is a change in store locations going to have on both the companies?

At Pepperfry, we have observed that demand is accelerating in tier 2 and 3 towns, while in the metros, we are seeing early signs of markets maturing. Every business needs to be present wherever there is consumption. Therefore, Pepperfry's expansion into Tier 2 and 3 towns is fundamentally driven to cater to a shift in consumption patterns in the country. We identified and understood this trend long back and devised our expansion strategy accordingly.

I think Ikea inherently runs on a business model which is based on 'in-store purchase and in-store pickup.' Even if they move from large format stores to smaller ones, their model doesn't alter or change. Therefore, it plays out well in terms of an increase in their reach and a fundamental acknowledgment of the fact that India is different from western Europe.

9. Pepperfry is one of India's leading e-commerce portals, which has undergone significant growth in recent years. What have been some key learnings from your time at Pepperfry? How might your approach to running the business differ if you had started it in 2012?

Pepperfry is India's leading e-commerce furniture and home goods marketplace. Over the last decade, I have learned that failure is a virtue. When you try something new, you are bound to fail. To paraphrase Thomas Edison's success theory, "It's not failure, but finding 9,999 ways of how to not make a light bulb."

Secondly, nothing compensates for grit. When you're setting up a new business, you have to operate with conviction that cannot falter, irrespective of what happens. Grit is everything.

I also learnt that you've got to always be hustling. You'll have to work harder, smarter, and longer than anybody else (two out of three won't do).

Finally, as a founder, in a day, you will sometimes have to take a 30 thousand feet viewpoint on a problem and sometimes dip your feet deep into solving a different kind of problem. A founder should have the ability to do both, doing one just isn't enough.

10. Considering the fact that the number one goal of an e-Commerce retailers is not sharing, it is selling. However, people want more from social media than just a constant stream of sales pitches. How do you look forward to balance both in the changing landscape of the market?

I think all e-commerce platforms in today's world can follow a 3C framework. Content, which is what people engage with and surf through, Community, engaging with people in your ecosystem (buyers, sellers, influencers, producers), and if you get the former two Cs right, the third one – Commerce flows.

At Pepperfry, we have the largest omnichannel footprint across 100+ cities in India, we have built India's largest big-box supply chain that connects buyers and sellers across more than 300 cities and have developed the ability to serve millions of buyers across the country. Along with that, we've got folks to integrate with the brand as content creators, product managers, etc. to form an ecosystem of different communities within the organization.



Pages to Follow on Instagram



"Instagram- the GenZ app."- the moment one hears this there is a general inclination to interpret it as a social media app wherein the youth puts forward their life updates in front of the world. However, people have also used it as an incredible platform to share their knowledge and ideas with a greater audience. Some of the diverse Instagram accounts that offer the fundamental business and financial knowledge that every individual is expected to possess have been mentioned hereunder.



BUSINESSINSIDERIN

This page provides incredible information about the business and finance world through their platform. They encapsulate a variety of sectors from technology to personal financing, businesses, start ups, career updates and many more relevant knowledgeable areas one must be aware of. Catering to the requirement of the financially enthusiastic youth, they have been successful in gathering a huge audience for their content which in turn reflects the quality of their work.

Thelogicalindian

The Logical Indian is an independent and public-spirited digital media platform for Indian millennials. They report news and issues that matter as well as give you the opportunity to take actions.



THEADNETWORK

An unique account which throws light upon the interesting ways in which companies market their products and services. From creative to peculiar ways, they go all the way to gain their customers attention. This handle brings forward some of the analogies which work best in advertising, if shown correctly. They curate extremely interesting posts, generating curiosity and excitement for what else they have in stock and there is definitely no hesitation in stating that once their follower, always their follower.

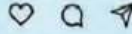
THEPRINTINDIA

Politics. Policy. Governance. Social and cultural changes. These are the four pillars of The Print- a new media platform where readers come for daily news, incisive opinions and a fresh perspective on new and old India.





Pages to Follow on Instagram



SOCIALMEDIADISSECT

Social Media Dissect is a well-known disruptor in the digital space, offering brands a platform to showcase their best work. Their goal is to educate their users on what makes campaigns great, how the different aspects of social media work and the nitty-gritty of the industry.



BRUT.INDIA

Brut India is the fastest growing digital video publisher in the country. They're a young, independent producing compelling journalism in new formats. It is an online audio and video media dedicated to covering the world's largest democracy.

THEFINANCIALIST.CO

The Financialist is a team of Chartered Accountants, Chartered Financial Analysts and Investment Bankers offering unbiased and transparent financial planning services in Mumbai. Catering to individuals and organisations alike, their financial consultants enrich lives by implementing the best principles and practices from the financial planning industry. Through their social media handles, one can get an honest situational analysis of one's financial planning needs. Hence their certified financial planners can devise a more effective financial plan to reach investment objectives through diverse investment avenues.



8FACT

A media company started by the famous 9GAG providing its users with a daily dose of facts through memes and videos having a very high viewer retention percentage. They put forward facts which compels the viewers to wonder upon and boosts their curiosity with every new post.

FINLIGHT.IN

From being featured in The Times Of India and The Economic Times, Finlight aims to provide knowledge about finance and economic concepts in a very simple, understandable and practical way with real-life cases and relatable content. Their main agenda is to help its users become better investors by increasing their financial literacy so that they can make decisions that will help them increase their wealth.



NUTSHELL INDIA

Nutshell India makes videos that feed your curiosity. Undiscovered narratives, compelling questions, intriguing stories- they explore it all. Nutshell delves into everything from secret histories to questions about the future.

X-INNOVATION



Acer ConceptD 7 SpacialLabs Edition- 3D without glasses

Users of this laptop now have access to a special visualisation tool thanks to Acer's SpatialLabs division, which has modified the lenticular technology used in tacky picture postcards that alternate between images to imitate motion. The laptop, aimed at designers and developers, can take models created in 3D computer-graphics software and make them seem to thrust forward from the 15.6-inch screen without the use of glasses. The computer can display a slightly off-centre image to each eye by the courtesy of face-tracking cameras. According to Eric Ackerson of Acer, "it takes a moment to acclimatise to the user in front of it, but then the image comes to life, and their eyes expand."

Ameca- Humanoid Robot

Ameca, a futuristic robot, created by engineered arts comes with a human-like design that combines artificial intelligence with a synthesized body. Ameca being based on their cutting-edge Mesmer technology, it is capable of motions that resemble that of a human being, such as a smooth arm and facial movements and eye twitches. Ameca's design was inspired by various western and eastern robot-based films, and its original applications included customer service, informational terminals and entertainment Ameca has a modular architecture which means that both its hardware and software might have been upgraded, which allows it to evolve into a more sophisticated version in the coming days.



C Seed M1 Unfolding TV

We sure have witnessed unfolding phones by now, but unfolding TV, is it a lot to ask? Well, not now. If there's a want for a smart TV with a huge screen but also conservation of some room, the C Seed M1 Unfolding TV is the ideal choice. This cutting-edge LED television has all the newest technologies, like adaptive gap calibration (AGC), 4K micro LED technology for vivid colours & great contrast, and ofcourse like already mentioned it can be folded. It is a foldable TV, as opposed to traditional TVs that take up a lot of space and has brought about a new turn in this sector.

Xiaomi air remote wireless charger

Do people still face trouble using the strangely wired cords to charge their smartphones and other gadgets? That is no longer the case according to Xiaomi, which has unveiled the first-ever air charge technology, wherein anyone can charge their phone within a limited range of the wireless charger.Placing the Xiaomi Mi Air Remote Wireless Charger at any place in the home or office allows one to conveniently charge their phones without having to plug them in. Additionally, the wireless remote charger has the capacity to charge various devices at the same time thereby defying the requirement of one charger per phone.





BeReal-the unpolished social media

Unlike other social medias, BeReal compels its user to be genuine focusing on authenticity. With the help of the photo-sharing app BeReal, users have the access to share only one photo per day to show their followers what they are up to in real time. It doesn't require the user to be online for long, thus saving their time, preventing addictiveness as well as serving their purpose of providing updates to their known ones. Its feature which permits each user to give updates about themselves once per day, sets it apart from other social media platforms that are now ruling the market thus making it an unique invention. Alexis Barreyat is the founder of this social media app launched in December 2019 and it is accessible for download on all Android and iOS smartphones. Users of the app, receive notifications when they're requested to reveal their current selves. This app is currently the most popular social networking tool which shook up the market and interests a huge range of people with its swiftly rising downloads

Stem Player

The Stem Player is a touch-sensitive music player which can also be used for remixing songs as it allows users to split songs into vocals, drums, bass, and samples and further has functionality for looping, reversing, and changing pitch as well as speed. It is a pebble-shaped device with four touch-sensitive haptic sliders that allow us to adjust individual stems for songs and it also has 6 buttons for volume and different effects. The device utilizes artificial intelligence to split songs into 4 stems. It also allows us to add songs by uploading an audio file on the official web application and then transferring it to the device. It is developed by British technology company Kano Computing in collaboration with American Rapper Kanye West. It was launched in August 2021, with access to Kanye West's 10th Studio album Donda and in March 2022 it provided exclusive access to Donda 2.



Starlink



Starlink is a satellite internet service operated by SpaceX, currently providing internet access in 45 countries. The goal behind creating Starlink is to provide high-speed, low-latency internet across the globe. Currently, Starlink offers speeds upto 500 mbps and it will also provide services in cruise ships as well as flights at a later period. The launch of Starlink satellites was started in 2019, and currently, there are around 3300 satellites in the low earth orbit. The satellites are equipped with thrusters which allow them to de-orbit at the end of their life cycle and they also sport a collision avoidance system through uplinked tracking data. To use Starlink first we must purchase the Starlink Kit worth 599 USD including Starlink, wifi router, cables, and a base, along with a monthly subscription of 110 USD. As of December 2022, Starlink has more than 1 million subscribers.

Microsoft Mesh

According to studies, 25% of the world's population will spend at least an hour on Metaverse everyday by 2026. Microsoft has announced its platform Mesh, which will allow us to create our own immersive world and will be accessible from all devices such as phones, tablets, and PCs. The main goal of creating Mesh is to provide a way to collaborate in the metaverse. Mesh will allow us to create custom spaces for meetings, events, and marketplaces. When Mesh is integrated with Microsoft Teams we will be able to host virtual reality meetings. Mesh will allow us to create 3 avatars. At launch, there will be pre-created spaces that we will be able to use for meetings and other activities, with an option to customise these spaces in the future. Mesh will have support for spatial audio, that is we will be able to hear others louder when we move toward them, we will also be able to bring 3D objects like a whiteboard into the space and interact with them.



1. You moved to Kolkata from Delhi at the young age of 24 to start your career – cricket academy, that is. In this age of infinite opportunities, what advice would you like to give the youth for them to pursue their passion and dreams?

Yeah listen, I am one of those chosen few in life, that have been able to make his passion a career. It doesn't often happen, you know, and that is the ultimate joy. So, I've never felt in my life that I have worked for even a single day, you know, so I've just been lucky. It was not by design, okay, it just happened. It's not like I ever planned that I'm gonna make my passion my career and I'm going to play for India because in my time, playing for India was not lucrative enough to run a home or run a family, we had to do another job. So now if you have that then you should do it. Follow your heart, follow your passion, and see if you can make it work. It's not the easiest thing to do because you know there's too much pressure - know, and I'm sure you guys will be feeling that to be the Chairman of Hindustan Unilever, you know they want you something like that while you might want to choose photography as a career. My advice is you have to do both, you have a passion for music, pursue it but don't disregard the fact that your number one aim is to stand on your feet, and in that sense, you are going to pursue your studies, you are wanting to do and in the process, you are wanting to do and in the process, if your music takes a giant leap, you can make a decision later. But first, my advice is, much against my heart, my advice is you continue your studies - the number one priority. There should be no scope of saying that I wasn't able to focus on my studies because of my music or I was playing cricket all day, you know, twenty days of the month I'm on the field, so be it, it's your choice but you still make sure that you excel in your studies.

2. With the inception of the Women's Premier League, women's cricket in India has taken a huge step towards cementing its place alongside the men's game. How do you think, we as individuals can help advance it even further?

Listen, I don't think we need to advance it any further, now it's got momentum, you know and the momentum is going to take it forward. I'm not just talking about cricket for women, I'm talking about women in general. Women have been represented in India and now the awakening is taking place. It is because of the women in India that India is going to progress in every field, not only cricket, and it is unstoppable now. It is a revolution that has its own momentum. We were working on only half the workforce, women now are not only going to run their homes, their children, and their families but they are going to excel in every field and that is going to be a big plus for India in the future and I am so thrilled that something like this is happening and yeah if there is anything we could do, we would love to. Because the future of my country and my people and society and India is based on women.

3. How important do you think mental toughness is in cricket and what advice would you give to the young cricketers at developing this skill?

You know mental toughness is required for everything, okay? Your marks that you achieve in an exam is not gonna take you forward, it will get you a start, it will get you into a better college for your further studies, it will get you a good job, but eventually your success is dependent on your mental toughness, how you handle defeat, how you handle disappointments, more importantly how dignified you are in success will rule your relationships. Yeah, so success is beyond what you achieve in the classroom, and sport if you haven't played sport I am very radical about it, you are only half educated. You have to play a sport not necessarily at the highest level, but you have to play a sport because what you learn at the sports field is totally different from what you will learn in a classroom. Classroom you're in a cocoon, almost by yourself 90% of the time, but now in the sports field you are dependent on each other 90% of the time, so you form that kind of a way of handling life. You can handle disappointments, because that's what you are being taught, you don't crumble. It's very difficult to define mental toughness, if I knew the formula I would tell everybody, but for each you have to acquire it for yourself. Make your own mistakes, handle your own disappointments, handle your own sorrows and handle them with strength, you don't want to crumble. Most importantly you have to understand that this is going to happen not only to you, it will happen to everybody. If there are good times, there will be bad times, there will be a time when the umpire gives you out, but your not out, you have to handle it. So, mental toughness to me is the crux of the matter. You can have the best technique in the world, but if you are not mentally strong it's not going to work for you, so 80% 20%

4. Sir, you have played alongside many well-known cricketers. So which players have been very memorable to work with and against?

I had a long career, you know, so I have played with Salim Durani, I have played with even Tendulkar. So memorable is right. I am not a person who is a fan of any one person but I am a fan of performances, and how people have reacted to different situations, so in that, I have admired a lot of them and the list is endless. Indian cricket has legends, they are inspirational but one stand-out performer which people generally tend to forget is Virender Sehwag, and VVS Laxman, you know the matchwinning innings, impossible innings that had been turned around, maybe they do not have the statistics of a Dravid or Tendulkar who themselves are great, we haven't had better but you know Kapil Dev on his day, Virender Sehwag on his day were absolutely awesome.

ARUN LAL

5. Sir, so moving on, how do you think the Indian cricket team is currently positioned in the world and what do you think are their strengths and weaknesses?

The Indian cricket team is positioned brilliantly, We are doing well in all formats, we are there in thereabouts. However, we have not won an international tournament now for 12-13 years, so that's a bit of a perplexing situation because if you are that good, and if you are the number one team in the world, you should be winning tournaments. So maybe somewhere we are lacking in our mental strength to play tournaments, but bilateral series we win, we're doing very well, we've got a terrific fielding team, fitness wise we have progressed, in every way we are doing well, yet what bothers me is that we are not winning tournaments. You know the new found thing is, like England, England are playing fantastic cricket, they are taking it to a different level now because their thinking is that it's not only about winning, my responsibility now is, it's a different way of thinking or approaching the game, my responsibilities towards the game, so I have to make it you know so that I pull in more people to watch it. Maybe you don't watch it at all, maybe you watch football, you're a football fan and suddenly now I'm playing cricket to try and attract you to me, so they are playing aggressive cricket, they are making it more interesting, they are giving you decorations which are achievable, so I think that's the way forward. The Indian team also has the same kind of capability and potential to play cricket like that.

6. Sir, so can you walk us through some of the key moments in your career, like both as a cricketer and a commentator?

Key moments, for me everyday is a key moment. I can't tell you, I'm in love with my life, I'm high on life. I would live 200 years, so it's like you know for me just being is a key moment, just waking up every morning is a key moment. It's like let me give you an example, motivation, we use the word motivation, most of us if you ask, you know what is your motivation? Somebody will say you know I want to play for my school, I want to play for my country, I want to play for my newborn daughter, I want to play for my father, that's my motivation or what else? Tendulkar is my motivation, he is my inspiration, but true motivation is when you internalize it, okay? I don't need any external stimuli, I'm just a motivated person, I don't need you! You're irrelevant, even if you are my wife or even if you are my daughter, I'm just a motivated person, I just love doing what I am doing, I'm doing it because I'm motivated to do it. So key moments don't matter, life matters.

7. You have also worked as a sports administrator. Can you tell us about your experiences in this role and what you think are some of the key challenges facing sports administration today?

For key challenges, you have to remember to not take things too seriously. In fact, that is the mantra for everything you do. Don't take yourself too seriously. The world will go on without it, probably better. But you have been given an opportunity so you should leave a mark in whatever you do. You have to leave the world a better place than you found it. So that is the mantra. You have to make sure that you have given the youth as many opportunities as possible to blossom without doing them any favours. So that is true for any teacher, any administrator, especially if you are administering something which is quasi-professional, as cricket is where people believe there is a huge amount of money but there is only at the top- the top 100. While in every other career, there is in the top 100 and there is in the bottom hundred as well. So in that sense, you have a responsibility as an administrator. You have to make sure that talented youngsters are not compromised. That's it. You don't have to do anything, it's like saying the number one job of the administrator is to provide the best environment for the talent to prosper. It's like the government does not need to produce soap, they have to create an environment that will allow private enterprises to produce soap. So the number one job of an administrator is to provide the right environment for talent to prosper.

8. So, you were very keen towards your studies, like you said you were very passionate about history and physics, but then again you did economics from St. Stephen's, so what exactly motivated you to pursue cricket?

I told you, I'm an accidental cricketer, I joined Stephen's, in fact you know in Stephen's the requirement for economics was astronomical in our times also, and I was about I think 4% short of the cutoff. I was given admission in Stephen's because I was also a good cricketer, and Stephen's at that time had a fabulous cricket team, so I was sort of given a little bit of leeway, and therefore I had to play cricket for Stephen's. So I would go to the nets everyday, and as luck would have it 7 of the previous cricket team had passed out, so they were looking for people. Initially I didn't do well, but before the inter college came, I started doing well, I started getting runs and so, one thing led to another then I played for college, we won the tournament. I was selected to play for the Delhi University, so I had to go there, and there I did well, so it just kept happening. So, it is not that I planned it such, it kept happening, and I was fortunate that I managed to do both, to be able to pursue my studies, maybe it's not so easy now, you know the competitive levels are so severe, that you might have to make a choice, but I never made a choice.

9. Sir, the next question we have is, can you talk about the role of technology in modern cricket and how it has changed the way the game is played and analysed?

Yeah, I think its a step in the right direction because I remember the heartache of myself, being given out by an error by the umpire, which actually put a stop to my career. So if the DRS had been there then, and I could use it, I may have been a much bigger cricketer in my life so, in that sense it's a fantastic thing that has happened. Justice is being done, if the wrong is being right or the right thing is being done, whatever you want to call it, then it has to be terrific, has to be better. Yeah, so all in all I think it's a good thing that has happened, technology is helping, but let's not get carried away by technology, so that the humanness is going out of it, but I suppose for some benefits you've got to sacrifice. Earlier it was an amateur game, there was a romanticism around it.

You know, everybody said you

RETIRED INDIAN CRICKETER AND COMMENTATOR

Interviewed by : The Editorial Committee | Mode of Interview : Offline

get the benefit of the doubt as a batsman, now there is no benefit of the doubt, there is no So batting has become more difficult than in my time. For me to score runs was easier because the umpire was always inclined, that if he felt I was out, there was a little bit of doubt in his mind he would say not out. Now, there is no doubt, so in a lot of ways the game has changed, but I would imagine for the better.

10. You have won Laurels both on and off the field in life, so having been connected to the game for so many decades now, which part have you relished the most?

I have enjoyed myself immensely in life, like I said in 'The Chosen One', I have played the game, I have analysed it, and coached after that. I've been a commentator for a long time in my life so I think when I was playing the game, it was very traumatic for me, it wasn't very much fun because everything depends on your doing well. There are no second chances in cricket, it's a one-ball game, so it is traumatic. Especially for someone like me who was in and out of the team, you know, I could never really become a star like a Tendulkar or a Ganguly or you know anyone who had cemented their place. I had cemented my place in state-level cricket where I enjoyed myself but when I came to play for India, I was always traumatised, always stressed. So I think coaching and commentary have been relished by me the most and strangely I tell everybody that when I first played for India, this very dear friend of mine came for an interview and he said 'now Arun you have been selected to play for India, your ambitions must have been realised' and I said no, my ambition was never to play for India, don't mistake ambition for achievement. Yes, of course playing for India was a contributory factor to my holistic ambition, my ambition is to have a full life, to love my life, and breathe happiness you know and just playing for India had not been my ambition, it is much more than that. So for me, cricket was somehow accidental, I never planned it. It happened. And that is why you should let life lead you. Today there is too much planning- career planning, and career counselling. From classes six and seven boys and girls are planning and saying 'ill do this and ill go there and do that' and everyone feels like that is the way to go. I don't. I think you should let life lead you. You will be like what happened to me- I loved physics and history as a student, I used to enjoy them and when it was my history class, I would look forward to it but when I came to college, everyone forced me to take Economics because that is the only thing that will build a career, history will get you nowhere, you will become a professor or something, you won't get a job. And I didn't enjoy it at all and as it worked out, I never used it either. So I did economics and throughout my life, I have read history programmes, I've read history books and I'm into physics but I can't enjoy Economics even now. So let life lead you, it is the best way forward.

11. Sir, so the last question that we have for you is what message would you like to give to the students of St. Xavier's College?

I wish you all the happiness in the world, because that's what it's all about. It's about your definitions in life, how do you define success? You know somebody says oh! What a success he is, the success you are seeing is probably 5%, he is heading a big company, chairman of a company at 40 wow! But I don't know whether I define success as that, they certainly are. Like I told you, playing for India is not my ambition, my ambition is self, myself. So yeah it's one of the factors. Please don't mistake achievement for ambition. So ambition is beyond achievement, it's the metaphysical as well, it's just being happy.

Dolly Jain

Draper | World Record Holder

Interviewed by the Editorial Committee | Mode of interview: Online

1. When you started as a draper, did you ever imagine your career would take off the way it has in the past few years?

Not at all, when I started as a draper, in fact, I never started as a draper. I just started wearing sarees beautifully, and perfectly and I never knew that they looked so beautiful until the audience, the people around me said that I wear sarees perfectly and beautifully and it just looks so graceful on me. I started it as a passion and then turned it into a profession. I think this is where I say things are destined for you and I think this is what god had planned for me, being a drape artist.

2. Please tell us about your experience when you made a debut at Cannes by styling Deepika Padukone and Met Gala by styling Natasha Poonawala.

When I did my debut, dressing up Natasha Poonawala and Deepika Padukone for Cannes and Met Gala, you have to believe me when I say that on my whiteboard where you make your wishlist, this was high on that list. I wanted to do styling for Indian actresses and Indian females, draping them in sarees for platforms like Met Gala and Cannes Film Festival and my dream coming true in the same year was so exhilarating. They came one after one another too, first was the Met Gala and then came the Cannes Film Festival and I just could not believe my stars. I thank my stars every day for showering so many blessings and love on me and I think it's everybody's dream to style a celebrity on this kind of platform. Being a Calcutta girl, it just brings me so much pride to say that a career I started, that people thought will never be that big, took me to a platform like the Met Gala and Cannes.

3. How did you go from being a housewife to a celebrity draper? What would your advice be for students our age?

From being a housewife to a drape artist, I think you just need to follow your passion. I wanted to achieve something in life. I wanted people to know me by my name. It so happened that after getting married I was always addressed as Mrs Naveen Jain or the daughter-in-law of Mr Vimal Jain. I realised that I was always addressed as the daughter of this, daughter-in-law of this, wife of this, mother of this but what is my own identity? So, I went in search of my own identity. I had a thirst, a hunger for this and I wanted the world to know me by name and I think that is where everything started. So, from a housewife who was not known by her name to a drape artist who is known by her name, it gives me a lot of pride to say that, yes people know me by my name and they recognise me as Dolly Jain. So my advice to the students would be to follow their passion. Nothing, no work is small or big, it is how you look upon your career. If you do not value your career, nobody in this life, nobody in this world, nobody in this society is going to give value to your passion, your career. I gave respect, I had full confidence in the field that I had selected and chosen for myself and I gave respect to what I did and things are all in front of your eyes. I respected my career, I respected what I did and now the whole world, the whole society is respecting me. So my advice to youngsters is to follow your dream. If you have the power to dream, gather all the energy and all the power to execute your dream.

4. When did you get your first celebrity client on board, who was it, and what was the experience like?

My first celebrity client was someone I was a huge fan of, Sridevi Ji. I can't tell you I had goosebumps, my hands were shivering, I was so cold and I didn't know what to do. When I was pleating, she could feel that my hand was shivering but I did it and after the whole trip I just thought that I don't know whether I'd done a good job or not but I think after a pause of two to three seconds, the words that came out from her mouth was "Dolly I've been doing drapes for the past so many years, I've been a childhood actress who has been wearing sarees for donkey years now but you have something in your hands, something in your fingers that I've never seen before. There is some kind of magic that when you pleat, it is a treat to watch you pleat and I think that was the game changer. Something coming out from a legend like her, like the words that she gave to me was like oh my god if she has spoken about my career, about my hands, about my moments, about the way my fingers move, I'm sure there is something special that I do that others don't. So I think Sridevi Ji was not only my first celebrity client but also someone who carved my career so beautifully and helped me grow.

5. You have draped sarees on men a few times before. Tell us about your experience. What are your thoughts on gender neutrality?

I thoroughly enjoyed draping sarees on men. I think the men who can carry it, carry it with such poise. Draping a saree not exactly like a saree but a dhoti and then clubbing it on their kurtas, or with a sherwani making the whole, look like a dhoti gown or the whole saree draped like a 'safa'. It is a 5 1/2 yard saree which is draped like a 'safa'. It's just the way one drapes it. Regarding neutral gender, people have taken up on girls wearing denim jeans, a shirt, a jacket or a blazer. At that time it was not



gender-based and now when the boys are wearing sarees gender biases start coming up. I don't agree with this at all. If you can wear what they have been wearing, they can wear what you have been wearing. So saree is neutral and it just does not have any gender bias to it. Anybody who has the confidence to carry it should do so, and if they need any help, I am always there to help out.

6. What are some skills you've had to acquire to get where you are in your career? Or did they all come naturally?

I think as far as skills are concerned, I've never had any training because when I started there was no platform, no school, and no institute which taught saree draping. First of all, I'm a self-taught person. Secondly, this comes to me naturally because I believe I am born with this talent and I'm so proud to say this. But every time I've met a client and she has given me a problem or she has addressed a problem that she's been having while wearing a saree, it has given me a space to give her a solution. So I think that is the kind of technique or those are the kind of things I've learnt over the years and this is the skill that I think I've just developed over the years by the problems that they have given me and the solutions that I've shared back with them.

7. Not everyone is so talented to make it to the world records. How does it feel to be a world record holder?

I think everybody is talented but you know that the kind of passion that I have for my work is what has taken me ahead. It's your passion that takes you ahead. It is your talent but how much you work on your talent, is so important. There are a lot of people who are talented but they just keep their talent to themselves or they don't work hard on it. You need to work hard every single day on what you have. You have to nurture it, you need to groom it every single day for you to achieve that height. It feels great to be a world record holder, to be known as the Saree Lady of India, the Saree Queen, and the drape artist of India. It feels so good I can't tell you. Even today, when I speak about it, I get goosebumps every single time.

8. Out of your 325 drape styles, which do you love the most?

Now, this is a question I definitely can not answer. Out of 325, you are asking me which is my favourite. If someone has five to six kids, or maybe even two kids and if you ask, "Which is your favourite child?", do you think the mother will ever be able to answer as to which one is the favourite child? The same goes here. All my drapes are my babies. I can not just tell you that this is my favourite drape. I have seen my drapes grow and become more popular and practical.

9. Your profession comes with its own challenges, from handling stressed brides to managing complicated outfits. What inspires and motivates you to keep going despite all the stress?

Despite all the stress, I think what keeps me going is that after the whole thing is over when the bride comes up to me, holds my hand and says, "If you would not have been there, my wedding would not have been the way it is. You made things so smooth and easy for me. I never felt that draping could make such a huge difference in a wedding. I was relaxed and at ease. I didn't have to worry about anything because you had taken care of my clothes." We need to understand, you might have the best makeup and hair artists but if your clothes are not fitting you well, your expressions will show that you are not comfortable. My brides feel comfortable. They know that they do not have to worry about their pictures or anything else because everything is in place, pinned and stitched properly.

10. Present day, the demand for saree as a fashion outfit has decreased a lot. How did you positively take this and make your career strongly surrounding sarees only?

I would not agree with this, sarees have made a huge comeback. I see young girls wearing sarees to their offices. I see so many vloggers making videos and reels in sarees, draping them in so many different ways, and clubbing them with jackets and denim in different styles. I think if the entire vlogger industry is only working in sarees, I don't think sarees are gone. It has done a beautiful comeback because now it is not only draped on petticoats but also draped on can-can skirts, denim, trousers, jeans, blouses, crop tops and whatnot. Today, there are so many different ways a saree can be seen.

11. For a person who came from being a housewife to becoming a professional saree draper, what would be your advice for people who intend on pursuing unconventional career paths?

It is one life and God has given us the power to dream. He has also given us the power to execute it. Just close your eyes, look on upon the goals, believe in yourself and just go ahead. You might see this society is behaving weirdly in your initial stage but trust me if you have trust in yourself and make it last, that same society is going to swallow your path. So carve a path for yourself, make a road for yourself where stones and pebbles are too rough but not impossible to tread through.



AJAY SRINIVASAN

Former Chief Executive at Aditya Birla Capital Limited

Interviewed by : The Editorial Committee | Mode of Interview : Online

1. You've done your undergraduate and post-graduation from prestigious institutions. Most of the students target at getting into the top B-Schools, besides that what are the things that matter when you step out in the corporate world. What are some skills, according to you, that the youth must have to not only survive but also make a mark in the competitive world?

An education from a top institution certainly can give you a head start but a career is a long journey of 35-40 years and other factors come into play during these years that are not determined by your education alone. Our world is getting more competitive, more complex and changing more rapidly. So some skills I would advocate for young managers include a) being aware and improving your decision-making skills. We are not taught how to make decisions but our decisions and choices determine our life. So be aware of how you make decisions and your biases and get better at this. b) focus on improving your communication. The importance of communication cannot be overstated and it's key to be able to get your messages across to different stakeholders effectively. c) improve your networking. When you are faced with tough and new challenges or want to understand how a development in a different area to your working area can impact you, you need to have a heterogenous network that can help you. Build networks that are heterogenous and not homogenous as this will help you through your career. d) Focus on people skills. Remember an organisation is all about people. The better you can understand people, what motivates them and how best to organise them to get work done, the more effective you will be. e) remember that learning is continuous. The day you stop learning you become obsolete. So become good at learning, unlearning and relearning through your life f) Build a marathoner's mindset. Remember a career is a marathon and not a sprint, so build resilience, self-confidence, courage and positivity.

2. You started your first job at ICICI which involved project appraisals. Later you became the CEO and MD at Aditya Birla Capital. Having said that, what did your journey look like?

My journey began at a school in Delhi - St Columba's - which formed the foundation for the rest of my life. I went on from school to study economics at St Stephens College in Delhi and initially thought I would either be a professor of economics or join the Indian civil service. A set of chance events led to my taking the CAT and securing admission to IIM Ahmedabad. And my life's course changed. I joined ICICI from IIM and thoroughly enjoyed my experience of project appraisal and project lending, which gave me a bird's eye view of many sectors and entrepreneurs. I then moved to ITC's financial services division in 1991 to work in a team that was setting up new businesses for ITC. In 1996, I joined ITC Threadneedle Asset Management as Deputy Chief Executive and Chief Investment officer. In 1998, I was appointed as the first CEO of ICICI Prudential AMC. In 2001, I moved to HK to build an asset management business for Prudential Asia. Over the next 7 years, we built a business across 10 markets with \$70 bn in assets under management. In 2007, I returned to India to build the Aditya Birla Group's financial services business. Over the 15 years there, we built a diversified financial services conglomerate with a significant retail customer base across lending, insurance and asset management. The business grew rapidly and is amongst the top 100 corporates in terms of profitability in India today.



3. What have been some changes in your perception of the corporate world from the time that you first stepped into this industry to now, when you have an experience of more than three decades? Would you like to comment on the evolution of the industry?

In terms of changes in the financial services industry, over the past 30 years, there is a lot that's changed. At one level the scale and size of the ambitions are much more significant than they were. But along with that, competition has increased. Take asset management for instance where many new boutique firms have entered and are providing strong competition to the incumbents. Or the growth of passives and alternates as options to traditional forms of investing. Or take the lending or insurance space where fin techs have entered and occupy niches. Regulations have changed a lot over the 30 years in all sectors and have made industries more transparent and streamlined. Distribution has become more bank-dominated at one level but we are seeing the emergence of online distributors as well. We have seen several unicorns being born in the financial services space, as new entrants have leveraged digital technology to upend the industry and existing players. Zerodha and Policy Bazar are just two such examples. Customer awareness of products has improved as the business has moved from the top 100 cities into Bharat. The growing influence of digitisation at the front end and back end has made a big difference to processes and customer experience. Also, the fact that customers can compare products easily online and then exercise the option to move from one provider to another has meant a fall in customer loyalty.

4. You have mentioned that you like to write in your free time. Whom do you derive inspiration from, and what are some of your favourite books?

I find writing a great way to express my thoughts but also a great way to learn. Because when you put something down on paper, you need that much more clarity. I used to write regularly for publications but hope to convert my interest in writing into becoming a published author someday. My choice of reading material is typically nonfiction. I enjoy books like the Alchemist (my all-time favourite), Drive, Thinking fast, thinking slow, Psychology of money, Sapiens, Principles etc. My choice of reading material is typically nonfiction. I enjoy books like the Alchemist (my all-time favourite), Drive, Thinking fast, thinking slow, Psychology of money, Sapiens, Principles etc.

5. Your experience in the financial services industry spans over three decades and in all those years you must have had to face a lot of challenges. How did you keep yourself motivated during those trying times?

During my career, I have seen several crises. When I began work in 1987, we had Black Friday, when global markets crashed. When I launched ICICI Pru's first funds in India in 1998, we had the Pokhran bomb blast that shook markets. When I moved to HK in 2001, there was the outbreak of SARS and my first experience with working from home. In 2008-9 I was witness to the global financial crisis. And of course, in 2020 we all were witness to Covid. So, I have seen a fair number of crises in my working life and have been in a position of having to guide an organisation through the crisis. My Learning from these events has been first that a crisis is the best time to break away from the crowd as most companies tend to go into a shell at this time, giving those that don't a chance to go ahead. This philosophy helped the businesses I ran do better than many others through each of these crises. And my second learning from working through these crises is that one has to see beyond the immediate pain and shock. Just as one encounters dense fog when one is driving but we keep moving forward, we need to treat the crises or challenge as a fog we have to motor through. Because the fog doesn't last and at the other end is sunshine and hope and optimism. So, staying focused on your goals and steadfast in your execution through the crises is key to emerging stronger from them. We are going to see many crises in our working lives and unless we learn to use these crises as waves that push us upward and forwards, we can get consumed by them.

6. As an expert in the subject, how do you think the financial market in India has changed over the years? What are some common mistakes people tend to make while making investment decisions that should be avoided?

The common mistakes people make while making investment decisions haven't changed much over time. Human beings are fairly rational in general and credit themselves with being logical and sensible. But when it comes to investing and money, we see emotions often take over and rather than rationality determining behaviour, Fear, greed and impatience are three such emotions we see a lot of while investing. Fear makes us do things we would not normally do but we end up doing because of what we read or see others doing or saying. In a world dominated by social media and 24 x 7 news, events and views can get amplified very quickly. And fear feeds on itself and we start believing the worst and act accordingly. Some of the best returns are made when one can be cool during times of fearfulness. Similarly, when things are going well, greed takes over. We think of the stock market as a one-way street to make money and forget about risk. Risk is overlaid in times of fear while risk seems non-existent at times when greed takes over. And we end up making decisions we would not normally make. And the third emotion is patience, the need to see our money grow too quickly or to keep watching and monitoring it. The most powerful law in investing is the law of compounding. The longer you can let your money grow, the more this all works in your favour, so as long as you have done the right homework to select your investment goals and let the risk appetite, law of

compounding and don't be in the sake of doing. Remember also that in other facets of life, being why you are investing and is very important.

7. Various economic shocks, because of the pandemic and the Russia-Ukraine war, caused a recession world-wide. However, it seems India tactfully handled its economy considering such events. How do you believe the financing sector of our country absorbed such shocks and what does its future look like?

I believe India has come through the covid turmoil and the more recent Ukrainian shock very well. Our economy has been more resilient than other large economies and our Govt policies have had the right mix of growth vs stability. While the rest of the world is seeing a significant slowdown in growth as inflation and rising rates take effect, India is growing well, inflation seems to be getting under control and we seem to be at the end of the rate hiking cycle. India is a vibrant democracy with stability in Govt and policies and has attracted a lot of foreign investment as a result. Our demographics work in our favour esp as China goes through a significant correction following covid and a tightening of the tech and real estate sectors. And finally, India's entrepreneurial talent has found huge support in the last few years, with the availability of funding for start-ups easing up. The financing sector absorbed the shocks of covid and the recent Ukrainian war very well. The Govt and RBI created a fantastic framework for entities to absorb the shock and the Govt did not grow its deficit significantly unlike in other economies. As a result, the credit costs for the financial sector are probably the lowest they have been in a long time post-crisis.

8. The stock market poses an extremely lucrative option for new learners to earn quick money, but it can prove to be equally counterproductive. What is your message for people who don't seem to ignore the latter?

The simple rule of life is that risk and reward go hand in hand. If you take the risk, you should expect a greater reward than if you didn't take that risk or else the risk isn't worth taking. Similarly, if you don't take the risk, you should not expect disproportionate rewards. People who believe they can get rewards without taking risks are falling themselves. They may be successful once or even twice but that would be the exception and not the rule. If you are going to take risks, make sure you can absorb the losses that could come with it and don't only dream of the rewards that might come. No asset class can generate returns higher than the risk-free rate without risk. So diversify your investments and ensure you build a portfolio that delivers the risk and return profile that suits you. Do not follow rumours or others as herd behaviour is a sure recipe for trouble.

9. Apart from the finance sector, which other sectors of our country do you feel have a great potential to develop multifold in the next decade?

I do think the finance sector in India is poised for significant growth because finance is essential for the growth of an economy as an economy grows the finance sector grows too. But other sectors will grow strongly in India as well. I think health as a sector will become a much larger part of the economy as people realise that health is their biggest wealth. I think elder care as a sector is a massive opportunity as we have an ageing population that needs care and attention. I feel that leisure and sports will be a big business opportunity because as an economy grows, its people tend to spend more time on these things.

10. What is your message for the students at St. Xavier's College (Autonomous), Kolkata?

My message to the students at St Xavier's College is that you have a huge advantage in studying in an institution like this. There will be opportunities coming your way that haven't come to others before. If you can dream something, you can do it. So, don't compromise and dream big. I wish you all a life of balance, the power to make the best decisions and the humility of accepting what you cannot change. Your time on this planet is limited, so don't waste it living someone else's life. Have the courage to follow your heart and intuition. As the author, Nora Roberts said, "If you don't go after what you want, you'll never have it. If you don't ask, the answer is always no. If you don't step forward, you're always in the same place." But, also remember that to leave a mark on this world, leave those with whom you cross paths with a little more happiness and hope. Be proud of who you are and the life you choose to live. Make the most of every day by giving all you have to give. Make the world a better place. May you always be curious and a student because this world will make you obsolete the day you stop learning. I would like to conclude with a quote from a favourite poet of mine, Maya Angelou, who said "My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humour, and some style". And that is my wish for you. That you live your lives with passion, compassion, humour and style!



work for you hurry to act for something, investing as with many clear on your goals and for what you are investing



A STUDY ON UNDERSTANDING THE SATISFACTION LEVEL OF E-BIKE USERS OF RANCHI



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In today's competitive and fast-paced world, the automobile plays a very important role in the whole life of individuals. Whether dealing with productivity, performance, or livelihood issues, vehicles act as a bridge between different transit points, saving considerable time and effort. And most of the population in India is dependent on two-wheelers. However, due to concerns over greenhouse gas emissions and their adverse effects on global warming, mankind has had to search for alternative energy options. Although electric vehicles seem to be the best solution in terms of the above problem, Automobile companies felt the need to invent vehicles that did not rely on fossil fuels.

There are many studies present about consumer perceptions towards Electric bikes but very few studies are present to understand the actual satisfaction level of consumers of the E-BIKES. So, the main purpose of the study is to understand the satisfaction level of E-BIKE users of Ranchi.

Literature Review

As per Vinoth & Parthiban (2021), "The Electric Bike industry is in a nascent stage still in India, with lots of apprehension about its durability and quality being delivered."

According to Bhatia et .al (2021) " "Environment Friendliness", "Cost Efficiency", "Willingness to Pay Premium", "Low Maintenance Charge", and "Comfort to Switch to Electric 2-Wheeler" were found to have a positive impact on the "Purchase Intention" of respondents towards the Electric 2-Wheeler. Out of these variables, "Willingness to Pay Premium", and "Comfort to Switch to Electric 2-Wheeler" were found to have a significant positive impact on the "Purchase Intention". The variable, viz., "High Charging Time", "Willingness to Compromise Speed", and "Safety as Compared to Normal 2-Wheeler", were found to hurt the "Purchase Intention" of respondents towards the Electric 2-Wheeler. "



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According to Sivasakthi & Geethanjali.P(2020), "The study is based on the customer satisfaction towards Ampere Electric bike. It concludes the respondents are satisfied with the quality, price, and performance of the Ampere E-bike, most of the respondents are motivated by work groups to buy the Ampere E-bike and also customers feel the price of the Ampere E-bike is Neutral. Most of the respondents feel that ampere e-bikes are easy to drive because it is weightless. The study outcomes also indicate that most of the customers were satisfied."

As per Deekshu (2018), "Most of the customers were satisfied with the mileage of the Electric bikes and are convinced about the electric bike benefits and were willing to refer it to their friends. It was found that most of the customers are not satisfied with after-sales service. It shows that customers are dissatisfied with the sale service. It was found that a maximum number of the customers feel the speed of the electric bikes to be very low and were not satisfied with the current speed of the bikes. It was found that the non-availability of Electric bikes is also a reason for lower market share and consumers not purchasing them."

Objectives

The research has been conducted with the following objectives:

- To understand the satisfaction level regarding quality, features/specifications (speed, mileage, comfortable ride, charging time, durability, etc.)
- To understand the satisfaction level regarding pricing.
- To understand satisfaction level regarding cost efficiency (charging cost, maintenance costs, etc.).
- To understand overall satisfaction with the brand & technology.

Methodology

Research Design

A cross-sectional study pattern would be applied to obtain data from existing users of Electric bikes differing in demographic such as gender, age, income, education & occupation.

Data collection

First-hand/ Primary data would be collected from the study using structured questionnaires to examine the satisfaction level of users of E-BIKES in Ranchi regarding different aspects of E-BIKES.

Research Type

The study adopted descriptive research and convenience sampling technique.

Sampling type and sample size

Data would be collected through existing users of E-BIKES using convenience sample techniques. The respondent profile would consist of 100-150 customers of E-BIKES from Ranchi and nearby areas.



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Data, Analysis and Findings

Following output was derived from the research conducted:

Question 1. Gender

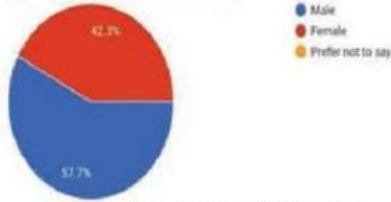


Illustration 1: Gender

Gender	Count of gender
Female	44 (42.3%)
Male	60 (57.7%)
Grand Total	104

Table 1: Gender

Out of 104 respondents, 44 were females and 60 were males. This shows that the E-bike segment has attracted both genders. No one can say that only males are preferring this segment or only females are preferring. About 42.3% of users were females which represents a good number of female users of these Electric Bikes/scooters.

Question 2 - City



Illustration 2: City

City	No. Of Respondents
Ranchi	104
Total	104

Table 2: City

All 104 respondents were from Ranchi, As this study was based in Ranchi, the data had been collected through the cooperation of different bands distribution partners in the city.

Question 3- Income

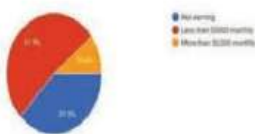


Illustration 3: Income

The graph and table show, out of 104 respondents 39 were not earning, 54 were earning less than 50000, & only 11 respondents were earning more than 50000. This shows that the middle and upper middle class have been attracted most to this segment as these sections of the population are using 2 Wheelers.



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Income Level	No of Respondents
Not Earning	39
Less than 50,000 / month	54
More than 50,000/ month	11

Table 3: Income

So, we can say that the target market is the same as the petrol bike's target market upper middle class and middle class are the target for common petrol bikes. And here analysis is presenting that the same class of consumers are using the E-BIKE.

Question 4- Occupation

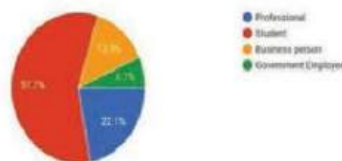


Illustration 4: Occupation

Occupation	No of Respondents
Professional	23
Students	60
Businessman	14
Government Employees	7
Total	104

Table 4: Occupation

Out of 104, 23 respondents were Professional, 14 were Businessmen, 7 were Government employees and 60 were students. This shows people from different categories are using e-bikes but as the E-bike is a new segment based on new technology, the young population/ students are using this new technology the most. Professionals are the 2nd highest in using this new segment, this also shows the bright future for E-BIKES as most of the users are students. One other reason might be the freedom from license etc. Because of which students are using this segment most.

Question 5- Which brand's E-Bike are you using?



Illustration 5: Which brand's E-Bike are you using?

Different Brands	Number of Respondents
Okinawa	15
Pure EV	7
Hero Electric	36
Joy Electric	20
Bajaj	11
TVS	8
Ola Electric	7
Total	104

Table 5: Which brand's E-Bike are you using?

During the study, I came to know about 8 + brands available in the city of Ranchi. Of these brands, Hero Electric has a maximum market share that is 34%, followed by Joy Electric- at 19.2%, then Okinawa - at 14%. In the study, less than or about 10% of Respondents were from these brands like - TVS, Pure EV, Ola Electric, and Bajaj. This segregated consumer of different brands is representing the availability of E-BIKES in the city. Here we can say that the city has a Vast availability of Brands.



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Question 6- How long have you been using an E-Bike?



Illustration 6: How long have you been using an E-Bike?

Holding Period	No Of Respondents
1 Year or less	46
1-3 Years	40
More than 3 Years	18
Total	104

Table 6: How long have you been using an E-Bike?

Here 46 respondents were using the E-BIKE for 1 year or less, 40 respondents had been using the e-bike for 1-3 years and only 18 Respondents were using the e-bike for more than 3 years. This shows the E-bike is still in the emerging stage and it was not so popular before 2-3 years and during the last few years people are preferring this new technology. Another reason may be the hike in petrol prices which has been increasing from the last few years & because of this reason, this segment of 2-wheeler has experienced a hike in demand from the last few years.

Question 7 – How much are you satisfied with the following factors: -

(Rate your satisfaction level on a scale of 1-5, where:

1 is Highly unsatisfied, 3 is a neutral degree & 5 is highly satisfied)

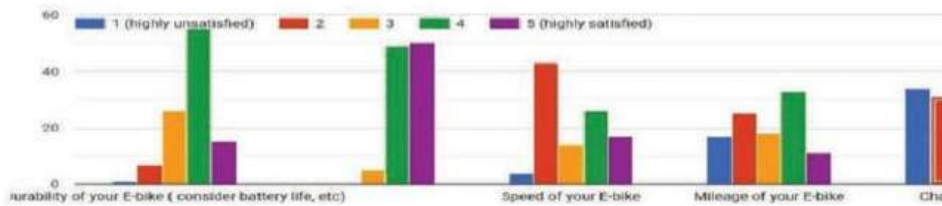


Illustration 7: Level of Satisfaction based on factors like durability, features, speed, mileage, etc

7.1 Satisfaction from Durability of the E-BIKES.

Degree for Satisfaction	Number of Respondents	Percentage
1 - Highly Unsatisfied	1	0.96%
2- Unsatisfied	7	6.73%
3- Neutral	26	25%
4- Satisfied	55	52.88%
5- Highly Satisfied	15	14.42%

Table 7: Satisfaction from Durability of the E-BIKES

Here the maximum number of Respondents (about- 53%) rated their Satisfaction Level at 4 which was the value for "Satisfied". 15 people were fully satisfied with their E-bike durability. About 25% of respondents are rating their satisfaction level at 3 which is neutral, and only 8 People rated 2 or 3 which were unsatisfied or highly unsatisfied. This shows that most of the respondents are happy with the build quality of their E- bikes.


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Satisfaction Degree	Percentage				
	Durability	Features	Speed	Mileage	Charging Time
Highly unsatisfied	0.96%	0	3.85%	3.84%	32.69%
Unsatisfied	6.73%	0	41.16%	24.03%	29.80%
Neutral	25%	4.80%	13.46%	13.46%	26.92%
Satisfied	52.88%	17.11%	25%	31.73%	7.69%
Highly satisfied	14.42%	48.07%	16.34%	16.34%	2.88%
Results on basis of ratings from the maximum Respondents	Satisfied	highly satisfied	Unsatisfied	Satisfied	Unsatisfied

Table 8: Table depicting all the factors and their level of satisfaction.

7.2 Satisfaction from Features Of E-BIKES.

Degree for Satisfaction	Number of Respondents	Percentage
1-Highly Unsatisfied	0	
2- Unsatisfied	0	
3-Neutral	5	4.80%
4- Satisfied	49	17.11%
5- Highly Unsatisfied	50	48.07%

Table 8: Satisfaction from Features Of E-BIKES.

When it comes to features of E-BIKES most of the users have rated 4 which is for "Satisfied" and 50 Respondents have rated 5 which is for highly Satisfied. This shows that E-bike Users do not have any issues regarding the features of their E-bikes and most of them are Satisfied with the Bike's durability.

7.3 Satisfaction from Speed of E-BIKES

Degrees for Satisfaction Level	Number of Respondents	Percentage
1- Highly Unsatisfied	4	3.85%
2- Unsatisfied	43	41.16%
3- Neutral	14	13.46%
4- Satisfied	26	25%
5- Highly Satisfied	17	16.34%

Table 9: Satisfaction from Speed of E-BIKES

About 41.34% are rating 'speed' as 2 which is a value for unsatisfied, and 4 other Respondents rate speed as highly unsatisfied, here the table is showing a good number of Respondents who were not satisfied. Maybe the young population has rated it unsatisfied as the speed of this segment is very normal, in the survey young population has taken part So, they may have rated it unsatisfactory.

On the other hand, about 25% have rated Satisfactory & 16.34 % have rated highly satisfied. This shows that there is a contradiction. Different age groups have different speed demands as old or mid-aged people will mostly use normal speed. And young population will prefer high speed but still, if 41 % have rated 2 - (unsatisfied) that means the speed should be improved.



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7.4 Satisfaction from Milage/runtime of E-BIKES

Degree for Satisfaction	No Of Respondents	Percentage
1- Highly Unsatisfied	17	3.84%
2- Unsatisfied	25	24.03%
3- Neutral	18	13.46%
4- Satisfied	33	31.73%
5- Highly Satisfied	11	16.34%

Table 10: Satisfaction from Milage/runtime of E-BIKES

The maximum response has been received for "4- Satisfied" which means in general people are not facing any big challenges to ride E-Bike. At the same time 17 Respondents are highly unsatisfied and 25 Respondents are unsatisfied. This shows that Milage is not that much improved so it can satisfy a minimum number of users. So, in conclusion, we can say that Mileage is Good but still improvement is required.

7.4 Satisfaction from Charging time

Degree for Satisfaction	No of Respondents	Percentage
1- Highly Unsatisfied	34	32.69%
2- Unsatisfied	31	29.80%
3- Neutral	28	26.92%
4- Satisfied	8	7.69%
5- Highly Satisfied	3	2.88%

Table 11: Satisfaction from Charging time

Charging time is a big concern for each consumer, the table represents only 7.69% were Satisfied and 2.88% were highly satisfied. Other than this rest Respondents were unsatisfied or highly unsatisfied or neutral. This shows that lots of improvement are required to make it Satisfactory as in this pacing world no one has much time, and no one wants to spend time on charging.

Considering all these, the manufacturer should focus to improve it, currently charging time is not satisfactory.

Question 8- How much are you satisfied with long-term low-cost efficiency? (Consider changing cost & maintenance cost)



Illustration 8: How much are you satisfied with long-term low-cost efficiency? (Consider changing cost & maintenance cost)



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Degree for Satisfaction	Number of Respondents	Percentage
1- Highly Unsatisfied	1	1%
2- Unsatisfied	6	5.8%
3- Neutral	6	5.8%
4- Satisfied	51	49%
5- Highly Satisfied	40	40%

Low maintenance and low operating cost are key for E-BIKES as most people prefer this segment because the low operating cost and low maintenance cost also give freedom from the use of petroleum.

Table 12: How much are you satisfied with long-term low-cost efficiency?

So, the fluctuations in petrol prices do not impact the E-bike Users. The same has been reflected in this question also, 40% of Respondents were highly satisfied, and 49% were Satisfied. This shows peoples are Satisfied with the low use cost.

Question 9- How much are you satisfied with the price you paid? Was it reasonable or much higher?

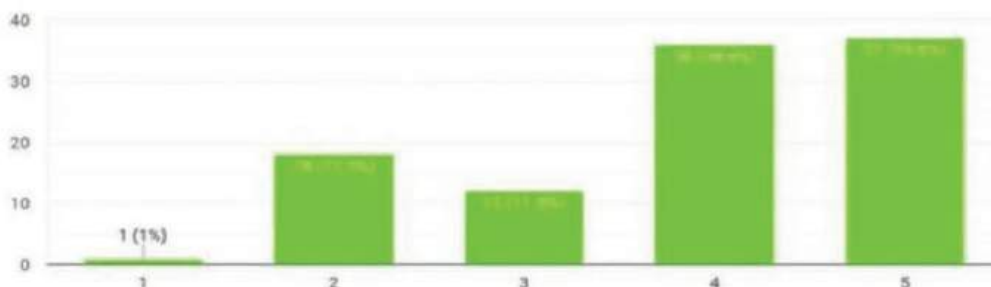


Illustration 9: How much are you satisfied with the price you paid?

Satisfaction Level	No of Respondents	Percentage
1- Highly Unsatisfied	1	1%
2- Unsatisfied	18	17.3%
3- Neutral	12	11.5%
4- Satisfied	36	34.6%
5- Highly Satisfied	37	35.6%

Pricing of any product matters a lot, so the price of the E-BIKES has been Centered around the price of a petrol bike. People always think that the price would be returned to them in the form of savings which they will save by not spending on petroleum. Most people are satisfied with the pricing of the E-BIKES in the market. About 34.6% were Satisfied and 35.6% were highly satisfied. This shows the same that respondents were Satisfied with what they had paid as price.

Table 13: How much are you satisfied with the price you paid?



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Question 10- If you are still using Your Electric Bike, then rate from the following factors which factor is most satisfactory to you? (1 is the highest satisfactory degree followed by 2 &3)

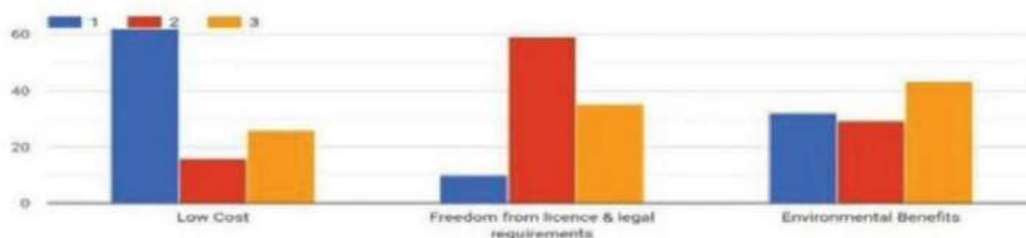


Illustration 10: If you are still using Your Electric Bike, then rate from the following factors which factor is most satisfactory to you?

Factors	Rank for Satisfaction	No. of Respondents
Low Cost	1st Rank	62
	2nd Rank	16
	3rd Rank	26

Table 14: Low Cost

Factor	Rank For Satisfaction	No of Respondents
Freedom from license & legal requirements	1st Rank	10
	2nd Rank	59
	3rd Rank	35

Table 15: Freedom from license and legal requirements

Factor	Rank For Satisfaction	No of Respondents
Environmental Benefits	1st Rank	32
	2nd Rank	29
	3rd Rank	43

Table 16: Environmental Benefits



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	Low Cost	Freedom from license & legal requirements	Environmental Benefits	Results
1st Rank	62	10	32	Low Cost
2nd Rank	16	59	29	Freedom from license & legal requirements
3rd Rank	26	35	43	Environmental Benefits

Table 17: If you are still using Your Electric Bike, then rate from the following factors which factor is most satisfactory to you?

In the ranking for the most satisfactory factor between "Low Cost", "Freedom from license and legal requirements", & "environmental Benefits" Low Cost received the most votes for 1st rank, 62 respondents rated low cost as rank 1 for most satisfactory factor. Freedom from license and legal requirements have received the highest responses for 2nd most satisfactory, 59 people have rated it 2nd most satisfactory. Environmental Benefits received the most responses for the 3rd most satisfactory factor.

After analyzing all the responses, we can rank these three most satisfactory factors as 1st rank - low cost, 2nd rank - freedom from license and legal requirements, & 3rd rank - Environmental Benefits.

Question 11- Rate from the following which factor is least satisfactory to you? (1 is the least satisfactory degree followed by 2 & 3)

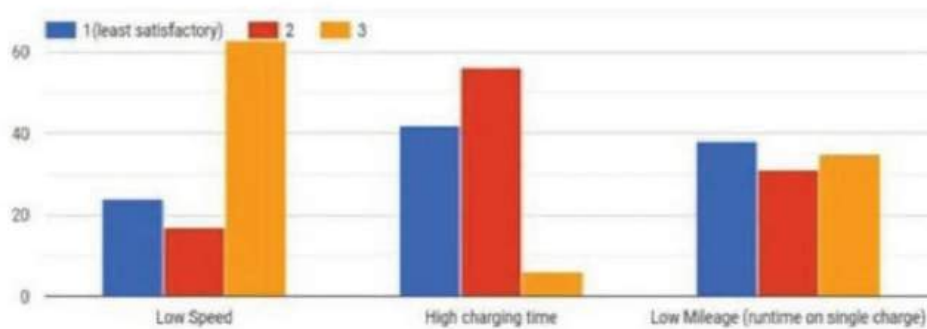


Illustration 11: Rate from the following which factor is least satisfactory to you?


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FACTOR	RANK	NO OF RESPONDENTS
LOW SPEED	1 st	24
	2 nd	17
	3 rd	63

Table 18: Low Speed

FACTORS	RANK	NO OF RESPONDENTS
HIGH CHARGING TIME	1	52
	2	46
	3	6

Table 19: High Charging Time

	LOW SPEED	HIGH CHARGING TIME	LOW MILEAGE	Results
1 st Rank	24	52	28	High Charging Time
2 nd Rank	17	46	51	Low Mileage
3 rd Rank	63	6	25	Low Speed

Table 20: Rate from the following which factor is least satisfactory to you?

In the ranking of least satisfactory factors of E-BIKES, High Charging time has received maximum responses for 1st most unsatisfactory, it also has received maximum responses for 2nd rank, this shows people are mostly unsatisfied with the high charging time of E-BIKES. Low mileage has got 38 responses for 1st rank and 31 responses for 2nd rank for most of the unsatisfactory factors. Whereas low speed has got maximum responses for 3rd rank. These responses show that High Charging time has ranked 1st as the most unsatisfactory factor, low mileage has ranked 2nd most unsatisfactory factor, and low speed has ranked 3rd by most respondents. This represents high charging time as the most Unsatisfactory factor, followed by mileage, and low speed.



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Question 12- Considering all the factors (low cost, environmental benefits, etc.), are you satisfied with the E-bike currently available in the market in comparison to Petrol Bikes or do you think, still more upgrading is required to make it an alternative to Petrol Bike?

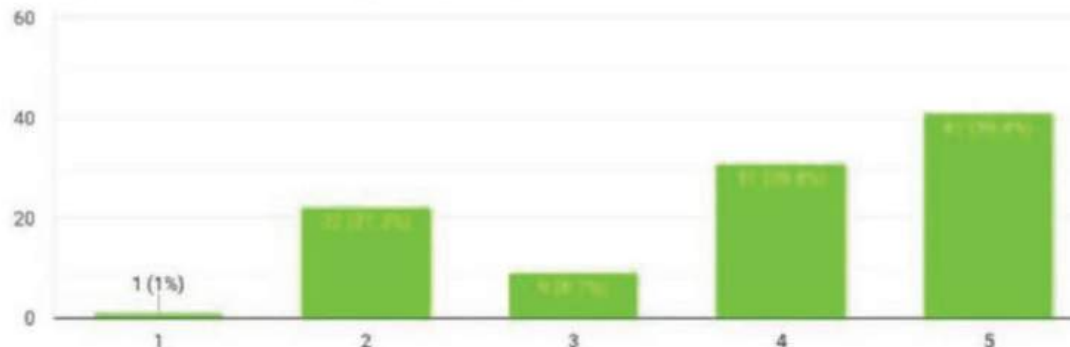


Illustration 12: Are you satisfied with the E-bike currently available in the market in comparison to Petrol Bikes

SATISFACTION LEVEL	NO OF RESPONDENTS	PERCENTAGE
1- HIGHLY UNSATISFIED	1	1%
2- UNSATISFIED	22	21.2%
3- NEUTRAL	9	8.7%
4- SATISFIED	31	29.8%
5- HIGHLY SATISFIED	41	39.4%

Table 12: Are you satisfied with the E-bike currently available in the market in comparison to Petrol Bikes

In the question" Considering all the factors (low cost, environmental benefits, etc.), are you satisfied with the E-bike currently available in the market in comparison to Petrol Bikes or do you think, still more upgrading is required to make it an alternative of Petrol Bike?" This question was asked to get a conclusion from the respondents whether the e- bikes are satisfactory to you and do you think it is an alternative to petrol bikes or overall, you are not satisfied and you think still upgradation is required to make it an alternative to petrol bikes. Maximum people 39.4% have rated it highly satisfied/ it already an alternative and 29.8% are overall Satisfied, Whereas 21.2% were overall Unsatisfied and only 1 Respondent was highly Unsatisfied. This shows people are already rating E-bikes as an alternative to e-bikes and people are ready for the change, and those who are using them are happy with this new technology.



Conclusion

This study has been started to understand the satisfaction level of E-bike considering a product where speed, mileage, charging time, durability, etc. were the factors. For this objective, after this study, we are here to conclude that most people are somehow Satisfied with speed, and durability but in the case of charging time and mileage, most of the respondents were Unsatisfied or highly unsatisfied. For the pricing aspect, most of the Respondents are Satisfied most of the brands have centered their price around the price of petrol bikes so people do not think that they are paying a higher amount and people think about saving in the future, this aspect has been reflected through the question in the study. In the case of low-cost efficiency, about 49% were satisfied and 40% were highly satisfied. This reflects that the E-bike is satisfying the most important factor from the consumer's point of view. To understand the overall satisfaction and to get a conclusion from Respondents we asked specific questions to rate the overall satisfaction. In response to this question, most of the people were satisfied or highly satisfied. And they were considering E-bike as an alternative to petroleum bikes. This is a good sign for E-BIKE manufacturers as the consumers are SATISFIED with this new technology, it will attract the attention of other consumers also, particularly in the current period where petrol prices are increasing day by day. So, we can say that this segment will emerge very fast in the 2-wheeler industry.

Limitations of Study

- The survey is based on the respondents chosen at random from Ranchi city. Hence, they cannot be generalized to other cities.
- The sample size has been restricted to 104 respondents. So, the scope of this study is very limited.
- The respondent's views and opinions may hold good for the time being and may vary in the future.

Suggestion

- During the study, High Charging time has come as a most Unsatisfactory factor for most of the Respondents so, different companies should focus on R&D to make it better.
- Maximum users were also not satisfied with the mileage, so manufacturers should concentrate on research and development to increase the capacity of e-bikes or overcome this problem charging centers should be opened at various places.
- Most people are satisfied or highly satisfied with the low operating and maintenance cost. This shows the opportunity for high demand Mondays when petrol prices are increasing day by day. So, companies should utilize this by representing this factor with advertisements.

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A STUDY ON UNDERSTANDING THE FLYING BEHAVIOUR AND PREFERENCE OF PEOPLE OF KOLKATA AND SILIGURI TOWARDS DOMESTIC AIRLINE COMPANIES.



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Introduction to the Aviation Industry in India

The aviation sector contributes significantly to the growth and development of the Indian economy, employment, and the development of India's trade, commerce and tourism. It is an important economic driving force for the prosperity and development of all nations. India's fast-growing aviation sector handles approximately 2.7 billion passengers worldwide annually, uses 4,200 airports and operates 4,800 through 920 airlines operating 2,700 aircraft worldwide. The Aviation Sector carries 10,000 tons (MT) of cargo.

Today, 89 foreign airlines are flying to India and 5 Indian airlines are flying outbound from India. In all types of businesses, customer satisfaction is the ultimate goal or goal of any marketer. High passenger satisfaction is one of the most important assets of the aviation industry in today's highly competitive environment. Passenger satisfaction services occur when a company is able to meet or exceed passenger expectations and provide passengers with benefits that are considered added value. When a customer is satisfied with the product or service offered by the company, the customer either buys more or uses the service consistently. Customer satisfaction is an essential goal for airlines that provide passenger services. On the experience board, it's still special to the customer. Customers have a wide selection of suitable airline products according to their requirements and preferences. As a result, airlines are constantly developing and innovating in-flight products to differentiate themselves from their market competitors. There are many factors that airlines can guide in building their customer base and passenger services, and satisfaction can be a key factor in the success of any business.

Literature Review

The research is being conducted to find out consumer preference and flying behavior of people of Kolkata and Siliguri.



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Schneider and White, 2004: Many scholars, including Schneider and White (2004), have recognised the significance of the relationship between airline service quality, behavioural intention, and consumer happiness. The researchers looked into the relationship and found that consumers' behavioural responses often have a role in the airline's service quality, behavioural intention, and customer satisfaction. Simply put, behavioural intention is anticipated as a behavioural consequence of service excellence, and it influences customers' actual behaviour, which in turn influences the financial outcomes of the organisation.

Goodman (1989): According to Goodman (1989), businesses should concentrate on service quality issues since poor service can make customers unhappy and disloyal, resulting in a company's downfall.

Park, Robertson, and Wu (2005): Park, Robertson, and Wu (2005) found that service quality is a crucial element for airlines that has a significant impact on passenger decision-making.

Dean (2007): Consumer loyalty, according to Dean (2007), is the degree to which a customer recommends and indicates a preference for future use of a specific organisation.

Zeitaml, 1996: When a consumer is satisfied with an airline service and respects and admires the degree of service quality, he will return, increasing the company's sales volume. Previous research investigations have shown that repurchase intent is a result of prominent levels of satisfaction from previous experiences.

Tamilchelvi, Punitha (2013): Consumer satisfaction is a measure of how well a company's products and services meet or exceed customer expectations. Customer satisfaction is what ensures an airline's future, and it is achieved through aligning their service with passenger needs. The purpose of the study was to determine the level of satisfaction with domestic airline services in the Coimbatore district. A total of 300 people were surveyed using a non-probability convenience sample method, and the hypotheses were tested using the chi-square test. The study's findings show that passengers are generally satisfied with the services provided by domestic airlines.

Citrin, Grewal, Chandrashekar (2008):

According to studies, a company's shareholder value and growth are determined by the company's investment, i.e., in which sector or department the money is invested. They tested two hypotheses: (a) objective service quality and advertising impact not only the level of customer satisfaction, but also the heterogeneity in this asset, and (b) satisfaction heterogeneity will reduce the utility of the satisfaction asset in driving shareholder value, as well as influence the contemporaneous volatility in shareholder value. They conducted this study using secondary data from a variety of sources to describe the dynamics within the United States' airline industry.

Ahadmotlaghi, Pawar (2012).

The researcher discovered that, in today's business market, organisations are struggling to apply various marketing strategies and programmes in order to gain more market share and acquire more customers on the one hand, and to keep them satisfied and loyal to their company on the other hand, due to intense competition. As a result, they may build long-term relationships with their clients and prevent



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them from switching brands. CRM's use as a continuous marketing programme has recently garnered a lot of traction. CRM allows businesses to learn more about their consumers and pass that information on to other businesses, allowing them to better meet and satisfy their demands. Airlines' efforts to improve loyalty programmes and service personalization, as well as to build relationships with customers, can help.

David Mc.A Baker (2013)

Using data from the Department of Transportation Air Travel Reports, the goal of this study was to look at airline service quality and customer satisfaction from 2007 to 2011. A survey of the literature indicated that the airline sector has been grappling with a number of issues, including cost-cutting, managing variable demand, and meeting stringent quality standards while attempting to maintain great service and serve the interests of various client groups. The percentage of on-time arrival, travellers denied boarding, mishandled baggage, and customer complaints were all taken from the Department of Transportation's Air Travel Consumer Report. Microsoft Excel version 2010 was used to analyse the data using percentages, mean, and standard deviation in a quantitative research technique.

Arora, Bishnoi, Atray (2009)

The study discovered that when income levels rise, disposable income rises, boosting the number of fliers. As a result of the growing popularity of Indian tourism, the number of foreign and domestic passengers has increased as well. The airline sector will grow as a result of this.

Despite the fact that the Indian aviation industry is currently confronted with numerous obstacles, the industry's growth prospects are quite promising. The government must take steps to improve airport infrastructure and make investments. The government has already begun to take initiatives to strengthen the aviation industry. To sum up, despite all of the obstacles, the Aviation Industry's future seems bright.

Research Gap

Most of the available literature and research only the flying behaviour of customers and many of the paper that do talk about Preference and behaviour are based in different countries, thus creating some disparity between their pattern and an average Indian's pattern. This research study aims to identify and analyse flying behaviour and customer preference among the plethora of options available and what are the factors affecting their choice. Thus, this study sets this study apart from other similar studies on this topic.

Research Motivation

Understanding the flying pattern of consumers is a very interesting topic of research especially after the Pandemic. It is interesting to determine what factors do consumers consider before selecting an Airline for travel. The research is limited to the flyers of Kolkata and Siliguri. The major objectives of this research study are:



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- a) To understand how important the factors considered for the research are for the flyers of the specified areas i.e., Kolkata and Siliguri.
- b) To know the inherent causes behind the rating of services offered by the airlines.
- c) To know whether the travelers perceive any significant difference between services rendered by different airlines.
- d) To understand what are the major problems that the travelers face currently while flying through different airlines and what suggestions do they have for the airlines so as to improve the experience of the flyers.

Expected Contribution from the Study

This study tries to give an insight into the measure of the customer satisfaction level based on service quality as perceived by air travelers among several Indian domestic airlines. Service standard attributes which have been considered for research purposes are Airfare, Flying Duration, Convenience of Travel, Comfort in Travel and Ticket Booking Procedure. A questionnaire changed into designed with above set of attributes and responses of a hundred tourists of several domestic airlines based in Kolkata and Siliguri have been recorded on a 5-factor scale. About a hundred respondents have been interviewed from the two locations namely Kolkata and Siliguri. A convenient sampling technique was followed. Perceptions of only those tourists have been captured who had truly travelled through a minimum of two domestic airlines. Using Kruskal-Wallis test, it was checked whether or not tourists understand any big distinction among the convenience of the several airlines for every of the abovementioned attributes. The domestic airline options of clients with respect to every of the service quality have been additionally traced in the course of the research. It was further found that the customers highly prefer Indigo Airways as an airline after considering the factors that have been considered in the research. Other revelations have also been discovered in the research study which has been further discussed extensively.

Objectives

The main objective of this study is to understand the flying behaviour and compare preferences of the travellers of Siliguri and Kolkata towards the Indian domestic airlines. Further, the following sub-objectives are also kept in mind for achieving the purpose of the study.

- To know the inherent causes behind the ratings of the services offered by an airline?
- To identify the factors considered for evaluating the experience of domestic airtravel?
- To know whether travellers perceive any significant difference between services rendered by different airline companies.
- To give Suggestions for the improvement of Domestic Airlines in India

Scope Of The Study

The airline industry, just like any other industry, focuses on customer satisfaction, so this report aims to focus on the factors that a passenger considers before selecting a particular airline for travel. This report discusses several aspects



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related to the customer satisfaction of the passengers. Different dimensions and methods are being used in this research to know the impact of distinct factors on the mindset of the consumers while deciding the airline for travel. Past work on the study of airline service has also been used in this research to evaluate and understand the effect of such factors on the future behaviour of the passenger while choosing an airline. Several dimensions of flying experience have been discussed in this report such as hospitality, comfort, airfare, convenience, etc.

Research Methodology:

Nature of the study: This study flows an explorative approach to the topic.

Nature of the Data: The data collected is majorly primary in nature from the firsthand source through an online questionnaire survey.

Data Collection: The data is collected primarily through a structured questionnaire (passed among a sample containing youngsters). The questionnaire was created using Google Forms which is a site that allows swift creation and easy circulation through online mediums. [While preparing the questionnaire, most of the questions was multiple choice to make it convenient for the respondents to fill the form.]

Sampling Technique: Follows Non-Probability sampling, more specifically it follows the deliberate sampling technique.

Sample Size: The sample size collected from the questionnaire is 100 responses.

Period of Study: The data was collected over a period of 7 days.

Method of Data Analysis: The data collected by the questionnaire (attached in the end) was analyzed using pie charts and graphs created by Google Forms itself along with other graphs and statistics found by the use of IBM Statistical Package and Microsoft excel.

Data Analysis And Interpretation:

The section of the study includes a thorough analysis of the study's agenda through the distribution of a structured questionnaire, from which responses were collected, which were then analysed using various statistical methods, and observation and interpretation were thus recorded with the utmost care and authenticity.

Demographic Profile:

The questionnaire was rolled out to a target sample of 100 responses. After which the responses were closed. During the analysis, there were no outliers found and the analysis was conducted considering all the 100 responses.



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Gender
100 responses



Illustration 1

According to the above pie chart shows the first part of the demographic breakdown of the data collected. The chart refers to the gender of the respondents. 42 % of the sample is Female therefore showing that majority of the sample includes males. Since only 15% difference exists between the count of females and males it can also be stated that there is equality in the data on the basis of gender.

Age
100 responses

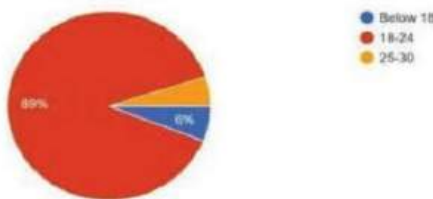


Illustration 2

The above pie chart refers to the age of the respondents. This shows that 89% of the respondents is between 18-24 showing that the majority of the sample falls under the new definition of the young generation, which was the main focus of the study. 5% consists of 25–30-year-olds which fall under the young millennial. Roughly 95% of the sample lies in the age group between 16-25 thus showing that the data collected is in line with the age group of young generation showing a validity of the quality of the sample.

Occupation
100 responses

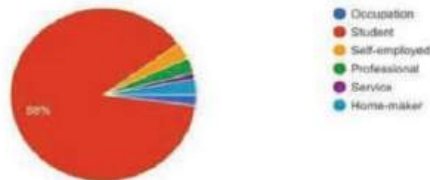


Illustration 3

The above pie chart states that in the sample collected 88% of the population consists of college going students which creates some sense of similarity among most of the responses collected.

Family Monthly Income
100 responses

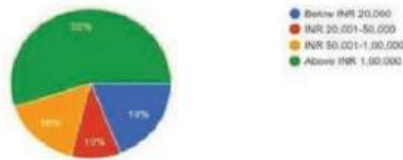


Illustration 4

The above pie chart shows the monthly household income of the sample, to understand the consumption pattern, as shown 55% of the sample earns above 1,00,000.



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Which City do you reside in?
100 responses

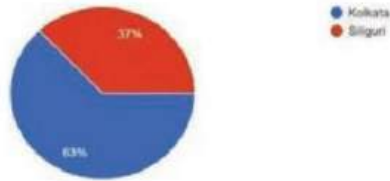


Illustration 4

This being a comparative analysis, 63% of the respondents reside in Kolkata, and the rest in Siliguri.

How often do you travel?
100 responses

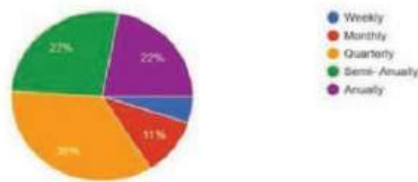


Illustration 5

As seen in the above bar chart, majority People in both Kolkata and Siliguri travel quarterly. There are very few people who travel weekly and monthly. People in Siliguri prefer travelling semi-annually, whereas people of Kolkata aren't inclined towards any of the two.

Rate your Average Flying Experience
100 responses

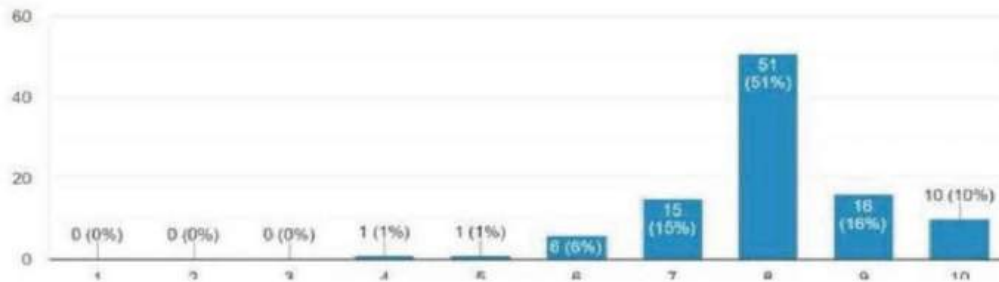


Illustration 7

The above bar graph represents the average flying experience of the respondents, 51% of whom chose 8 out of 10, signifying satisfaction in the people of Kolkata and Siliguri on their flying experience.



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What is the main determinant of choosing the airline before flying?
100 responses

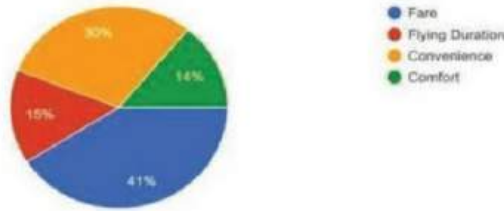


Illustration 9

According to the adjacent pie chart, the main determinant of choosing the airline before flying taken individually of Siliguri and Kolkata and cumulatively is the same, i.e., Fare, thereby justifying the true nature of the human mind. Comfort and flying duration were given the least importance.

Which airline do you prefer the most?
100 responses

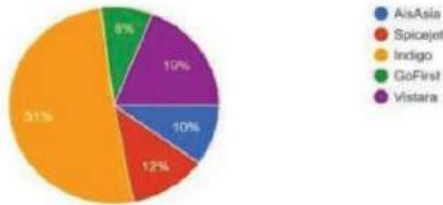


Illustration 10

Indigo, out of various other options was given the top preference by both the Respondents of Siliguri and Kolkata, individually and cumulatively. GoFirst and Spicejet were given the least importance.

Which is your preferred mode of booking flight tickets?
100 responses



Illustration 11

The pie chart and bar graph shows that people nowadays want to book their tickets themselves and not through a travel agent, signifying independence of the youngsters. Cumulatively taken, travel agent wins by approx. 2-3%.



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Has Covid-19 affected your flying frequency?
100 responses

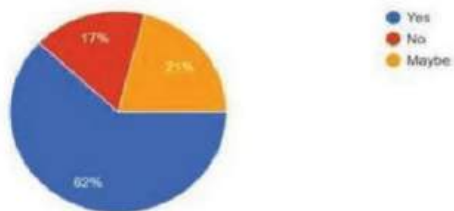


Illustration 12

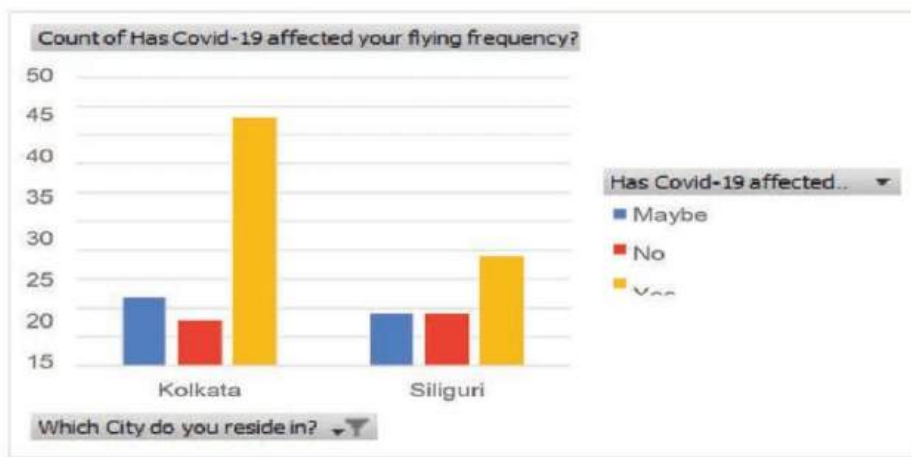


Illustration 13

The above mentioned pie chart (*Illustration 12*) shows that, majority of the respondents, individually and cumulatively feel that Covid- 19 has affected their travel frequency.



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Findings:

From the above analysis of data, the following points were the resultant outcome and thus the findings of this study:

1. According to the sample, 88% of them are students living in either Kolkata or Siliguri. 38% of them travel quarterly, 27% semi-annually, 22% annually and very few monthly and quarterly, which has been severely impacted by Covid-19(62% feel that).
2. Average flying experience has been surprisingly good as 51% people have rated their experience as 8 out of 10(best experience), which implies that the majority of the domestic airlines are successful in satisfying the customers on providing the required services and affect the purchase intention of the customers with their sharp factors differentiating them with others.
3. Fare turned out to be the main determinant of choosing the airline before flying, followed by convenience. These are the two main factors on which domestic airline companies tend to play on and get their respective target audience.
4. Majority of the respondents in the sample space prefer Indigo over spicejet, Vistara, Go First, and airasia, implying indigos performance in the sector is better then that of others. Frequency, convenience, duration and all the other factors help Indigo to maintain its position in the Domestic Aviation Sector in India.
5. Another learning from this research would be that people prefer booking tickets by themselves other than booking from a travel agent. Travellers are now aware about the advantages of booking tickets from different sites- discounts, coupons, cashbacks etc.

Limitation

While this study aims to fill a gap in the existing literature it does have its shortcomings that act as potential limitations on the applicability of the results. One such limitation is the size of the sample. The data analysis was conducted on responses from 101 individuals from 1 outlier were removed. This can be seen as a shortcoming as it could be considered as a small sample size. Since deliberate sampling was followed along with a small sample size it is possible that not a completely accurate representation of the required universe was created. A larger sample size would have provided findings with more accuracy and generalizability since they would have been based on the responses of more individuals. Another limitation is that the study being a primary study based on surveys it might not bring about highly accurate and quantitative data that can be used for decision making. However, it does provide a powerful base for further research.

**Conclusion**

This research study concludes that while choosing a particular airline service people consider lot of factors, among them significant and crucial factors are, convenience, fare, comfort, duration etc. Empirical results and research further signify the above-mentioned concept. But one research finding stated that people don't give significant value to comfort. In choosing between Airline Service, two factors that are being studied in this research have proved significant in influencing consumer preference and one did not have significant impact. This eventually leads to positive evaluation and increases preference for repeat behaviour. Airline should mainly focus on having e-ticketing facility as people now days want to buy tickets from their home or workplace rather than going to a travel agency physically. Secondly companies should make sure that convenience be given utmost priority. It can be recommended that airlines should focus on the quality of their service which is their only way to retain customer and increase customer base.

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A STUDY ON AWARENESS AND PURCHASE BEHAVIOUR OF COLLEGE STUDENTS OF KOLKATA TOWARDS ONLINE T-SHIRT SELLING BRANDS.



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Introduction

First, let us understand the System of Online T-Shirt selling brands and how the customers are aware of it. Currently the big players in the market are Bewakoof.com, Souled Store, etc. Nowadays in the youth Generation everybody is more focused on the appearance of something and when it comes to apparels, what they wear it's the utmost important thing to consider. Brands like Bewakoof, BongSwag etc have their focus on quirky designs which they use as their USP (Unique Selling Proposition). These brands sell t-shirts online with unique and attractive designs.

Bewakoof: The band's one-of-a-kind offering is a quirky and amusing product message that connects intimately with customers. The huge client base concentrates on offering trend following casual clothes. The items are made accessible and affordable in order to preserve sustainable growth and contribute significantly to the environment. Bewakoof takes a unique approach to social media platforms, promising high-street fashion and a low-cost buying experience. The merchandise has established a rapid fashion arena with great style trends, with over 3000 and two million followers.

Souled Store: This Brand offers fun and attractive designed T- Shirts. They connect with the customers (Audience) through their quirky printed texts on the t-shirts and other quirky printed apparels. The brand has constant growth over social media and currently they have got Sara Ali Khan as one of their investors whom they are using as a social media influencer and a face of the brand. The souled Store is generating a gross revenue of 3 Crores a month and the brand is highly promising and would be generating more revenue in the coming years.

BongSwag: This brand is primarily located in Kolkata and the audience base is narrowed to Bengal community only. This brand has successfully emerged as the best online T-Shirt selling brand in the Bengal market. They were one of the first players to launch



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Regional language Tshirt Designs. They use very common set of idioms, phrases which Bengali people can relate to. They make relatable designs which made them grow so quickly and now they are expanding with other apparels like hoodies, caps etc.

These brand's target market is YOUTHS of this generation. They make the designs as quirky and relatable as possible. Today's youths love personalized and quirky things with which they can relate. The Marketing pattern of these brands are more service based than product. The brands use Meme marketing to reach more audiences and grab their attention. Memes related to their product and memes related to the outside world affects the audience heavily. With this they maintain the required retention rate.

Literature Review:

• (Goswami and Khan, 2016)

“The Internet has become a popular channel during the last decade for shopping and is adding value to the retailing world. India's e-commerce market is also growing in all product categories. Consumer spending at apparel websites is rising, and it is presenting a tough revenue war in this segment, which had traditionally been dominated by physical stores. Previous researchers have applied the consumer style inventory (CSI) by Sproles and Kendall (1986) for assessing the consumer decision-making styles. But there is a paucity of studies on analyzing the impact of CSI on online apparel purchase.”

• (Singh and Yadav, 2016)

According to the above-mentioned analysis, “In Ethiopia e-commerce for apparel products is growing by leaps and bounds among customers. It plays a significant role in the development and economic growth of country. Moreover, many companies are more active in focusing on online trade. It is very important to focus on the consumer acceptance towards e-commerce for apparel. According to famous research consumer acceptance is one important ingredient for the companies to be successful and profitable. An investigation has been made to identify the key factors related to acceptance of e-commerce for apparel products in Ethiopia. An online survey has been used for this research to obtain the feedback from the customers all around Ethiopia; their feedback/response has been assessed using statistical analysis techniques. The results revealed that the inability to physically interact with an item, fear of risk security and privacy and lack of e-commerce infrastructure are the main barriers that prevent the consumers from online apparel product shopping.”

• (Goldsmith and Flynn, 2004)

According to the above-mentioned analysis, “As online purchasing grows in importance, understanding which consumers use this new distribution channel is an important question for e-commerce managers and consumer theorists. The purpose of this study was to examine selected demographic and psychological characteristics that lead consumers to buy clothing online. It surveyed 805 consumers who described their online clothing buying as well as how innovative and involved they were for clothing and fashion, how innovative they were about buying on the Internet, and how much they purchased clothing through catalogs.”



• **(Coward and Goldsmith, 2007)**

According to the above-mentioned analysis, "Apparel purchases now constitute one of the fastest-growing segments of e-commerce. Thus, there are strong theoretical and managerial reasons to better understand consumer characteristics associated with buying apparel online.

This paper investigates motivations for online apparel consumption using the Consumer Styles Inventory. Data from a sample of 357 US college students showed that quality consciousness, brand consciousness, fashion consciousness, hedonistic shopping, impulsiveness and brand loyalty were positively correlated with online apparel shopping. Price sensitivity was negatively correlated with online spending."

• **(Goldsmith, 2002)**

According to the above-mentioned analysis, "Tests ten hypotheses describing characteristics that distinguish consumers who have purchased apparel online from those who have not. A sample of 263 men and 303 women students completed a survey that measured their online and offline buying behaviour, attitudes, and predispositions. The results showed that the 99 online apparel buyers had more online buying experience in general. Online buyers did not differ from non-buyers in their belief in how cheap buying online is, in their overall enjoyment of shopping, or in how often they bought clothing by any means. The demographic variables of age, sex and race were unrelated to online apparel buying. A further analysis showed that the online buyers used the Internet more hours per week and were more likely to buy online in the future than non-buyers. The findings are consistent with previous studies of consumer Internet behavior and with consumer theory and provide guidance for e-commerce apparel strategies."

Why is this topic chosen?

Though multiple online T-shirt brands have emerged in recent years, there has been no distinctive and definitive research conducted in Kolkata. Personally, I want to explore this dimension and want to start a brand in this field. So, I want to do the research and have a clear knowledge about the awareness and purchase behavior of it.

1. There has been no research done before on the Purchase Behaviour of college students of Kolkata towards Online T-Shirt Brands.
2. In this study we will be able to identify how different demographic factors influence the consumers choice of T-Shirt Brands among Kolkata college students.
3. The perception, awareness and Purchase Behaviour of the consumer will also be shown when it comes to online buying of T-shirts.

Objective and Scope of the study

The objectives of this research paper is to:

1. Know the awareness and purchase behavior of Online T-Shirt brands among the college students in Kolkata.
2. Analyze the Quality aspect of the brands which will have a direct impact on their purchase behavior.



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3. Analyze the Pricing aspect of the brands which will have a direct impact on their purchase behavior.
4. Analyze the Product Designing aspect of the brands which will have a direct impact on their purchase behavior as well as brand awareness.

Research methodology

The procedures or strategies used to find, select, process, and analyze data are referred to as research methodology. We will learn how to critically analyze the overall validity and reliability of a study in this chapter and evaluate information on a subject. We will learn how to critically analyze the overall validity and reliability of a study in this chapter.

Sampling techniques

For data collection and analysis, a hybrid strategy combining quantitative and qualitative methods will be used. To begin the process of the research study, the researcher will use a qualitative technique. According to their awareness, perspective, and purchasing behavior from online T-Shirt selling firms, the researcher will examine college students in Kolkata. Data will be obtained using the survey method by distributing questionnaires in the quantitative manner.

Sample size

Kolkata will be the site of the survey. 100-200 replies are expected from the online questionnaire, which will be created with the research aims in mind. The Sampling frame will consist of college students most probably between the age group 18-25 from the city of Kolkata.

Period of the study

The data will be collected over a period spanning 30 - 45 days in the months March (2022) - April (2022).

Sources of data collection

The data gathering and analysis are critical to the success of any project or market survey. In order to meet the study objectives, it is critical that the data obtained is reliable. All data gathering sources can be divided into two categories:

- **Primary data-** A researcher collects primary data from first-hand sources utilizing methods such as surveys, interviews, and experiments. It is gathered from primary sources with the research project in mind. The survey approach was used to collect primary data for the study, and the tool questionnaire was used to do so.
- **Secondary data-** Secondary data is research information that has already been obtained and is available to researchers. Primary data, on the other hand, is data acquired directly from its source. It is second-hand information on an incident that the researchers have not personally witnessed. Secondary data can help you save time and money. The goal is to improve the precision of the analysis.

Method of analysis

The data will then be analyzed using descriptive tools such as weighted averages, percentages, bar graphs and pie charts on Microsoft excel. The tests will be undertaken using SPSS to determine the result of the required hypothesis.



Analysis & Findings

The analysis and findings will depend upon the research and data I will collect. Would analyze the data and would eventually come with the findings of my research using business research methodologies,

Analysis will depend on the Demographic aspects: Gender, age, occupation, education etc. I will be accepting data from both the genders, age group of 18-30, college students etc.

Demographic Factors:

Gender→

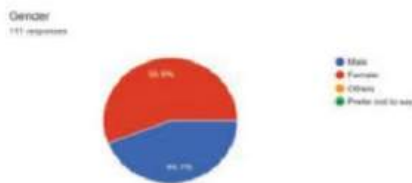


Illustration 1

Findings: The respondents are from Kolkata and mainly consists of females (55.9%) and male (44.1%)

Age→

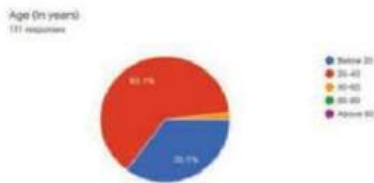


Illustration 2

Findings: The respondents from the group age below 20 is 35.1%, between 20 and 40 is 63.1% and between 40-60 is 1.8%

Profession→

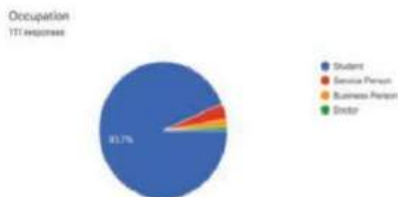


Illustration 3

Findings: The respondents are the maximum of students consisting of 93.7%. We also have Service people, Doctors and businesspeople with a considerably low percentage.



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Monthly Household Income (in Rupees) →

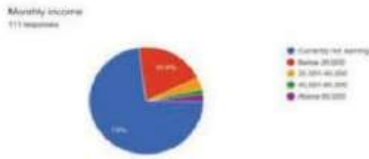


Illustration 4

Findings: The respondents mainly have not yet started earning (73%) by which we can conclude the max of them are non-earning students. Then 19.8% of the people earn below Rs. 20,000. Then comes people earning between Rs. 20,001 and 40,000 and between Rs. 60,000. Then the lowest proportion is occupied by the people earning above Rs. and Rs. 60,000.

How frequently do you purchase T-Shirts from online portals?

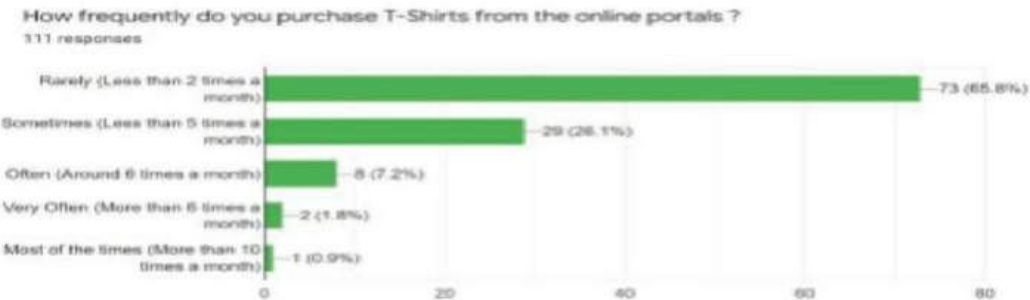


Illustration 5

Findings: It can be interpreted from this graph that the people of Kolkata are buying T-shirts rarely from Online portals. With 65.8% of people buying T-shirts rarely. Then we get to see, 26.1% of my respondents are buying T-shirts “Sometimes” which can be quantified as maybe less than 5 times in a month.

But, people do buy “often”, “Very often” and even “most of the times” from online portals. This concludes that, majority of the people likes to buy T-shirts in offline mode, but as the modern times are evolving people are turning towards online mode for buying T-shirts.

What would be the preference when you buy a T-Shirt online from a specific brand?

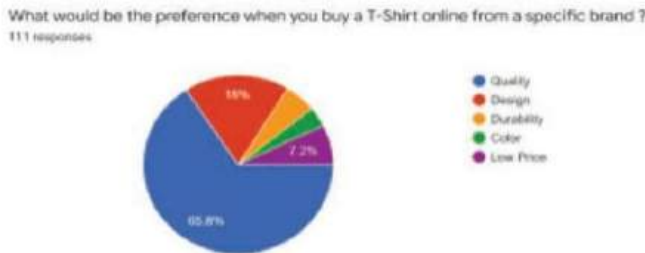


Illustration 6



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Findings: From the above graph we can see Quality is the leading preference when people buy T-Shirts from online stores. Majority of them keep the quality aspect in mind while shopping online. Then comes Design. Yes, Design is another driving factor for buying a t-shirt. As the fashion trend is moving, trendy designed t-shirts are becoming a hot sale product. Now, people are getting more varieties and quirky designed T-shirts online.

We can also see; the third most important/driving factor becomes the price. Price factor plays a great role here. People get low price offers in online stores. This is one of the important factors, why people are turning towards online stores.

Durability and color do not play that big role as others, but anyway they also have a small proportion of highlights.

On a scale of 1-10, please indicate your level of awareness towards the following Online T-Shirt Selling Brand.

On a scale of 1-5, please indicate your level of awareness towards the following Online T-Shirt Selling Brand.

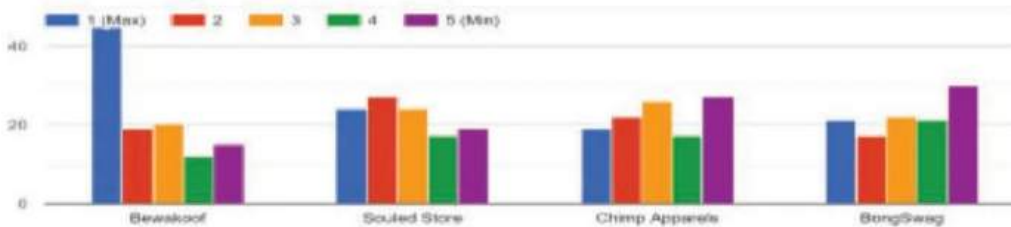


Illustration 7

Findings: From the above chart we can see that maximum people is aware about the brand Bewakoof, then comes Souled store, then comes chimp apparels and then there is BongSwag.

On a scale of 1-5, please indicate your level of satisfaction towards the following Online T-Shirt Selling Brand.

On a scale of 1-5, please indicate your level of satisfaction towards the following Online T-Shirt Selling Brand.

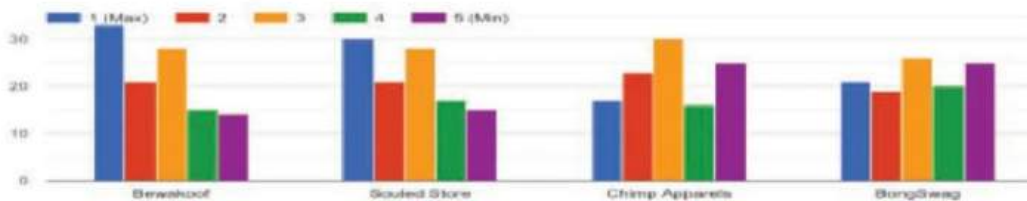


Illustration 8



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Findings: The above chart shows the satisfaction level of people for different brands. We can clearly see that people are most satisfied with : Bewakoof, then souled store, then Bongswag and then chimp apparels.

How do you know about the following Brands?

How do you know about the following Brands ?

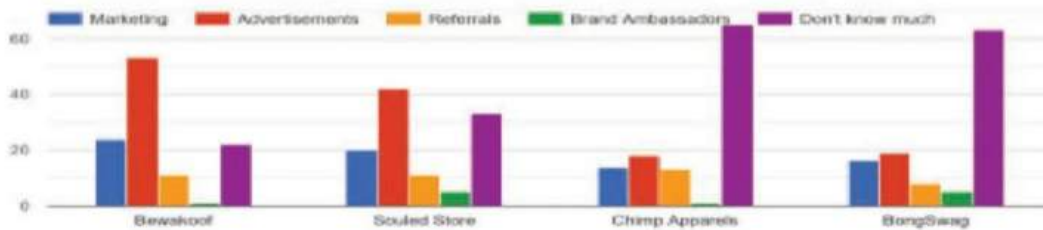


Illustration 9

Finding: The chart shows that how people came to know about these brands. For Bewakoof, Advertisements plays the biggest role. For, Souled store too, advertisements get the upper hand. But interestingly, people does not know much about Chimp apparels and Bongswag.

On a scale of 1-5, please indicate your preferences towards the following statements:

On a scale of 1-5, please indicate your preferences towards the following statements:

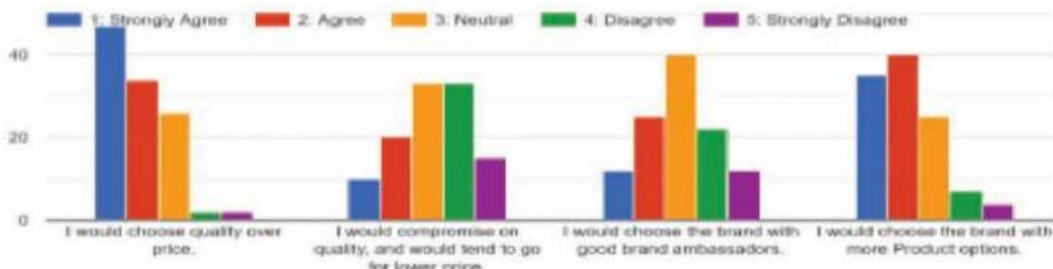


Illustration 10

Findings: The graph demonstrates the preference of the consumers when they buy any t-shirt from a specific brand.

So from the data collected, we can see the maximum of the people would go for quality over price. Then people are in a neutral state when it comes to quality compromise. Again, when it comes to brand ambassadors, people’s preference is neutral.


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People fairly agree to choose the brand having a good number of product options.

Pearson's Chi Square Test

The relationship between gender and their preference of buying online T-Shirt from different.

The total number of responses gathered: **110**

H_0 = Male and Female purchase preference (Behavior) have significant differences.

H_a = Male and Female purchase preference (Behavior) does not have significant differences

OBSERVED FREQUENCY						
	Quality	Design	Durability	Color	Low Price	Total
Male	23	11	4	6	5	49
Female	37	9	6	4	5	61
Total	60	20	10	10	10	110

Table 1

EXPECTED FREQUENCY						
	Quality	Design	Durability	Color	Low Price	Total
Male	23	11	4	6	5	49
Female	37	9	6	4	5	61
Total	60	20	10	10	10	110

Table 2

CHI SQUARE VALUES						
	Quality	Design	Durability	Color	Low Price	Total
Male	0.35	0.44	0.2	0.2	0	1.19
Female	0.26	0.36	0.2	0.2	0	1.02
Total	0.61	0.8	0.4	0.4	0	2.21

Table 3

Degree of Freedom: $(C-1)(R-1) - (\text{No. of Expected Frequencies less than 5}) = (5-1)(2-1) - 0 = 4$.

Chi-Square Value = 2.21.

Chi-Square Critical Value = 9.488

Analysis: At 5% level of significance, for the right tailed test the critical value is 9.488. The computed Chi-Square value is 2.21 which is **very less than the critical value**. Thus, we can **accept the null hypothesis** and can conclude that there is significant difference in male and female preference for buying T-Shirts online.

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A COMPARATIVE REVIEW OF FACEBOOK, INSTAGRAM AND TIKTOK AS A PRIMARY MARKETING PLATFORM FOR SMALL BUSINESSES



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1ST YEAR

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This view is so pretty! Let me post it on Instagram. My sister just got married off! This deserves a Facebook post. Finally got the job I really wanted! I will quickly update my LinkedIn. In this era of high usage of social media, it has become very easy for people to connect with each other. People have increased access to social media. An article on Forbes India states that "on average, a person spends 2 hours and 29 minutes on social media networks worldwide", which impacts the person depending on the content they are consuming.

This use is not restricted to individuals; businesses large and small exploit the tools provided by platforms like Facebook, Instagram, TikTok, LinkedIn, and many more to market their businesses. This has become an essential form for marketing. Every platform has unique features and tools that can be used as per the needs of the business. This article delves into a comparative review of the effectiveness of the various tools on the platforms and their unique features.

Demographic Structure

With its 2.9 billion users, Facebook is the most popular social network site. Facebook has a significantly large number of users in the older age bracket. The number of Millennials and Baby Boomers have not grown by a significant percentage. On the contrary, Gen Zs do not prefer Facebook as such. Interestingly, men are more active on Facebook compared to women. Businesses can choose from a variety of options, including professional pages, paid post promotion, and native advertising to market on Facebook.

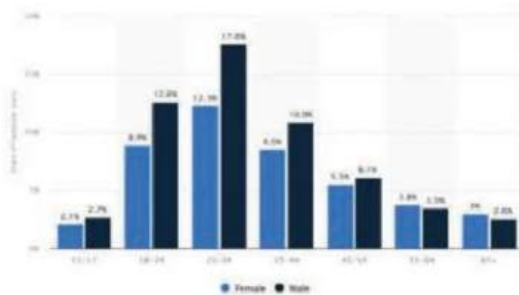


Illustration1 (Source: Statista)

Ranking 4th, Instagram has a whopping 2.35 billion users across the globe. Young users are more active on Instagram compared to the older bracket (45 and above). The gender distribution is overall equal. Businesses focusing more on the adult population can prefer Instagram as a marketing channel over others. Here, small businesses get the option to display content in a variety of formats (posts, reels, stories, IGTV, live). Partnerships and influencer marketing are also a good way to market.



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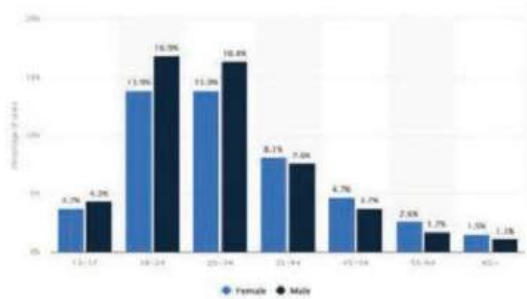


Illustration 2 (Source: Statista)

As of March 2023, TikTok has about 1 billion users. TikTok is majorly used by teenagers and young adults. The number of users in the older age bracket reduces to less than 8% cumulatively. Statistics show that there are slightly more male users among those aged 35 and above, while in the younger age demographics, female TikTok users significantly outnumber males.

Since TikTok has only video-based content, users don't respond well to obvious advertising. Advertisements which appeal more naturally to users work well.

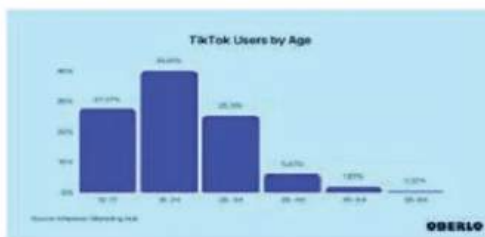


Illustration 3 (Source: Oberlo)

Overall, since the three platforms have slightly different demographic distribution, content and marketing strategy must be planned accordingly to increase engagement and capture the desired market.

Unique Features for Businesses

All platforms have the options to *create their own business page* (containing the details like address, contact, product catalog etc), *schedule events* (allows businesses to gain more customer attraction and engagement), *create their own online shops* (customers can directly buy from their shops, enables to B2C distribution channel), *update stories* (remains for 24hrs, good for announcements/sneak speaks/work-in progress, allows to connect more with their audience), *go live* and directly reach out to their audience. These are common features available to all to establish their business presence on the respective platforms.

However, the following are some key features of the social networking sites that are unique and stand out from the others.

Facebook

The features that can help small businesses to establish a larger community on Facebook from other platforms are:

- 1. Facebook Groups:** This allows the business to create a community of like-minded people. It enables reaching the customer more easily, enhances engagement, increases the chances of getting honest feedback and attains a direct audience to target.
- 2. Facebook Messenger:** This tool allows the business to approach customers in a personalized way. It helps facilitate transactions and even solve any queries.



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3. **The Facebook Pixel:** Facebook Pixel allows the business to manage their advertisements and check their effectiveness via the actions taken by the audience. It allows them to create a custom website audience, helps in retargeting the audience and see the results of the ads created.
4. **Ad Targeting:** This is one of the most helpful tools for business. It allows the businesses to target their audience on the basis of age, demographic, geography, behavior, interests and communication. It is to be noted that defining these then becomes crucial to get the best of this tool.
5. **Facebook Ads & Insights:** Facebook has advanced options for managing ads. Things like number of views, likes, comments, shares, page visits, clicking of any action button, demographic structure, responses, reach etc can be generated. This is essentially possible due to a huge amount of data that Facebook has, which serves as an asset to them. There are customization options, support tools, and a creative hub for ads. Further Facebook also provides the option to track conversions and generate leads.



Illustration 4- Messenger logo (Source: Google)

Instagram

Marketing on Instagram essentially requires an aesthetically pleasing feed, high quality photos and videos. The algorithm on Instagram is such that these pictures or videos get more engagement than those with lower quality on an average. Along with this, the number of followers they have impacts the interaction.

The following are unique tools which comes as a great help to the small businesses:

1. **Instagram Ads & Insights:** Instagram also provides the businesses with the option of ads & insights. Since Instagram is a part of Meta, it has similar tools to Facebook. Instagram Ads can be scheduled, and the required budget can be set. The businesses can easily see the amount of interaction in terms

of the number of views, likes, comments, shares, page visits etc. Insights provide them with a lot of information with which they can ideate as to what is the desired next step they should take for their business.

2. **Instagram Guides:** This option is a new addition to the app. It allows the businesses to create a “guide” for the users. These guides can be based on anything relevant to their business-like product catalog, work-in-progress, new product reveal etc. it provides the customer with increased accessibility since then they do not have to search for the same.
3. **Instagram Influencer Marketing:** Instagram Influencer Marketing involves partnering with influencers to promote products or services on the platform. Influencers here already have many followers and hence, their promotion services can help enhance the engagement with the business’s page. Thus, it turns out to be an effective tool.



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Basic Features

The given table compares the basic features across the apps to give a better understanding.

Table 1

	Facebook	Instagram	TikTok
Content Format	Pictures, Videos (short & long), Stories, Live, only text-based posts.	Pictures, Videos (short & long), Stories, Live.	Only videos.
Ad Formats	Image ads Video ads Carousel ads In-Stream Video ads Stories ads Collection ads Messenger ads	Image ads Video ads Carousel ads Stories ads Reel ads Instagram Shop ads	In-Feed ads Top View ads Brand Takeover ads Branded Hashtag ads Branded Effects ads Collection ads
Target Audience Engagement Options	Allows the business to reach to very specific audience (Targeting Options)	Allows the business to reach to very specific audience (Targeting Options)	Allows the business to reach to very specific audience (Targeting Options)
Average CPC*	\$0.44	\$0.2 - \$2	\$1
Average CPM**	\$14.4	\$6.7	\$10
Analytical Tools Efficiency	Advanced	Advanced	Basic

* - Cost per Click means the cost incurred for every click on the ad. Average CPC is simply the total cost for clicks divided by the number of clicks made.

** - Average Cost per Mille means the average amount one pays every thousand times internet browsers load their ad.



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TikTok

TikTok is a 15-60s video-based app. The advertisement itself will be in the form of a video. Hence, this eliminates any overlap in the advertisement format. Below are additional features to market on TikTok:

- 1. TikTok Ads Manager:** Just like Facebook and Instagram, TikTok also has a self-built Ads Manager. It is a self-serve platform that allows businesses to create, manage, and track their TikTok ads. It provides a variety of ad formats, targeting options, and budgeting tools to help businesses reach their desired audience.
- 2. Ad Formats:** TikTok provides many options for advertising such as TopView Ads, In-Feed Ads, and Brand Takeover Ads. TopView Ads are up-to 60s long videos placed at the top of a user's TikTok feed when they open the app. In-Feed Ads appear in a user's ForYou feed. As the name suggests, Brand Takeover Ads means that it allows one brand to take over the app for a day.
- 3. TikTok Creator Fund:** The TikTok Creator Fund is a programme that provides financial assistance to TikTok creators who meet certain criteria. Companies and creators may collaborate to advertise their products or services on the site.
- 4. TikTok Branded Effects:** TikTok Branded Effects are custom filters and effects created by businesses to advertise their brand. TikTok users can include them in their own films, which can assist to improve brand recognition and engagement.
- 5. TikTok Hashtag Challenge:** The TikTok Hashtag Challenge is a sponsored campaign that encourages users to create and share content around a specific hashtag. Businesses can create their own hashtag challenge to promote their brand and engage with TikTok users.

Conclusion:

All three platforms are equipped with a variety of options that can be used as per the needs of the business. Facebook has the highest number of users, with the majority being elderly people. Businesses focusing more on them can prefer Facebook over other platforms. It provides a variety of options to the business as well. Instagram's main audience consists of young adults (ranging from 18- 35 age bracket) and requires high quality content. Businesses that can produce such content and even go for influencer and brand partnerships can grow well on the platform. Lastly, businesses whose main focus is on teenagers and young adults should prefer TikTok as a marketing platform. To conclude, all platforms have their pros and cons and it all depends on the goals and resources of the business as to what platform they think is best-suited to them.



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PORTFOLIO DIVERSIFICATION AND NEWER AVENUES FOR INVESTMENTS



ADITYA MURARKA

B.COM (MORNING)

2nd YEAR

ST. XAVIER'S COLLEGE
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Every Investor wants only one thing, high returns in a short period. Assets that allow some room for this fantasy are glorified for younger people who are encouraged to take huge risks. New Investment options like Cryptocurrencies, NFTs and the ever-evolving Metaverse provide such people with a field to play.

This celebrity status was formerly held by derivatives and options contracts. Commodity investments which were once considered the riskiest, are not so risky now. In this constant shift, an Investor can get caught and lose a significant amount of money. High returns with the help of these instruments are a great opportunity to grow personal wealth quickly but it comes with its risks.

Diversifying Investments can help get the better of both worlds. One must make risky investments while simultaneously investing in safer assets to reduce overall risks. This is called Portfolio Diversification and Rebalancing. Even big Institutions like major Hedge Funds and Mutual Funds use similar techniques to reduce risk and maximize their return on w.r.t risk they take for investment.

There are several ways to diversify a portfolio, and multiple criteria to consider while making a diversified portfolio. With the advent of newer asset classes like Digital Assets and Virtual Currency like CBDCs, the horizon for such options is ever-increasing. A rational investor must apply due diligence and find ways to maximize their return. In this article, we have discussed various ways to diversify a portfolio. We have also been opinionated about the possible impacts of new digital assets, the future of investing, and diversification.

KEYWORDS: Purchasing Power Parity, Fiat Currency, Market Downturn, Hedging, Liquidity Crunch, Treasury Bills, Volatility, Bond Yields.



AARYAN KHETAWAT

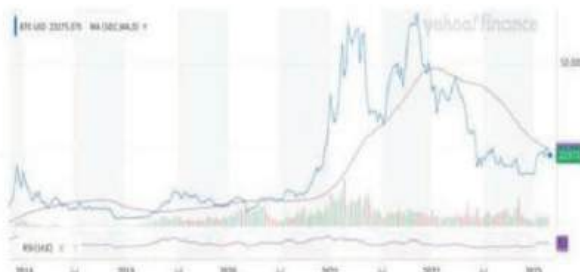
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2nd YEAR

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(AUTONOMOUS),
KOLKATA



The Golden Period



Some products become synonymous with a major brand associated with it, they dominate the minds of consumers hence they gain a special status in the minds which is hard to replace. Bitcoin has a similar place in the hearts of global investors.

Illustration 1: Weekly price chart of BTC from 2018 to 2023 with RSI and 50-D MA. Image Source: Yahoo Finance (finance.yahoo.com)

2008-born Cryptocurrency has seen soaring highs since its whitepaper was released on 31st October 2008. Bitcoin was special because it followed the 'halving system'. In this system, the ease of mining the instrument i.e., the number of Bitcoins extracted per unit of time will be halved every four years. This ensures that Cryptocurrency has a limited supply, creating a sense of urgency among investors.

It is estimated that almost 90% of all Bitcoin that can ever be in existence is already mined now, and 10% remaining will not be mined until 2140. According to the protocols, there can only be around 21 million units of Bitcoin to ever exist. The demand for this digital currency shot up drastically around mid-2020, in just 7 months, it was trading at more than 7 times its value. Such a drastic increase in such a short time was unexpected by the investors.

The main reason for this increase in prices can be linked to the stimulus packages announced by the United States and other major global economies. Many central banks decreased their lending rates, increasing money circulation in the economy. With excess liquidity and high demand from consumers, Inflation levels soared to new highs. This was when Bitcoin was used as a store of value. It was assumed that if the number of Bitcoins to ever exist is limited, then it should only grow with time and the growth should be linear to the decrease in Purchasing Power Parity of the consumers.

Since then, Bitcoin has lost more than 60% of its value from the peak and is trading at around USD 20,000 per coin, which is also very significant.



What came after?

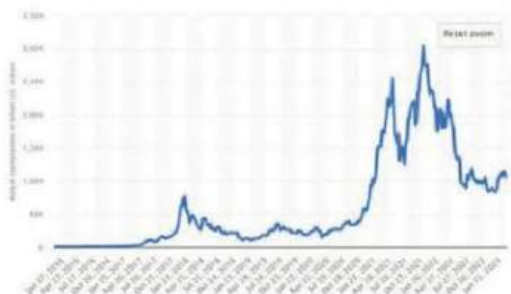


Illustration 2: Historical Market Value of all Cryptocurrencies from 2016 to 2023. Image Source: Statista ([statista.com/statistics/730876/cryptocurrency-market-value/](https://www.statista.com/statistics/730876/cryptocurrency-market-value/))

India was always very vocal about its issues regarding Cryptocurrencies, for a developing economy at its crucial stage of transition, these instruments can erode government control over the country's financial control- the Central Bank of any country regulates the Fiat Currency and Money Supply of the nation through which it controls the Economic Policies and makes plans.

If an outside decentralized system is adopted, it would lead to the country losing control over its Financial Policies. In late 2021, the Communist Party of China banned the use of any digital currency which was not authorized by the government, they wanted to prevent money from China from going outside its borders and vice-versa.

After China banned them, the whole market fell more than 9% wiping out more than \$188 Billion in market value in just 3 hours! This highlighted the extreme volatility of such investments and again showed the investors why digital currencies which are not backed by any physical existence cannot be trusted as a store of value.

Following suit, just after a quarter the Indian government also decided to pass a bill to regulate Cryptocurrencies inside Indian borders and recognize them as legal. Any Gross gains from such investments will be taxed at the flat rate of 30% and in addition to that 1% TDS will be levied on such investments to track the money safely. This was also followed by a sharp drop in the prices of digital assets. This made such investments unattractive and not feasible for retail participation, in about 6 months, Cryptocurrencies lost almost one-third of the world's participants.

Perfectly Balanced, as how things should be!

A critical feature of portfolio management, diversification urges lower margin requirements by investing in various assets with various risk and return profiles. Depending on weight and correlation with other investments in the portfolio, the performance of each asset in a diversified portfolio will have a degree of control or influence on the portfolio's overall recovery.

If a specific investment has a significant share in the investor's portfolio, the risk of the portfolio underperforming is tied to the concerned asset's performance. This could hurt the investor in the long run as they could face a major liquidity crunch at the time of a market downturn and can even face the scenario of a distressed sale. Diversification in such

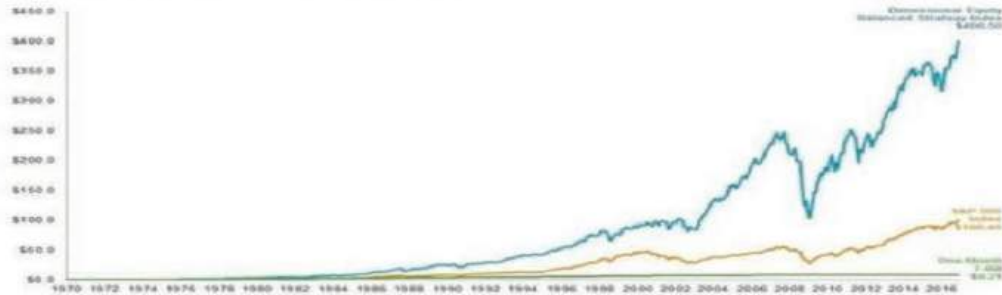


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situations can also ensure the investor of hedged returns. Predicting the value of a diversified portfolio is much easier and more reliable than valuing an undiversified portfolio. This will also ensure that when a certain asset class is going through a downturn, the portfolio's value stays intact.

Global Balanced Equity Strategy Index vs. S&P 500 vs. T-Bills

Performance: January 1970–December 2016



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Illustration 3: Growth comparison for a diversified equity Index and Standard Instrument prices. Image Source: Wasserman Wealth Management (wassermanwealth.com/2017/04/benefits-global-diversification/)

A decline in one asset class or security may be compensated by gains in other asset classes or securities if the portfolio is well-diversified. In the long run, this could result in a more steady and consistent return and lower total volatility for the portfolio. To achieve diversification, investors can invest in various asset classes such as stocks, bonds, real estate, and commodities with varying risk and return profiles.

Investors can lower the risk of any investment or asset class, determining the portfolio's success by diversifying in this way. Constant monitoring and rebalancing are required to maintain the optimum amount of diversity over time. It is important to remember that security diversification still has specific risks, regardless of how high a return it gives.

How to Diversify?

Investment Issuance is another method for achieving portfolio diversification. According to the investor's risk appetite and investment objectives, this conventional approach includes investing in various diversified asset classes. A prudent investor who has a certain risk-taking ability could devote a significant percentage of their portfolio to equities, which historically have offered better returns but are also more volatile, to maximize their gains in high-risk assets. A more risk-averse investor would devote a significant portion of their portfolio to bonds, which typically carry lower yields and thus are less risky.

Multi-enterprise investment allocation is another method of portfolio diversification. To ameliorate the risk of exposure to one sector requires investing across various industries, including technology, healthcare, and consumer products. When the technology sector has a



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slump, an investor who exclusively holds companies in a particular industry is constantly at risk of huge losses if the industry faces a downturn which will affect the value of the overall portfolio significantly. On the other hand, if the investor has diversified his investments, any technical losses would be offset by probable profits in the diversified domains.

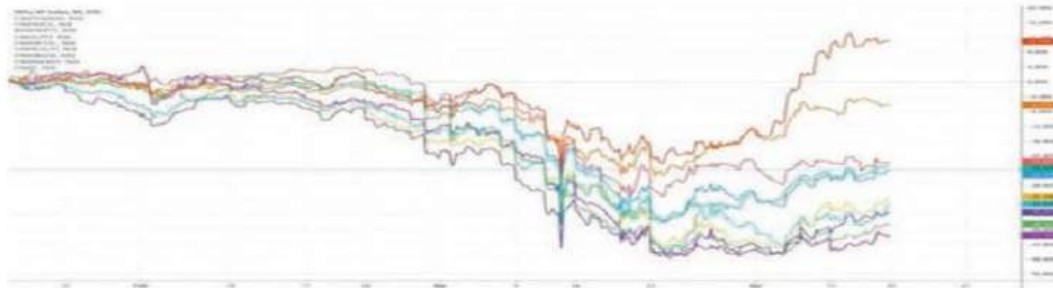


Illustration 4: NIFTY Sector-wise returns for various timelines. Image Source: TradingView (in.tradingview.com/chart/NIFTY/TND4j3hm-Nifty-Sector-wise-performance-analysis- Interesting-Chart/)

Another cornerstone of diversification is the geographical spread of a portfolio. This entails investing in businesses and assets in several nations and regions to lessen the risk of exposure to a particular economy or political environment. When developed economies experience a recession and investors only hold investments in one geography, their portfolio is at great risk. At the same time, the developing markets likely show a faster rebound after any recession which can help the investor make his money back in less time.

Total Returns by Asset Class Rankings													
2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	10-Years Annualized	10-Years Annualized	January 2015
NIFTY 30.4%	MSCI EMIAs 33.6%	NIFTY 34.0%	MSCI EMIAs 30.2%	Emerging App. Med 5.7%	MSCI EMIAs 19.6%	Gold 29.3%	Gold 9.6%	NIFTY 19.7%	Russell 2000 18.6%	NIFTY 27.2%	Gold 10.0%	MSCI EAFE 7.9%	MSCI EAFE 7.9%
MSCI EMIAs 23.5%	Gold 17.8%	MSCI EMIAs 32.1%	Gold 30.5%	Gold 4.3%	S&P 500 38.9%	NIFTY 27.8%	Emerging App. Med 10.8%	MSCI EMIAs 18.2%	S&P 500 13.2%	S&P 500 11.0%	S&P 500 9.6%	Russell 2000 4.8%	S&P 500 4.8%
MSCI EAFE 25.5%	Emerging Comm. 17.0%	MSCI EAFE 38.8%	MSCI EAFE 11.6%	Russell 2000 21.7%	MSCI EAFE 21.7%	Russell 2000 28.9%	NIFTY 7.3%	S&P 500 17.7%	S&P 500 12.0%	S&P 500 9.7%	MSCI EMIAs 8.8%	S&P 500 4.2%	S&P 500 4.2%
Russell 2000 18.1%	MSCI EAFE 14.2%	Gold 27.0%	Emerging Comm. 11.6%	S&P 500 38.9%	NIFTY 27.8%	S&P 500 28.4%	MSCI EMIAs 4.8%	MSCI EAFE 17.2%	MSCI EAFE 23.1%	Emerging App. Med 9.6%	Russell 2000 7.7%	MSCI EMIAs 3.1%	MSCI EMIAs 3.1%
S&P 500 15.1%	S&P 500 12.8%	Russell 2000 19.2%	MSCI EAFE 11.6%	S&P 500 38.9%	Russell 2000 21.7%	Russell 2000 28.9%	MSCI EMIAs 4.8%	MSCI EAFE 17.2%	MSCI EAFE 23.1%	Emerging App. Med 9.6%	S&P 500 7.7%	MSCI EMIAs 3.1%	MSCI EMIAs 3.1%
S&P 500 15.1%	S&P 500 12.8%	Russell 2000 19.2%	MSCI EAFE 11.6%	S&P 500 38.9%	Russell 2000 21.7%	Russell 2000 28.9%	MSCI EMIAs 4.8%	MSCI EAFE 17.2%	MSCI EAFE 23.1%	Emerging App. Med 9.6%	S&P 500 7.7%	MSCI EMIAs 3.1%	MSCI EMIAs 3.1%
Emerging Comm. 1.6%	MSCI EAFE 8.7%	MSCI EAFE 11.2%	Emerging App. Med 1.7%	NIFTY 37.8%	Gold 24.8%	S&P 500 11.4%	Russell 2000 -4.2%	Gold 8.5%	Emerging App. Med 5.0%	MSCI EMIAs -2.0%	MSCI EAFE 1.2%	Emerging App. Med 6.1%	Emerging App. Med 6.1%

Illustration 5: Total returns by Asset Classes from 2004-2015 in the U.S. Image Source: Visual Capitalist (visualcapitalist.com/the-historical-returns-by-asset-class-over-the-last-decade/)

Investing in assets with various time horizons, such as short, medium, and long-term investments contributes to diversity regarding the liquidity of company assets. The likelihood of being exposed to an inevitable economic or demand cycle is reduced. A 3-month Treasury Bill may give less return than a 10-year T-Bill but they are more liquid and less risky when considering the uncertainties regarding repayment.

Diversification is a crucial strategy for investors to reduce risk and boost earnings over the long term. A well-diversified portfolio is created to satisfy the investor's interests and goals. Portfolio Rebalancing is a very crucial technique that most investors use.



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Macroeconomic conditions change constantly, market conditions swing timely and technological obsolescence is at the highest pace than ever, in such a situation rebalancing ensures that the portfolio is not outdated.

Way Forward

Consequently, there has been a lot of interest in other investment domains like the metaverse, NFTs (Non-Fungible Tokens), and REITS. For investors wishing to diversify their portfolios, they provide stimulating investment strategies.

NFTs have an excellent prospect since they allow creators to monetize their digital creations. The market for NFTs has significantly expanded recently, and some NFTs are now worth millions of dollars. One strategy to invest in NFTs is to purchase NFTs that represent digital assets to appreciate over time. In 2021, NFT transactions had a total value of over \$10 billion. The market value of NFTs is anticipated to rise due to the growing acceptance and use cases of NFTs across several sectors.

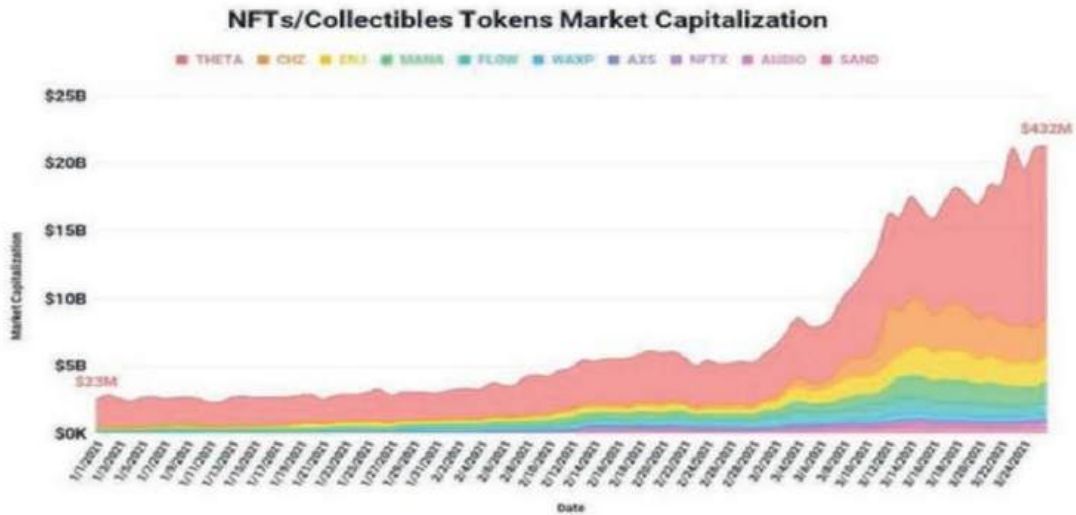


Illustration 6: NFT Historical Market Capitalization. Image Source: Forbes (forbes.com/sites/youngjoseph/2021/03/29/nft-market-rages-on-nfts-market-cap-grow-1785- in-2021-as-demand-explodes/?sh=6f3b0e027fdc)

The metaverse has many prospects for expansion as more users spend time in virtual realities. One can purchase virtual property or invest in companies that run in the metaverse, like Epic Games or Roblox. The latter option can generate substantial revenue since virtual real estate's value can increase with demand. The metaverse is expected to grow into a multi-billion-dollar industry in the following years, with predictions ranging from \$1 billion to \$1 trillion.

REITs are a tool that investors may utilize to invest in metaverse real estate holdings. This may provide investors a method to profit from the expansion of the metaverse without buying virtual property. Investing in REITs may offer investors consistent income streams from



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capital gains and rental revenue. Due to their low correlation with other asset classes, REITs can also help a portfolio's diversity. REITs have an estimated global market value of around \$2 Trillion.

To sum up, the metaverse and NFTs have promising growth prospects and provide unique investment opportunities to investors. Yet, because they may be volatile, investors should invest in these new technologies cautiously. Investors can participate in the metaverse development through REITs without having to buy virtual property.

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RAINBOW CAPITALISM: HOLLOW SUPPORT OR GENUINE



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The term "rainbow capitalism" describes how businesses and brands appropriate LGBTQ+ activism and culture for financial gain. Businesses now frequently display rainbow-colored logos and goods during Pride Month to show their support for the LGBTQ+ community. Yet, many detractors contend that these initiatives are ineffective and only partially address the community's actual problems. This article aims to analyse rainbow capitalism and its origins, causes, goals and implications while trying to provide an answer to the broader question of whether it is a net positive or not.

Introduction

The commercialization of gay culture by corporations has threatened to homogenize and commodify queer identities, reducing them to a series of marketable stereotypes (Crimp, 1987).

In recent years, rainbow capitalism has become more visible, with brands such as Walmart, Louis Vuitton and Nike creating rainbow-themed merchandise for Pride Month. Thus 'painting' the entire community in the same colours and overlooking their individual life experiences.

While some argue that these efforts are a positive step towards inclusivity and visibility for the LGBTQ+ community, others argue that they are superficial and do little to address the real issues faced by the community. For example, a 2021 report by the Human Rights Campaign found that 46% of LGBTQ+ employees were closeted at work, and that LGBTQ+ people are more likely to experience poverty and discrimination. Many argue that rainbow capitalism does little to address these issues, instead focusing on the commodification of the queer identity. Something that a majority of the campaigns do is celebrate the queer identity instead of focussing on the hardships faced by the community (Watta, 2019), this is because a sad campaign will probably not sell products as much as a campaign in which the characters sing kumbaya and assure the public that all we need to do is celebrate everyone's' sexual orientations and gender identities, no need to actively take steps to prevent discrimination.

The Indian Context

In India, this phenomenon has gained popularity recently, especially after the highest court of the land decriminalised homosexuality by striking down Section 377 of the Indian Penal Code (The Hindu, 2022), with various companies such as Titan, The Times of India and Pantene advertising to the LGBTQ+ community. . Some including IBM India, Godrej Group, Tata Group have openly



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supported inclusive workplace policies in India for quite some time. However, it is interesting to note that when the Indian LGBTQ+ community had a victory for the first time in 2009 when the Delhi High Court struck down Section 377, very few companies openly supported this decision since the topic was not in vogue. Also, when the supreme court in 2013 reinstated the law, Amul was the only major company to express sorrow for this outcome (Doctor, 2019).

Do companies really care?

It can very well be argued that companies are a part of society and they only take interest in issues as society starts speaking about them. However, this can easily be refuted by the fact that companies still take a wishy-washy stance on the issue depending on where the target audience is located and what they believe in. Meaning, even if companies are aware of the plight of the queer communities in certain parts of the world, they choose to allay their efforts to bring about change. It can even be said that companies only promote such causes among demographics where it knows there is already a widespread support for such ideas. A popular meme shows how Bethesda Softworks LLC, an American video game developer added pride colours to its logo on its twitter accounts in every region but 'conveniently' left out its middle east account.



Illustration 1 (Source: u/Emanolve8 via reddit)

Critics of rainbow capitalism argue that it reinforces the idea that the LGBTQ+ community is a monolithic group with a set of shared experiences and identities. This homogenization erases the diversity of experiences within the community and fails to address the issues faced by marginalized groups within the community (Crimp, 1987); such as transgender people and people of colour. Furthermore, some argue that the commodification of queer identities reinforces the idea that queer people are only valuable as consumers, perpetuating a system that exploits marginalized groups for financial gain.

LGBTQ+ employees are more than twice as likely to experience bullying as straight employees, and they are far from working in environments that are safe and inviting (Exall, 2015). Binary washrooms and strict clothing rules, together with the fact that most of them conceal their identities even when recruited, contribute to the erasure of these identities in public areas (Watta, 2019). There is no strict business policy against harassment based on gender identity and sexual orientation (Watta, 2019).

If companies were serious about alleviating the sufferings of the LGBTQ+ community, they would have taken serious steps in this direction; however, we see no such actions except certain brands like Balenciaga, which is donating 15% from its collection from sales of pride month apparel to the LGBTQ+ charity The Trevor Project, and Calvin Klein, which has pledged an undisclosed sum to charities, including The Trevor Project and the Transgender Legal Defence and Education Fund (Elan, 2021).

Employment opportunities for the transgender community and other gender non-conforming classes remain few and far between (Watta, 2019), as they still find it difficult to openly express their true self in the public.



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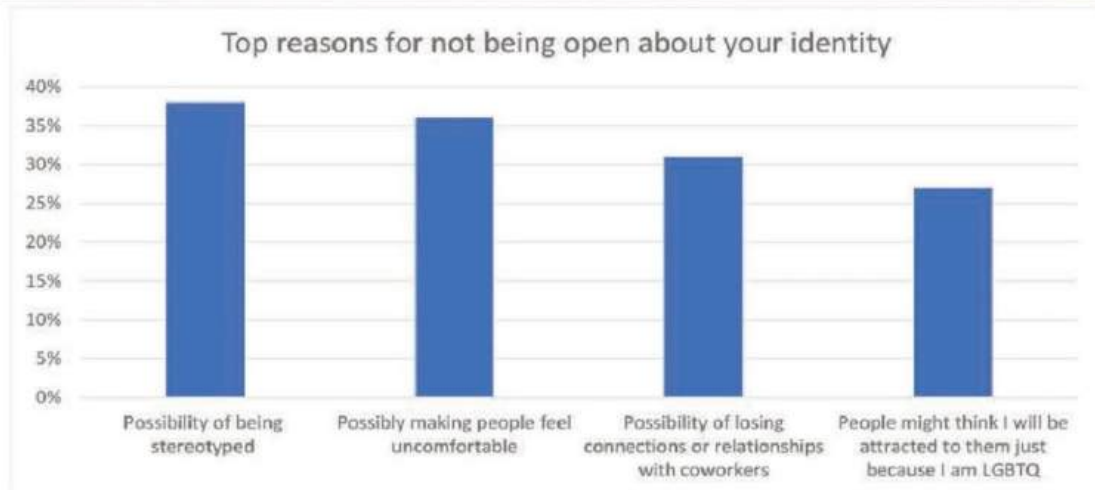


Illustration 2 (Source- Human Rights Campaign (2021))

As per a survey done in 2022 by Deloitte on the inclusion of the LGBTQ+ community in the workplace, a majority of employees still feel like they cannot come out to everyone they work with. This might be due to various factors like fearing seclusion, mistreatment or lack of career-development opportunities. This should not have been the case when almost all the multinational companies in USA, where this survey was done, not only support queer participation in the workplace but encourage it through diversity and inclusion(D&I) schemes.

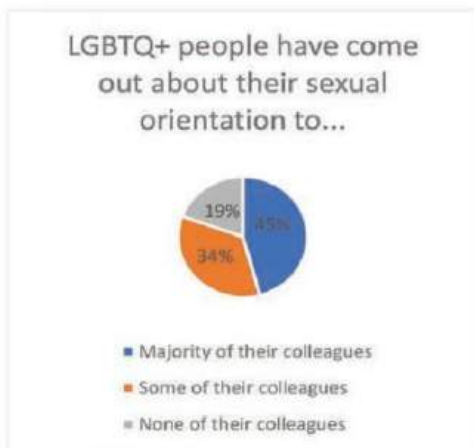


Illustration 3 (Source-Deloitte (2022))

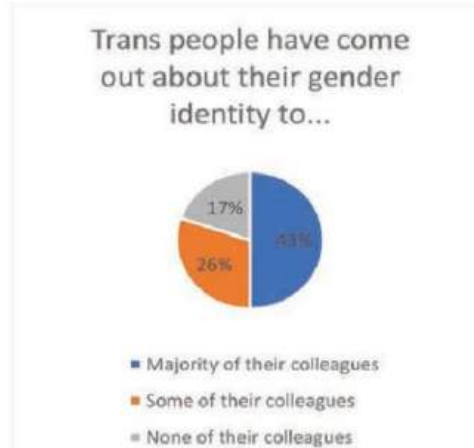


Illustration 3 (Source-Deloitte (2022))

The counter-argument

Capitalism, and the notion of individuality and libertarianism that it espouses has been credited with propelling the queer liberation movement into the limelight. Some theorists associate the growth of economies due to capitalism with the growth of the queer movement; this can be understood by using Maslow’s hierarchy of needs, as only when our basic needs of food, clothing and shelter are



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properly satisfied do we look for higher needs such as social acceptance and belonging. When capitalism replaced feudalism, individuals who were once restricted in their socio-economic behaviour were given a newfound autonomy to act more in line with who they truly were; this morphed into greater self-expression, and led to more people 'coming out of the closet' and the subsequent increase in visibility (Watta, 2019). This historical point-of-view can still be accepted as an argument in favour of rainbow capitalism which says that it is just capitalism catching up with modern society and that the free market is responding to the demand of people to have the freedom to speak up about their truths.

Proponents of rainbow capitalism argue that it can have a positive impact by increasing visibility and promoting acceptance of the LGBTQ+ community. They argue that the widespread availability of rainbow-themed merchandise during Pride Month can help to normalize queer identities and create a sense of community. Additionally, they argue that the financial support provided by corporations can help to fund LGBTQ+ organizations and initiatives.

However, it is important to question the motivations behind these efforts. As consumer activism becomes increasingly popular, it is easy for corporations to engage in "pinkwashing" or "rainbow-washing" to appeal to consumers without making meaningful changes. As author and activist Sarah Schulman writes, "if you're not spending your money with gay and lesbian people, you're not really doing anything." (Schulman, 2016) In other words, it is important to support LGBTQ+ businesses and organizations directly rather than relying on the superficial efforts of large corporations.

Conclusion

While rainbow capitalism may seem like a positive step towards inclusivity and visibility for the LGBTQ+ community, it is important to question its motivations and impact. The commodification of queer identities and the erasure of marginalized voices within the community are real concerns that must be addressed. As consumers, we must be critical of the efforts of corporations and support LGBTQ+ businesses and organizations directly to create meaningful change. What we must demand from companies, as rational and informed consumers are cold, hard facts about their HR policy surrounding diversity and inclusion, their financial contributions to pro LGBTQ+ causes and how their corporate culture helps all employees feel included. These activities cannot be governed by law due to their very nature and thus, must be made a part of the ethics which a company wanting to make profits must abide by.

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A STUDY ON THE USAGE PATTERN OF ONLINE PAYMENT OPTIONS AMONG THE RESIDENTS OF KOLKATA



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The National Democratic Alliance (NDA) government six years ago in 2016, took the initiative for Digital India and banned high-value currency notes of Rs.500 and Rs 1000 denomination, or 86% of the currency in circulation. They wanted this step to capture the black money circulating as parallel economy and boost digital payments, which would make spending convenient and increase transparency. These moves encouraged adoption of digital payments and opened the doors for many start-ups like Paytm, Mobi Kwik, etc. In the pre-demonetization era, debit cards were mostly used to withdraw cash from ATMs but after the notes ban, there was an immediate increase in debit card payment at sellers. The use of prepaid payment instruments such as e-wallets, Unified Payments Interface (UPI) and mobile banking also increased rapidly. Utilities payment portal such as Bharat Bill Payment System (BBPS), developed by NPCI made payments simple and mobile friendly.

But in the cash-dominated society of India, the government's initiative of cashless economy faced many implementation issues, due to lack of legislation and policy support along with poor planning and foresight. The increase in digital transactions during the demonetization period faced a sharp decline from February, 2017 according to data released by the Reserve Bank of India. These data reflected the effect of improved availability of cash situation as the country adopted to the new government plans. The biggest drop in usage was seen for cheques, debit, and credit cards as well as mobile banking, which had emerged as preferred modes of payment following the lack of availability of cash during the demonetization period. The main reason behind this was deemed to be the demographic profile of the country being dominated by rural population, unorganized labour, and money sector. Although both cash and digital payments are convenient, use of cash comes without a cost, whereas digital payment has a charge attached to it. Digital payments initially did increase as the public struggled to get banknotes, but they went back to cash when the amount of notes in circulation increased.

In 2020, the Covid-19 Pandemic finally achieved what India's sudden demonetization failed to do. The coronavirus made the public cautious of close personal interactions, and they were left



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with no choice but to use the online payment methods for all the transactions, however small. Use of digital payment method increased for everything from groceries, electricity bills to rickshaw fares. The value of transactions through UPI reached an all-time high in June, 2020 as people avoided handling banknotes to avoid the spread of coronavirus. Electronic fund transfers from banks which dropped in April, 2020 as economic activities slowed down, also rebounded. The global pandemic led to a consumer-led move towards online modes of payment unlike the demonetization, where there was low supply of cash. Though cashless transactions are growing faster than normal, cash will continue to be the main method of payment for a long time still. The most important reason behind this being that only one-third of the country's population has Internet access and even they often face connectivity problems. Also, around 20% of Indians still do not have a bank account which limits the extent of card transactions. However, the coronavirus has quickened the pace of digital-payments adoption. Unlike the time of demonetization, when only organized business got benefited from digital transactions, small grocery shops stand to gain too. Nowadays it just takes about three seconds to complete a transaction which is hassle-free, and every local vendor has now enabled online payment options on their phones. As more business accept online payments and provide alternative payment methods, security risks and payment fraud increase simultaneously. So new digital banking and payment solutions require improved security and anti-fraud mechanisms. Everyone must be technologically prepared for these major shifts in preferable and viable mode of payment to ensure future stability in operations.

Literature review

Banerjee and Saha (2021) did research focused on the attitude and perception of the urban consumers towards various digital payment methods and protection of information in a cashless economy. In their study, the result showed that difference between age group of respondents and their gender has no significant effect on their perception towards online payment methods. The data indicated that most consumers prefer credit or debit cards and mobile wallets as the more comfortable mode of payment. The most crucial factor influencing consumers in cashless transactions was found to be privacy and security, followed by convenience. The results also showed that users understand the security of information in non-cash transaction. B.G (2020) used secondary data from past years to study the different digital and electronic modes used by the customer to make payments in India. The study found out that there is a growth in the phase of digitalized payments but still cash play a dominant role in many of the urban and most of the villages. The reason being lack of infrastructure and awareness, presence of unorganized sectors, and security issues regarding digital payments. The research concludes that RBI and Indian banks need to handle the possible negative outcomes of digital payments and implement necessary policies to overcome those challenges.

Ghosh and Gupta (2018) analysed the effect of Digital Payment System among the college going students of South Kolkata. The study was aimed to find the customer perception, usage pattern, preferences, and satisfaction level regarding online mode of payment among the respondents. According to the data collected, the students preferred online mode of payment because it saves time and is convenient and easy to use or access. The age of respondent was also seen to be an influencing factor in their choice. A significant change in the usage pattern of digital payment system pre and post demonetization, was also observed. Singh and Rana (2017) did research to find out the customer perception and impact of demographic factors on adoption of digital mode of payment in Delhi. The data indicated that except education, demographic factors do not have much influence on the adoption of the digital payment. It was found that digital payment is accepted more willingly in areas with higher level of education like, Delhi NCR and other metropolitan areas. Also, the growth of smartphone users and internet penetration in such areas



has facilitated the adoption of digital payment.

Batra and Kalra (2016) did a study on the customer perception, usage pattern preferences and satisfaction level regarding digital wallets among the residents of Jalandhar and Adampur, India. The study observed that the respondents prefer using e-wallets as it saves time and is easier to use and access. The frequency and value of each transaction through digital wallets remained limited due to security concerns. It was also seen that age of the respondents has some significant impact on types, amount, and loads of digital wallets, whereas the gender of the respondents only has an impact on the volume of digital wallets.

Objective and Scope of the Study

This research is intended to figure out –

1. The influence of demographic features like gender, age, profession, and monthly household income level on the consumer's behavior towards online mode of payment.
2. To understand the usage pattern of online payment options among the respondents of different demographic profile.
3. The consumer's attitude and awareness about the various features of online payment options like security, availability, user-friendly, less time consuming, benefits and returns, etc.
4. The consumer's opinion about the possibility of cash-less or digital India in the future.

Research Methodology

Research Design: The Descriptive research design has been used.

Sampling Design: The simple random sampling technique without replacement has been used for our research.

Scope of Study: The study has been done among the residents of Kolkata, West Bengal.

Sampling Technique used: The Snowball Sampling Technique was used to collect the data.

Sampling Size: The sampling size for the study was 206 responses via the questionnaire.

Source of data collection: Primary data has been collected for our research using a structured questionnaire.

Research Instruments: The data has been collected through a structured questionnaire which prepared taking into consideration the objectives of our research.



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Analysis and Findings

Data Analysis Tools (For Quantitative Analysis): Bar graphs, Pie Charts, Google Form and Chi-Square Test are used to analyze the collected raw data for proper interpretation. These tools are employed to calculate and compare the figures from the responses received and display them to correspond our study.

Quantitative Analysis

Gender
206 responses

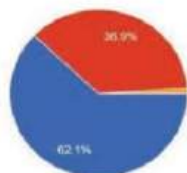


Illustration 1: Gender

Age(in years)
206 responses

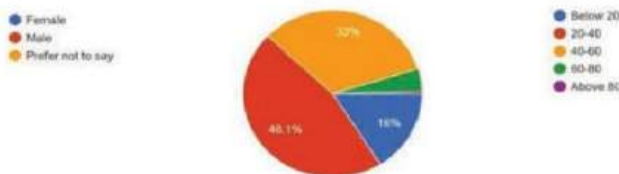


Illustration 2: Age

206 responses

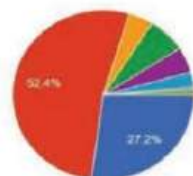


Illustration 3: Profession

206 responses



Illustration 4: Monthly Household

Findings→ As the random sampling method was used and respondents from all gender, age and professions were encouraged to participate, the demographic features of the residents of Kolkata, are represented appropriately by the data.

The respondents are mainly female (62.1%), and the questionnaire has been filled from all age groups, even one respondent being above 80 years of age. The data shows that people from all professions use digital mode of payment including students and people who are currently not employed. The monthly household income was collected to check its influence on the use of online mode of payment. This numbers show that the people use digital modes of payments irrespective of their demographic profile, like gender, age, profession, and monthly income.



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Preferable Payment Option

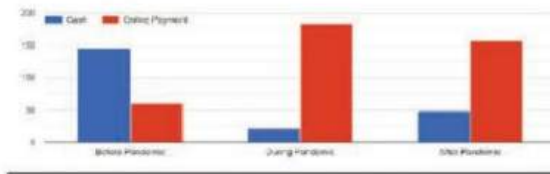


Illustration 5

Findings→ It can be interpreted from this graph that the onset of the pandemic has prompted the increased use of online mode, as a preferable payment options among the residents of Kolkata. The figures also show that even after the pandemic is over, most of the people would still prefer to use cashless mode of transactions as opposed to their behavior before the pandemic, where use of cash was extremely high.

How frequently do you use the following payment option?

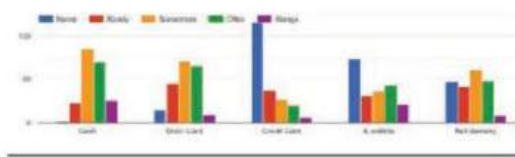


Illustration 6

Findings→ From the above graph, currently the most frequently used payment used is cash and the least used payment option is credit card among the residents of Kolkata. We can also see that Debit Cards, E-wallets and Net banking is also used often but cash still holds more power over the people. The main reason behind this is the fact that India has always been a cash-dominated country and many people still does not have access to any online mode of payment. Though the global pandemic has boosted the use of digital mode of payment, it will take more time for people to adjust and adapt to these changes fully and move towards a completely Digital Economy.

Need help to use online payment options

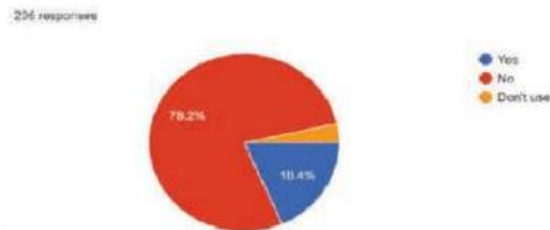


Illustration 7

Findings→ The above pie chart shows that, despite the fact that most people are familiar with the use of different online payment options, some people still need help from others. This can be because the older age group is not as technologically advanced as the younger age groups. The chart also shows that there is a percentage of the population who still do not use any online mode of payments, but they are comparatively less in number. The growth in use of digital transactions can be deduced from the fact that even though some people do not know how to use online mode of payment, they still use it with the help of others.



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Does the use of online mode of payment increase your expenditure?

206 responses

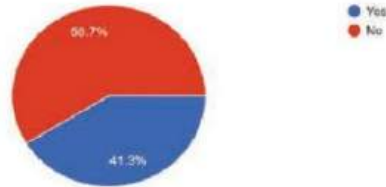


Illustration 8

Finding→ The chart shows that, even though the pandemic compelled people to use digital mode of payment, but it does not necessarily increase the amount spent on a monthly basis.

Percentage of monthly household income spent through online mode of payment

206 responses

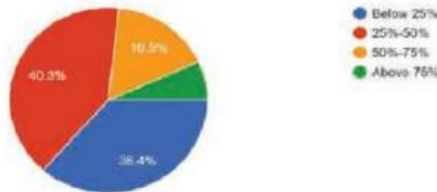


Illustration 9

Findings→ The above chart shows that significant percentage of the monthly household income, shown before is spent through online mode of payment. 6.8% of the population use digital transactions for more than 75% of their expenditure. Currently, most of the population spend around 25-50% of their monthly household income through digital mode which shows that people are rapidly adapting to cashless transactions and the pandemic merely boosted the process.

Pearson's Chi-Squared Test→The relationship between gender and percentage of monthly household income spent through digital mode by the residents of Kolkata. N=204

(Gender category of prefer not to say is excluded from this test, as it has a frequency of less than 5)

H0=Percentage of monthly household income spent by an individual through online mode of payment is not related to their gender.

H1=Percentage of monthly household income spent by an individual through online mode of payment is related to their gender.

Table 1: Observed Frequency

	Below 25%	25%-50%	50%-75%	Above 75%	Total
Female	42	56	21	9	128
Male	33	25	13	5	76
Total	75	81	34	14	204



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Table 2: Expected Frequency (Variables Perfectly Independent)

	Below 25%	25%-50%	50%-75%	Above 75%
Female	47.05882353	50.82352941	21.33333333	8.784313725
Male	27.94117647	30.17647059	12.66666667	5.215686275

*Table 3:
CHI TEST*

	Below 25%	25%-50%	50%-75%	Above 75%
Female	0.543823529	0.527233115	0.005208333	0.005295868
Male	0.915913313	0.887971563	0.00877193	0.008919357

Degree of freedom=3

Chi-Square=2.903

Critical Value of Chi-square=7.815 , Chi-Square p value=0.407

At 5% level of significance, for right tailed test, the critical value is 7.815 which is much higher than the computed value. Therefore, we fail to reject the null hypothesis at 0.05 level of significance. Thus, we can conclude, that the percentage of monthly household income spent through online mode of payment by an individual is not related to their gender. Calculations are done in excel.

How likely are you to pay for the following items through online mode?

Findings→

The graph demonstrate the different items which are mainly paid, through online mode. The list includes major expenditure like hospital bills, insurance premium along with minor expenditure like transport and gifts. The pandemic caused every business, however small to offer online mode as a payment option due to health risks. The digital mode of payment proved to be most convenient in such crisis period due to its user friendly interface and less-time consuming features. This way people avoided physical contact by using digital transactions like e-wallet, Net-banking, etc. for even the minor transactions. The item which has always been paid through online mode seems to be mobile/cable recharge and the item which still needs more encouragement to be paid online is transport fare.



Illustration 10



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Rate the following features of online mode of payment. (1 -lowest and 5- highest)

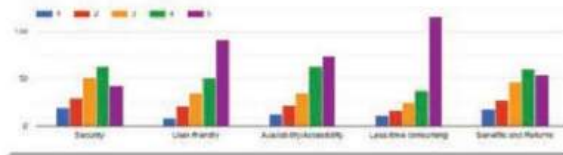


Illustration 11

It also shows that the benefits and returns offered by different online payment platforms does not have much power, over the consumer’s decision to use them.

Possibility of cashless India in 20 years

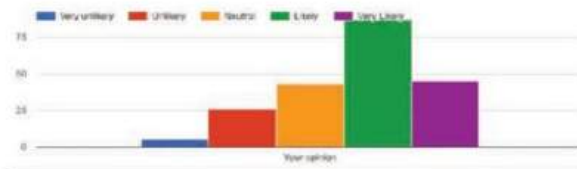


Illustration 12

Majority of the residents of Kolkata are of the opinion that we are likely to have a cashless economy in the next 20 years and it is reflected by their current usage pattern of digital transactions.

Conclusion:

The inference drawn from this study is that the use of various online payment option has become a standard among the residents of Kolkata,irrespective of their age,gender,profession and monthly household income. The population spend a fairly large part of their household income every month through digital transactions, for everything starting from medical bills to transport fare.The different features like, security, availability, user friendly, less time consuming and benefits and returns of the online payment options has significant effect on the people of Kolkata, as seen from the data received. This features encourage the consumers to use digital mode of payment instead of cash. Lastly,the study has succesfully shown the consumers’ awareness and acceptance of the possibility of a cashless economy in near future after the global pandemic,which was not seen initaly after the demonitization in India.

Findings→ This graph shows the various features of online payment options which influences people’s decision to use it.The aspect which has the maximum impact is that digital payment options consume less-time than its alternatives. Features like user-friendly interface, easy accesibility and security are also popular among the users and gives the digital mode of transactions a edge over cash.

Findings→ This graph shows that the residents of Kolkata are aware and have accepted the possibility of cashless or Digital India in near future. We can say that the global pandemic successfully ensured the future of the online payment options, which the demonitization failed to do.



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Limitations:

1. In this descriptive research we have taken a sample of size 206 which might not be large enough to generalize the 'usage pattern of online payment options', found in this study for all the residents of Kolkata.
2. Though the random sampling method is used for this research, sample selection bias can occur due to the forms being circulated through snowballing technique, and the sample set might not be inclusive enough for all the residents of Kolkata.
3. As the snowball sampling technique is used, it is usually not possible to determine any sampling error that might have occurred or make inferences about the population based on the obtained results.

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A STUDY ON WORKSPACE CULTURE DURING THE COVID-19 PANDEMIC - A PARADIGM SHIFT.



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Nothing remains constant in life. The Covid-19 pandemic ever since its onset in early 2020 has proven the above stated fact. The world has witnessed unprecedented changes in the last 2 years owing to this virulent. From lifestyle to workspace, everything has undergone a paramount change. After this pandemic, business trends have transformed completely, and a majority of business activities are performed through mobile or other digital platforms. As a game-changer, COVID-19 has impacted mankind and the business world at a global level and challenged employers and HR managers to re-think, redesign and re-imagine in a new way of transition to the newly merging concept of 'Work from Home'. The immediate need to focus on establishing and maintaining a work-life balance by maintaining a balance between personal life as well as professional life along with the implementation of the social distancing norms gave rise to the concept of "working from home concept (WFH)" for corporates for keeping alive the working spirit of the employees.

Thus, through this research project, I would like to study the impact of the pandemic on the Workspace Culture in India and how it has brought about an unexplored shift both individually, for the working class as well as for the society at large.

Keywords: *Workspace, Workspace Culture, Work from Home Concept.*



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Chapter 1: Introduction to the study

1.1. Premise

This chapter sheds light on introductory reflections and secondary research conducted on the paradigm shift that has been experienced by the corporate world in relation to the workspace culture.

A transcendental shift has been observed in the workspace culture as the global economy grappled with the infinite changes brought about by the Coronavirus Pandemic. Gone are those days when managers consistently remind employees of their output and productivity. Gone are those days when one would have to wake up every morning and go through the process of dressing oneself before leaving for work. Gone are those days when one's home was nothing more and nothing less than – a home.

The workers of the 21st century do not have much of an option but rather must adhere to the norms set by the organisations they work for. But in doing so they have to work for longer hours, often detached from society but with the pandemic setting its foot into the world, they can do so at the comfort of their homes. The consequence of this dynamic shift in workspace culture has one too many repercussions and only when we separate apart from a whole, are we able to comprehend, whether this newfound culture is a blessing in disguise or a disaster in the making.

1.2. Literature Review

- 'Post Covid-19 world, a Paradigm Shift at Workplace'- Professor Meenakshi Kaushik, Rukmini Devi Institute of Advanced Studies, published in August 2020: Through this research paper, the author has observed that the current pandemic induced 'work from home' situation is effective for the continuity of business operations. She has observed a transformation in the perception and mind-set of employees as they have become more challenging, receptive and are willing to go beyond the established norms. The tech-savvy world that has suddenly gained pace in these pandemic induced times highlights the urgent need of skill development for improving efficiency of the employees. On the contrary, the author also observes the flipside of these changes in workspace culture as working from remote places lacks a sense of team and community building, resulting in employees suffering from psychological disorders such as depression, anxiety etc.
- 'Working from home during the Covid-19 pandemic: Satisfaction, Challenges and Productivity of the Employees'- Professor Kazi Tahir Rahman (Coventry University) and Professor Md. Zahir Uddin Arif (Jagannath University, Bangladesh), published in February 2021: The authors of this research project have investigated how professionals are collaborating online working from home (WFH) during COVID-19 pandemic in Bangladesh. By examining various aspects like employee satisfaction levels, challenges related to telecommuting and perceived productivity of working remotely during the COVID-19 outbreak situation, they have observed that a technologically advanced era such as this, has resulted in the remote concept of working from home (WFH) become a reality. The authors have highlighted the significance of telecommuting as a process that can associate employees globally, making sure business operations continue amid a crisis like the COVID-19 epidemic.



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- ‘Swift Paradigm Shift- A Revolution in Work Culture in 2022’- Mr. Gerald Manoharan, Partner, J Sagar Associates (JSA) & Ms. Prerana Damaraju, Associate, J Sagar Associates (JSA), published in December 2021: The authors through this research have observed that most of the employees have given preference to a flexible working model in comparison to a traditional centralized office space model. Highlighting the significance of the hybrid working model, the authors have said that the efficiency of this new work order will depend on the magnitude and quality of technology adopted and implemented by the organizations.
- Covid-19 and the workplace: Implications, Issues and Insights for Future Research and Action’ by Kevin M. Kniffin, Jayanth Narayanan, and Mark Van Vogt, published in June 2020: The authors through this research project have identified the various problems that have unfolded in the workplace due to the abrupt changes brought about by the pandemic. The authors have observed that the leadership role holds paramount importance because employers are facing the challenge of keeping the spirit of work alive among the employees. The virtual working needs of various types of employees must be taken into consideration. The authors have also highlighted the need of developing new performance and appraisal standards by HR Professionals in dealing with remote working populations.

1.3. Identification of Research Gap

Continuity of operations is essential for the survival of business organizations. The perpetuity of businesses was put to question when the world experienced months of incessant lockdowns and social restrictions. This gave rise to the concept of ‘Work from Home’ and as the conditions turned conducive, a completely new idea of Hybrid Workspace emerged. However, there is still uncertainty about this new work order as it is extremely new in nature. This hybrid mode of working will put to test all the workspaces practices that have been in place for the past centuries. Whether employees and organizations are ready for this new revolution in workspace remains a question largely unanswered. With all its advantages, there are various limitations as well that have to be considered and pondered upon by employers before taking any major decisions regarding the work order keeping in mind the efficacy of work of their employees. The long-term implementation of this new work order and implications of this paradigm workspace culture shift are still being analysed by business organizations. They can continue to rely on the old traditional practices if they deem them fit for their business or can embrace new opportunities that the new work mode has to offer.

1.4. Objectives of the Study

The following are the objectives that this research paper aims to achieve.

- To understand the impact of the pandemic on the workforce culture.
- To comprehend the acceptance and adaptability of the employees towards the changed working environment.



1.5. Research Methodology

This section deals with the statistical and the analytical components of the primary research work related to the study. It consists of numerous subsections like research design, sampling techniques, method of data analysis, etc. to break it down into detailed discussions.

1.5.1. Research Design

The research has been carried out on a fixed population and is descriptive in nature. It is a quantitative form of research design which aims to describe a population, phenomenon, or situation accurately and systematically, through direct contact with it. This design has been selected to derive some idea of the preference patterns of a certain section of the population pertaining to this area of study.

1.5.2. Sampling Technique

Sampling is a statistical analysis technique in which a present number of observations are drawn from a larger population. The process used to sample from a broader population varies according on the sort of analysis being performed, however it may include simple random sampling or systematic sampling. The sample method applied in this paper is non-probabilistic sampling. Nonprobabilistic sampling is a technique in which the procedure of gathering samples does not provide all individuals in the population an equal probability of being chosen. For data collection and analysis, a hybrid approach of quantitative and qualitative methods will be used. In this approach, data was be gathered by the survey method, which involved the distribution of questionnaires, as well as secondary data.

1.5.3. Sample Size

In market research, sample size refers to the number of participants included in a sample size. We define sample size as a group of participants chosen from the general public who are regarded to be representative of the real population for that specific study. I employed convenience sampling for this research. The sample size for this research project was 150.

1.5.4. Sampling Frame

The source material or device from which a sample is drawn is referred to as a sampling frame. It is a list of all those who can be sampled from a population, which may include individuals, households, or institutions. The millennials, primarily college students, working professionals, self-employed individuals, were this research's target audience.

1.5.5. Research Instrument

Research instruments are measurement tools used to collect data on a certain topic of interest. This study's research instrument was a structured questionnaire. A structured questionnaire is a document that consists of a series of prescribed questions with a specified outline that defines the exact language and sequence of the questions to acquire information from respondents.



1.5.6. Sources(s) of Data Collection

Primary and secondary data sources were employed to acquire information for this investigation. An online questionnaire was used for primary data collection, and newspapers, websites, and journals were used for secondary data gathering.

1.5.7. Method of Data Analysis

The data will be graphically analysed using charts and graphs created with MS Excel and other related tools.

Chapter 2 data analysis and findings

2.1. Premise

In this section, the data collected through the questionnaire was organised. Then it was analysed using tables, charts, and weighted average technique to generate inferences that contributed to the conclusion and recommendations of the study.

2.2. Demographic Profile

The following data shows the demographic diversity of the population involved in the study.

➤ Age

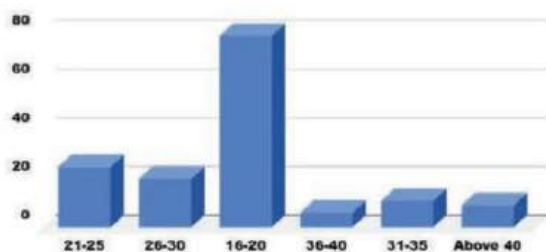


Illustration 1. Age of the Respondent

Age Range	Frequency
16-20	79
21-25	25
26-30	20
31-35	11
36-40	6
Above 40	9
Total	150

Table 1. Age of Respondents

Inference: As seen in the figure and table, it is evident that most of the population belongs to the range of 16-20 years (52.7%). This is followed by the 21-35 years category at 16.7%. Respondents above the age of 35 and 40 account for 4% and 6% of the total responses respectively.



➤ Gender

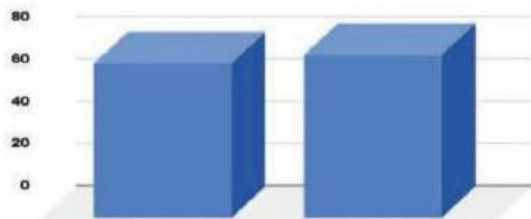


Illustration 2. Gender of Respondents

Male	77
Female	73
Total	150

Table I. Gender Classification

Inference: Of the 150 individuals surveyed; 77 were male and 73 were female. Therefore, 51% of the sample size is male, therefore showing that the majority of the sample includes males.

➤ Occupation

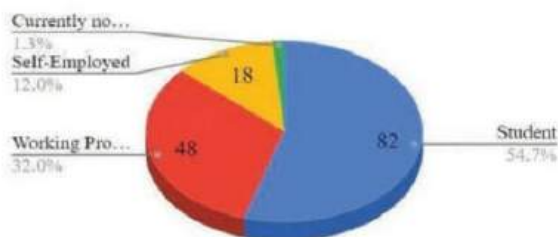


Illustration 3. Occupation of the Respondents

Occupation	Frequency
Student	82
Working Professional	48
Self-Employed	18
Currently Not Working	2
Total	150

Table 3. Occupation of the Respondents

Inference: The respondents were enquired about their professional status. The two categories that heavily contributed to the above graph were the students, accounting largely for 54.7% and the working professionals accounting for nearly 32%.

2.3. Other Findings

This section of the survey deals with a variety of questions designed to find out the impact of the new work order on the working class, their preference towards the hybrid working mode etc.



➤ **Have you worked (part-time/full time) in an organization before the pandemic?**



Illustration 4. Work Experience of the Respondents during the Pre-Pandemic time.

Work Experience before the Pandemic	Frequency
Yes	78
No	72
Total	150

Table 4. Work Experience of the respondents before the pandemic

Inference: Workspace practices have far reached impacts on the productivity and efficiency of employees. When asked whether the respondents have worked (part-time or full time) in any organization, 78 responses were received in favour while 72 respondents have not had the opportunity of working before the global epidemic.

➤ **How keen were you initially with regards to the concept of Work-from-Home?**

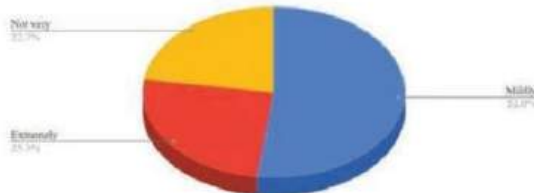


Illustration 5. Keenness among the respondents towards the Remote Work Model

Defining Element Keenness towards WFH	Frequency
Not Very	34
Mildly	78
Extremely	38
Total	150

Table 5. Keenness towards the concept of Work from Home among the respondents

Inference: From the table as well as the diagram, it is evident that the majority falls into the category of Option 2 that is **Mildly**. Thus, it can be inferred that there is mild readiness and keenness among the respondents towards the concept of Remote Working.



➤ Now that the situation is going back to normal, what work structure do you prefer?



Illustration 6. Preference of Work Mode in Post-Pandemic time

Defining Element-Work Mode after the Pandemic	Frequency
Work from home completely	16
Work from office completely	26
Hybrid mode of working	108

Table 6. Preference of Work Mode in Post Pandemic times

Inference: It is evident both from the graph as well as the table that a majority of the respondents have opted for the option- Hybrid Mode of Working. Thus, it can be inferred that the employees after these unprecedented changes in the work order, would like to prefer a midway between offline and virtual modes of working.

➤ Do you feel that the online workspace lacks in a sense of community and effective bonding among the colleagues?

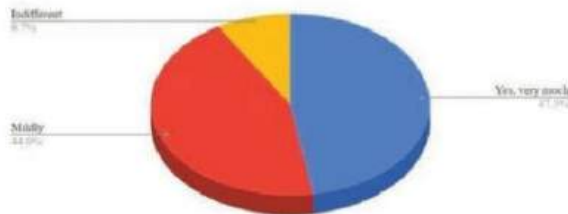


Illustration 7. Count of respondents who feel that the virtual workspace lacks in a sense of community and effective bonding among colleagues.

Defining Element-Lack of team building in virtual mode of working	Frequency
Indifferent	13
Mildly	66
Yes, very much	71
Total	150

Table 7. Count of respondents who feel that the virtual workspace lacks in a sense of community and effective bonding among colleagues.

Inference: Most of the respondents, as evident from the graph as well as the table have opted for the option-Yes, very much. Thus, it can be inferred that most of the respondents are of the opinion that the virtual mode of working is lacking in a sense of team building among the employees.



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➤ **Do you feel that the work culture before the pandemic facilitated greater exposure and a better hands-on experience?**

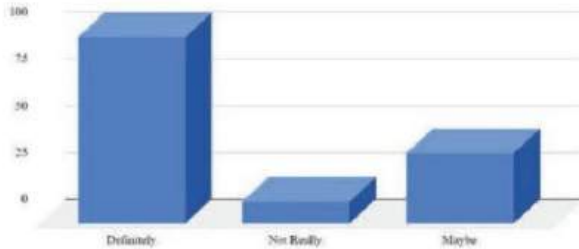


Illustration 8. Count of respondents who believe that work culture before the pandemic provided better exposure and experience

Defining Element- Better exposure and hand-on experience before the pandemic	Frequency
Not Really	12
Maybe	38
Definitely	100
Total	150

Table 8. Count of respondents who believe that work culture before the pandemic provided better exposure and experience.

Inference: A majority of the respondents, as evident from the graph as well as the table have opted for the option- **Definitely**. Thus, it can be inferred that the respondents believe they have witnessed better exposure and hand-on work experience before the pandemic induced the remote working mode.

➤ **Do you feel that Work from Home has affected your productivity and you could perform much better in person?**

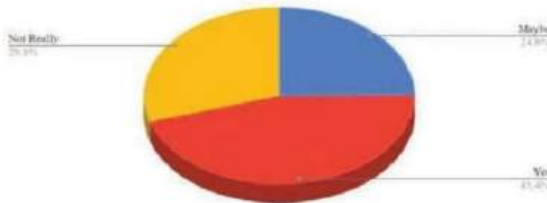


Illustration 9. Count of impact on productivity and performance during Work from Home

Defining Element- Impact on Productivity and Performance	Frequency
Yes	68
Maybe	37
Not Really	45
Total	150

Table 9. Count of impact on productivity and performance during Work from Home

Inference: As seen from the pie chart and the frequency table, the maximum responses have been received for Option 1- **Yes**. Thus, it can be inferred that the respondents believe that the pandemic induced work from homework order has impacted their performance and productivity, and that they could perform much better in the physical mode.



➤ **Has the new culture of working from home taken a toll on you psychologically?**

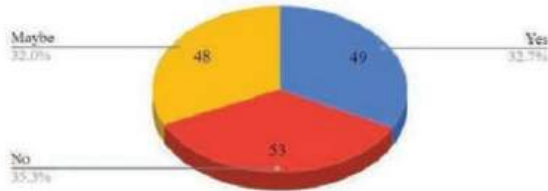


Illustration 10. Count of Psychological Impact of Work from Home

Defining Element- Psychological Impact of Work From home	Frequency
Yes	49
Maybe	48
No	53
Total	150

Table 10. Count of Psychological Impact of Work from Home

Inference: In the above table we can see that the number of responses received for options- Yes and Maybe only differ by 1. Hence, The Weighted Average as calculated from the above table is $(304/150) = 2.02 \sim 2$ that is the option- **Maybe**. Thus, we can infer that there is uncertainty among the respondents regarding the psychological impact of work from home.

➤ **Did you face any health issues while working from home?**

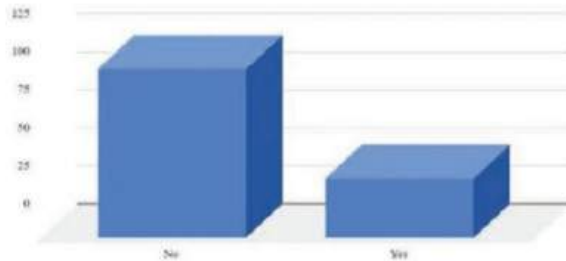


Illustration 11. Count of respondents who suffered from health issues during Work from Home

Heath Issues faced during WFH	Frequency
Yes	39
No	111
Total	150

Table 11. Count of respondents who suffered from health issues during Work from Home

Inference: It is evident both from the graph as well as from the table that a majority of the respondents about 74% did not face any health issues while working from home during the pandemic.



➤ **Did you face any difficulties, while working from home, in maintaining your work-life balance?**

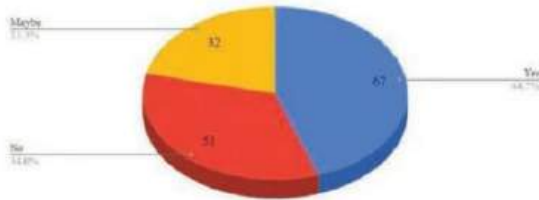


Illustration 12. Difficulty in maintaining work-life balance.

Defining Element- Difficulty in maintaining work-life balance	Frequency
Yes	67
Maybe	32
No	51
Total	150

Table 12. Difficulty in maintaining work-life balance.

Inference: Maintenance of the Work-life balance was a major problem faced by employees during the pandemic. From the responses received, it can be inferred that a majority of the respondents have faced problems in striking a balance between their personal and professional life while working from home.

➤ **Do you feel that the newly emerging dynamic mode of working (that is the hybrid mode) is proving to be effective and efficient for you?**

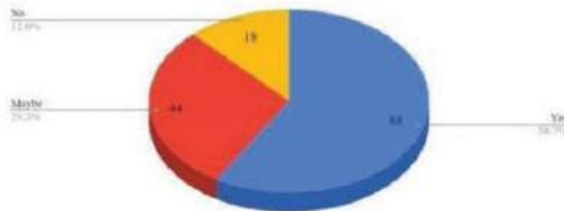


Illustration 13. Efficiency of the hybrid mode of working for the employees

Defining Element- Efficiency of the Hybrid Mode	Frequency
Yes	88
Maybe	44
No	18
Total	150

Table 13. Efficiency of the hybrid mode of working for the employees

Inference: From the responses received as evident from the pie chart and the frequency table, we can see that a large number of respondents have accepted that the hybrid mode of working is proving to be effective for them.



2.4. Findings

As per the objectives of this research project, the survey form was rolled out among the target population with the aim of understanding their preferences regarding the revolution in the workspace practices and culture, impact of work from home and their take on the hybrid mode of working. The following are a summary of findings that can be inferred from the responses received from the sample.

- Work from Home was an essential condition for continuity of business operations during the pandemic. However, it had been received with a mixed response from the employees. For some it proved to be a bane while others enjoyed the same as a boon. From the responses received, it can be concluded that the target sample was mildly keen towards the concept of Remote Working.
- The physical mode of working has often proved to be a platform for employees to showcase their talents and potential, a feature that could not exactly be replicated in the virtual mode. The responses received from the sample indicate that the virtual workspace lacks in a sense of team building among the colleagues. It does not provide the same satisfaction of communication as there is in the physical mode. Also, the level of exposure and work experience is witnessed better in the physical mode of working in comparison to the same from home.
- The target sample is of the opinion that their productivity was better during the pre-pandemic times when office work mode was in place. Through this we can infer that this paradigm shift in workspace culture from office to the comfort of our homes has not been very beneficial as it has taken a toll on employees psychologically, affected their health and has impacted the balance between their personal and professional lives. This is true especially for female workers, a majority of their responses were inclined with the above statement.
 - With the environmental conditions going back to normal, a new normal has emerged again with the introduction of a hybrid mode of working. Be it educational institutions, corporate organizations etc, there is increasing reliance on this concept, and it is rising to be a widely accepted work mode globally. The responses received in favour of the hybrid mode are indicative of the fact that the employees while exploring this relatively new concept are preferring a midway between their online and offline workspaces.



Chapter 3

3.1 Conclusion

The Covid-19 pandemic has undoubtedly transformed global economies, workplace practices, workspace traditions etc., some for the better while some for the worse. The constant fear of new variants has instilled a sense of fear, pushing people as well as organizations to move to various new practices, one that is in line with both productivity maximization as well as safe and secure as per the regulations.

The main purpose of this research project was to explore and identify the acceptance of the current work order and the perception of the working class towards new revolutions in corporate practices and structure. The paradigm shift experienced in workspace culture has compelled us to think about the next line of changes that is to follow. The concept of Work from home that further led to the emergence of a hybrid working mode was introduced as a temporary solution to the exigent circumstances but with the unceasing impacts of the pandemic, it is now believed to be in place for a considerably long period of time. Working from the comfort of our homes has been a prolonged desire. However, these last two years have also made us realize the importance of our physical workspace with regards to ideation, implementation, execution etc. of plans. Being confined within the frame of our laptops as our office has resulted in various mental as well as physical health issues. Work-life balance has become one of the most importance questions in these turbulent times. Overwhelming as it has been, employees have tried to manage and multitask, achieved success to some extent but this also took a toll on them while juggling between household chores and work deadlines.

Though the hybrid mode of working is gaining acceptance, being a relatively new concept, the employees are yet to explore all the facets of this new work order and analyze its impact on their productivity and efficiency. This new practice will organizations under a challenge, and it will be the test of time that will tell us about its future implications and utility.

3.2. Limitations of the Study

- While this study aims to fill a gap in the existing literature, it does have some shortcomings that act as potential limitations on the applicability of the results. One such limitation is the size of the sample. The survey form was rolled out to a target population and 150 responses were received. This can be seen as a shortcoming as 150 could be a small sample size. Since deliberate sampling was followed along with a small sample size it is possible that not a completely accurate representation of the required universe was created. A larger sample size would have provided more accuracy and generalizability since they would have been based on the responses of more individuals.
- Another limitation is that the study being a primary study based on surveys it might not bring about highly accurate and quantitative data that can be used for decision making. However, it does provide a strong base for further research.

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FINANCIAL LITERACY- THE NEED OF MODERN INDIA



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Financial literacy is the capacity to comprehend and use financial information to make informed decisions about managing personal or business money. In today's world, where the financial market is dynamic and complex, financial literacy has become a vital ability for everyone. It is difficult to emphasize the significance of financial literacy. It is a key ability that enables individuals to manage their finances successfully, make educated investment decisions, and plan for their financial future. Moreover, it enables people to comprehend the influence of financial decisions on their lives and to make responsible financial decisions.

In today's work environment, financial literacy is vital. To make informed decisions on investments, capital management, and risk management, business owners and managers require financial literacy. A lack of financial literacy can result in poor financial decision-making which may result in missed opportunities or financial losses. Financial literacy does not consist solely of comprehending financial jargon and being able to interpret a balance sheet.

Budgeting, financial planning, and investment management are additional abilities that must be developed. In order to make solid financial decisions, business owners and managers must be able to examine financial statements, comprehend financial ratios, and employ financial forecasting tools. Furthermore, financial literacy is a need for employees. Financial literacy is required for them to comprehend their compensation packages, make informed decisions about employee benefits, and plan for their financial future. Companies can offer programmes and resources to help their employees improve financial literacy abilities, which can be advantageous for both the individuals and the organization. Financial literacy is also essential in promoting financial inclusion. It gives consumers and businesses access to financial products and services, including loans, insurance, and savings accounts.

In addition, financial literacy is essential for economic growth and stability. It supports entrepreneurship and innovation, facilitates prudent financial decision-making for individuals and enterprises, and promotes financial stability. Financial literacy helps prevent financial crises by encouraging responsible borrowing and investing, lowering debt, and enhancing financial decision-making.

In conclusion, financial literacy is an indispensable skill that everyone must cultivate. It is crucial for individuals and organizations to make informed financial decisions, manage their resources effectively, and plan for their financial future. Financial literacy is a lifetime endeavor that necessitates continuous education and training. By encouraging financial literacy, we can establish a financially inclusive and stable society in which everyone has the opportunity to realize their financial objectives.



DEBUNKING THE BRAND VALUATION MYTH



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The past decade has witnessed a surge in avant-garde brands that have transformed our lifestyle, work culture, and shopping experience. While innovation, expansion, and origination have been the driving forces behind this change, we cannot overlook the setbacks, demolitions, and pitfalls that come with it. Nonetheless, the ultimate goal of any business remains unaltered—to endure and establish a unique identity despite all odds. Just like two sides of a coin, the brighter facet comprises creation, inventiveness, and progress, while the darker side encompasses losses, competitions, and demolitions. However, as they say, after every darkness comes light, similarly, these setbacks and shortcomings stimulate businesses to come up with fresh ideas and growth, complementing each other.

In the cutthroat world of business, brands must earn their worth through the unwavering trust and devotion of their consumers. This priceless currency, in turn, yields greater profits and a commanding market presence. However, not every brand can achieve this feat. Amidst the fierce competition, companies must strive to establish an image that justifies their lofty valuation. The looming question remains: do brands truly warrant their worth or are they simply overinflated?

Consider here the example of Mamaearth, a brand that has taken the Indian market by storm with its natural and eco-friendly products. Started in 2016 by a husband-and-wife duo, the brand has gained immense popularity in a short span of time. But despite the hype and good customer reviews, Mamaearth's sales figures paint a different picture. As we delve into the depths of this topic, one can't help but wonder: are the profits and valuation truly logical? Is the valuation even justified?

Mamaearth, the renowned personal care brand, has captured hearts with its ingenious marketing approach, positioning itself as a trailblazer among online-first brands. By harnessing the power of social media, influencer marketing, and environmental consciousness, the brand has amassed a devoted following. The MamaEarth marketing strategy is truly one-of-a-kind and utterly captivating. Mamaearth's strategy involves launching and acquiring brands that cater to diverse customer pain points, while still dominating the acquisition game despite experiencing significant losses. The brand's focus on content and influencer marketing has helped them carve a niche in the highly competitive BPC market while leveraging technology to boost business efficiency and growth. With their commitment to providing natural and safe products, Mamaearth has successfully met the growing demand for conscious consumption.

Mamaearth's business model is elegantly uncomplicated. They conceptualise products and entrust their production to authorised manufacturers, who are granted the privilege of using Mamaearth's



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reputable brand. Mamaearth's sales strategy is omnipresent, with a strong online presence via direct-to-consumer platforms such as Amazon and Flipkart, as well as offline retailers. They have established their presence across all channels. Despite Mamaearth's widespread popularity, its low sales figures may come as a surprise to many. A multitude of factors may be contributing to this underwhelming performance, including limited awareness in tier-2 and tier-3 cities, high pricing, limited offline stores, slowmoving products, limited marketing strategies, and the presence of counterfeits. To address these challenges, Mamaearth must revisit its marketing, pricing, and distribution strategies to make its products more accessible to a wider audience. By thoughtfully evaluating and implementing changes, Mamaearth can surely boost its sales figures and continue to be a leading sustainable and natural brand in the Indian market.

The revenue distribution of MamaEarth

Mamaearth's digital content-centric customer acquisition strategy has proven to be a fruitful endeavour, with the primary objective of maximising online product sales. The brand's revenue stream is primarily derived from personal care products, with a noteworthy 80% stemming from skincare and haircare items. Despite this, Mamaearth maintains a healthy gross margin profile of approximately 65% in the personal care category, allowing for a generous 40–50% revenue allocation towards marketing efforts. Notably, Mamaearth's impressive growth trajectory is reflected in their consistently increasing EBITDA margin, which has risen from 10% to 15% in recent years. Mamaearth's annual financial statements with the Ministry of Corporate Affairs (MCA) reveal a staggering leap in operating revenue from Rs 109.8 crore in FY20 to Rs 461 crore in FY21. The majority of this impressive revenue—a whopping 98%—was generated by domestic sales in India. However, Mamaearth's global sales also experienced a remarkable growth spurt, increasing by 9.5 times during FY21.



Image Source - Entracker

Having delved further into the company and discovered the whereabouts of Mamaearth, it's time to explore the brand's deficiencies and their strategy for going public.

Honasa Consumer, the proud owner of Mamaearth, has presented its Draft Red Herring Prospectus (DRHP) to the esteemed market regulator Sebi with grand plans to raise a

Rs 2900 crore through an initial public offering (IPO). The company aims to generate Rs 400 crores through a fresh issue of shares, while an offer for sale of about 46.8 million shares will make up the rest.

One of the most exciting revelations from the DRHP is that Mamaearth, the Gurugram-based D2C brand, has already achieved profitability within the first six months of the financial year 2022–23 (FY23). As per the documents submitted to SEBI, the startup has reported a restated cumulative profit after tax (PAT) of INR 3.67 Cr in the first and second quarters of FY23.

However, the internet was abuzz with surprise at the offer, which seeks a colossal valuation of Rs 29,000 crore despite the company's modest net profit of Rs 14 crore in FY22. This valuation equates to nearly 26 times their annual revenue of Rs 943 crore and results in a staggering price-to-earnings ratio of approximately 1714 times.



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By expanding their physical stores, enhancing their product offerings, and implementing various other strategies, Mamaearth could potentially boost their profits and generate more returns for their investors. However, it's worth mentioning that Mamaearth's current valuation seems somewhat questionable. Despite this, it's important to note that Mamaearth achieved profitability in the previous fiscal year, with a PAT of INR 19.8 crore. That being said, the DRHP has since revised this figure to INR 14.44 crore.

While the business model may be unique, the products are not. That's why quality reigns supreme in today's world, where consumers are inundated with information and base their decisions on the delivery of top-notch services. Although the valuation is high, it is justified by the intention to devote the majority of funds to marketing efforts. However, one must acknowledge that marketing alone cannot sustain a business in the long run in today's market, where consumers prioritise quality in their decision-making process.

Zomato, Nykaa, and Mamaearth have soared as modern-day triumphs but have also encountered amplified rivalry, evolving clientele desires, and a saturated market. To maintain their momentum, these brands must exceed expectations with their products and services, outshine competitors, and constantly innovate. Only then can they sustain their value and establish themselves as enduring success stories.

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DATA ANALYTICS IN THE E-COMMERCE WORLD



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Abstract:

There has been an increasing emphasis on big data analytics (BDA) in e-commerce in recent years. However, it has not been explored properly as a concept, which stands in the way of development of its theoretical and practical approaches. This article looks into BDA in e-commerce by drawing on a structured evaluation of the topic. The article presents a framework that can be interpreted and understood and it digs deep into the definitional aspects, distinctive advantages, types, steps, business value and tools of BDA in the e-commerce landscape. The article also triggers discussions at a broader level regarding a relevant case study associated with Flipkart and explains the data analysis concept in ecommerce in theory and practice. Overall, the findings of the study synthesize diverse big data analysis concepts.

Introduction:

Because technology evolves at a fast pace and shopping trends keep changing on a daily basis, ecommerce is in a constant state of adaptation that can confuse brands and make them grapple in the dark. To keep up, ecommerce businesses must expect changes in the market with the help of reliable data insights. In short, they require effective data analytics in e-commerce.



Illustration 1
(Source:Pexels)

Data analytics in e-commerce simply means any tool or strategy designed to analyze huge amounts of data in order to produce actionable insights and desirable results. Since it exists

in an almost entirely virtual space, ecommerce generates complicated, comprehensive sets of data— in particular those related to the behavior of the clients. More data was created in 2017 than was created during the previous 5,000 years combined. That is a large amount of data to measure, parse, and analyze. Finding the right data analytics tools for the process, however, can offer your brand / company an immeasurable advantage over your competitor.



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Significance of Data Analytics in E-commerce World

Big data analytics refers to the process of harnessing these huge data sets to reveal hidden patterns, market trends, customer preferences, etc. Big data analytics helps to empower business owners to derive values from information available and make optimal business decisions.

1) Track shopper's buying journey: Business is all about understanding people, especially the customers. Earlier in the time when online transactions were not a part of daily life and people only used to shop in stores, it was not feasible to keep track of the background information of every customer. In today's world, there are around 2.05 billion people buying goods online. Though they tend to keep changing between different sites before making an ultimate purchase, the data of the browsing activity can be tracked and analyzed.

Big data analytics tools can analyze the buying journey of customers. They capture the interactions a user previously had with a brand, including products viewed, clicks, past purchases, etc. The data allows business owners to get the shoppers' information and understand the shoppers in depth- what they like and don't like, which products are in high demand recently, what time of the year the demand for certain products increases, etc.

2) Personalised Experience: 87% of shoppers said that when online stores personalize the experience, of the shoppers they are willing to purchase a larger amount. After a business gets the shoppers' information, they can create personalized experiences according to the customer's needs.

Personalized experience strategies include sending customized emails to users allowing special discounts and offers, presenting targeted ads to different groups of people, implementing up-selling and/or cross-selling strategies to individuals, etc. The world's largest e-commerce giant Amazon is a great example of making use of big data analytics and cross-selling strategies to generate high revenue.

3) Better Customer Service: According to the statistics from Business.com, loyal customers spend 67% more money than new customers, and 72% of those who had a positive experience share it with more than 6 people. Good customer service helps to maintain a higher retention rate, conversion rate and thus provides more profit.

Big data analytics helps improve customer service in many ways. By keeping in check, the average response speed, customer service staff can help in increasing overall response timeliness; by sending out questionnaires and collecting feedback of the customers, it helps to receive first-hand info to make the service quality better and decreases the chance of bad service; by monitoring other data like the time of delivery of the goods, e-store owners can identify problems in the delivery process and avoid potential transportation issues.



Illustration 2(Source: Pexels)



Illustration 3(Source: Pexels)



Illustration 4(Source: Pixabay)



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4) Optimized Pricing: Pricing is another important factor leading to purchase decisions in e-commerce. Whether the prices you set keep you in a competitive streak or not directly influence the sales of your product. In the past, people used to follow traditional rules for pricing strategies like the rule of thumb, cost-plus markup. However, these old school pricing strategies no longer work in a proper way when it comes to thousands of millions of products online.



Illustration 5 (Source: Pixabay)

With big data analytics tools, business owners can look at the greater picture and analyze the pricing of competitors in real-time. This needs a large data set with all the prices of competitors, which requires to be edited and updated from time to time since the market price is always fluctuating.

Process of Data Analysis in E-commerce

Beginning with some key terms:

- **Metrics:** it is a measure of success of an e-commerce tool or platform. For example, the conversion rate or the bounce rate for an e-commerce website.
- **Analytics:** Analytics is the process of scanning the available data, understanding the present situation and forming strategies for future actions.
- **KPIs:** Key Performance Indicators or KPIs are the measures of success on the basis of the forecasted results and the actual results.
- **Reports:** it is a summarized representation of past and present data in the form of results. In simple words, reports measure the effectiveness of data analysis strategies.

Important Steps:

Step 1: Collection of data- the very first task is to integrate all the available data relevant for the business. Audience is one of the key e-commerce analytics. Information such as the demographics, buying behavior, changing tastes and preferences, income etc. form the basic dataset. It is also important to note which platform the users are using the more. Accordingly, marketing budget and investment should be channelized.

Step 2: Determining the key metrics-

- **Acquisition:** The process of customer acquisition gives valuable information on how the people came across the concerned business online. The consumers could have been directed from social media posts, blogs, advertisements or emails. **Click through rate on ads, organic search impressions, organic search clicks**, etc. give an idea regarding the success of digital marketing strategies that has been implemented and any changes that might be required.
- **Customer's reaction:** Not everyone who visits the website end up being customers. Some may leave the website after viewing the first page while some spend quite some time in exploring the website but don't end up buying anything. These reactions are highly significant to understand:



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1. The attractiveness or user friendliness of the website > Products that draw a lot of attention but generates few sales
2. Cost effectiveness and utility of the products or services, etc.

The key metrics in this case are the **bounce rate, Average Order Value cart abandonment rate, page views, website traffic** etc.

- **Conversion Rate:** Conversion rate denotes the percentage of website visitors that converts into actual customers. Key matrices such as the **conversion rate, churn rate, sessions with customers, feedback, product reviews** etc. are great tools for judging the performance of the business.

Step 3: Forming KPIs- Key Performance Indicators are formed based on the key metrics that have been identified in the previous step. The following KPIs are some of the most effective ones:

- **Customer Acquisition Cost:** The amount of money spent in acquiring each customer forms the basis of customer acquisition cost. This information is useful to make investment decisions and marketing strategies.
- **Revenue by Channel:** Breaking down the total revenue into different categories according to the different channels, platforms and devices helps focusing on sales.
- **Customer Lifetime Value:** The product of Average Order Value and the no. of registered customers give Customer Lifetime value, that indicates the amount of money expected to be spent by registered customers throughout the business relationship.
- **Retention rate:** the percentage of customers that visit again and again to buy the products gives valuable information regarding the utility derived from the products sold by the business, engagement with customers, after sales services and so on.

Step 4: Report- Last but not the least, a comprehensive report is to be made taking into account the past and the present data collected, key metrics and the KPIs. A Good report is of great significance in making investment decisions, formulating marketing strategies and also to judge the performance of business operations.



Illustration 6(Source: Pexels)



Illustration 7(Source: Pexels)



Illustration 8(Source: Pexels)

Case Study

India's popular e-commerce giant Flipkart with 100 million user base owes its success to data analytics. There are highly personalized ads that are based on individual needs and likings. They are programmed to be delivered to the target audience in correct time by means of data extraction and segmentation. For example, a customer searching for mobiles are delivered notifications of special offers and launches of mobiles during festive seasons.



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Illustration 9(Source: YouTube)

The highest conversion rate originates from the recommendation system that basically takes inputs about the users and recommends products to individual users according to their preference and liking. The inputs are in the form of past orders, browsing pattern, ratings, and feedbacks. The searches patterns are also recorded so that the next time the no of products viewed are reduced keeping in mind individual's budget and needs. After an individual purchases a product, related products pop up in the recommendation encouraging them to purchase more. For example, mobile cases, pop sockets are recommended after someone places an order for a mobile.

Better reviewed and higher quality products are ranked higher in the search results to gain confidence and trust of customers. It has got several filters in the form of Categories, Pricing, Offers, Brands, and Discounts etc. to enable smooth search experience.

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FORMULA 1-SPORT OR SCIENCE?



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Motorsport. Cars going at speeds rarely seen on highways, burning fuel and rubber at a pace we cannot fathom unless we are in the cockpit. Whether it is Endurance Racing, Single Seater racing, Rally, GT Racing, Karting, Drifting, Drag Racing, the people behind the machine subject themselves to near-death experiences with G-Forces, sitting near fuel loads enough to cause a mini mine explosion, if not worse. And the drivers who, arguably, have it the worst are the drivers of Formula 1.

A little note on Formula 1 cars: They are built like single-person bunkers, with titanium and carbon fibre weighing up to 800 kilograms. With about 100 kilograms of fuel, you are looking a very dangerous piece of machinery. Formula 1 is a science in itself, and the drivers are among the fastest in the world, by virtue of being in those cars.

The sport is known as the most scientifically advanced as well, with thousands of data points collected, applied physics used to shave every millisecond off the lap-time (physics we normally only see in theory books), aerodynamics that we would not understand at first glance etc.

Every few years, Formula 1 undergoes some regulation changes to maximise safety and make the sport more entertaining. The most recent regulation change, starting from 2022, involved moving towards 18 inch tyres, a newer fuel mixture, a sleeker looking car, and less dirty air being thrown at the car behind.

I say Formula 1 is the most advanced sport on the planet, and for good reason. Let us start with the crew of each team. At the time of writing, there are 10 teams in the sport, each with 2 drivers from across the world. You then have your driver's pit crew, people who are responsible in setting up the car each race weekend. The Strategists and Data Analysts are also present in another part of the garage. The Team Principals and Race Engineers generally sit on the pit wall. Each race weekend starts on Friday which has Free Practise 1 and 2 (FP1 and FP2 respectively), which allow drivers to test out the track for places to gain advantages against each other, taking seconds out of the quick laps they set. Saturday is dominated by Free Practice 3 (FP3) and Qualifying (Q1, Q2 and Q3). This is where the true pace of the car comes out. At the end of Q1, the slowest 5 drivers are knocked out, setting the back of the starting grid. Q2 knocks out the next slowest 5, and Q3 is where the top 10 battle it out to see where they will start the race from. After Q3, all pending Grid Penalties are applied and the Grid may get shuffled about. The new Grid heads into Sunday, the main Raceday.

Each driver prefers their car set up in a unique way. Some prefer their car to have oversteer, which means they can turn their steering wheel a small amount and let the car go through a corner by a



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greater margin. These drivers generally are aggressive racers and don't mind degrading their tires, knowing that they have the pace to back it up. The complete opposite are drivers who prefer cars with understeer, which means that they have to turn their steering wheels a lot to get the car to turn by a slower margin. This helps conserve the tyres longer through the race, though the pace might not be great. The drivers prefer a certain rake on their car, which is the inclination of a car when viewed from side on. High-rake cars have a visible difference in angle between the front and the rear of the car. Low-rake cars have a very small difference in the angle.

The engine in each F1 car cannot be changed, coming from a manufacturer. There are 4 engine manufacturers: Mercedes (who supply engines to themselves, Aston Martin, Williams, McLaren), Renault (who supply engines to Alpine), Ferrari (who supply engines to themselves, Alfa Romeo, Haas) and Honda (renamed Red Bull Power Trains) (who supply engines to themselves and Alpha Tauri). Each engine has different modes for different scenarios, such as Safety Car times, Free Practise set-ups.

When the cars are racing on Sunday, they are fitted with 1 of three slick tyre compounds: Soft, Medium or Hard. Each tyre has different characteristics. The Soft tyre is the fastest, but it degrades very fast. The Medium Tyre is a balance between the Soft and the Hard, degrading slower than the Softs. The Hard tyres are the longest-lasting, but also the slowest. These are the base characteristics of the tyres, and they react different to the car setups, as well as the nature of the track they are on. Some circuits also make the funniest looking tyre strategy look like the most optimal one. Given the fact that a tyre compound has to be changed from start to finish, the teams have to pit their cars at least once (unless it is a wet race to start), which is where the pit crew's timing and driver reaction time comes into play, to decide the winner. Formula 1 can be also termed as "Chess at 300kmph." The two types of wet weather tyres are called Intermediates and Full Wets. Both compounds are built to dispel water very quickly, degrade very slowly, and generate heat much slower than the slick tyres. They must be able to cover the race distance (about 300 kilometres) without completely degrading. The Full Wets are the only different tyres as they are larger in order to lift the car above any standing water to prevent it from turning into a boat and sliding off-track. A picture of the tyres is given, although the Full Wets are much larger in real life than in the picture.



Coming to the technical parts of the car itself, the engine is not the only thing powering it. There is an Energy Recovery System (ERS), that converts some of the Kinetic Energy lost while braking, into potential energy, to be deployed as a Kinetic Energy Boost when trying to escape being hunted by another car, or to close down on the car ahead. The brakes of these cars can go into the triple digits, as these cars

Illustration 1(Source: F1 Chronical)

regularly hit speeds of 270+ kmph, and suddenly have to go to the early 100 kmph in a few precious seconds. Normal car brakes would probably get fried trying that over a normal lap of racing, forget 50 odd laps. The back of the car houses the Drag Reduction System (DRS) wing. Whenever two drivers are within a second of each other, passing a certain part of the circuit, the driver behind presses a button to open the wing to allow for less air resistance and get about 20 kmph worth of extra speed. The wing closes the moment the driver presses the brake pedal, so it is quite an advantage to use it when under 0.01 seconds behind another car. Below the DRS wing, is the



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diffuser of the car, that allows air to pass under the car without disturbing it too much. However, this results in “dirty air” for the driver behind. He now encounters that very air and it affects his car all around as he tries to follow closer, although the new regulation cars are supposed to have less dirty air trailing, allowing for closer racing. Staying behind a car for too long can start telling on the tyres, degrading them quicker and forcing early pit-stops.

The sidepods of the cars are meant to control the airflow above and to the side of the car, with 2022’s Ferrari having sidepods large enough to use as a baby’s bathtub. Mercedes, at the start of 2022, brought a car with almost no sidepods, and the effect was immediate, as they were massively off the pace of Ferrari and Red Bull. The sidepods are also quite sturdy structures, so even if a driver bumps his wheel into the sidepod of another, both will feel a jolt but the car will run just as fast, with no real drop of pace. This is perfectly illustrated by the 1997 European Grand Prix, where Michael Schumacher hit the sidepod of title contender Jacques Villeneuve. The latter was able to continue racing, while the 2-time World Champion had to beach the car and retire from the race. The commentator at that time said, “That didn’t work Michael. You hit the wrong part of him, my friend.”

We take a look at the safety features of the cars. The most striking feature is the Halo above the cockpit. Designed to protect the drivers’ heads in any scenario, this titanium structure has proved its worth on more than one occasion. It protected Charles Leclerc in Belgium 2018 (A McLaren went above his head), Romain Grosjean in Bahrain 2020 (he would have been almost decapitated by a barrier), Lewis Hamilton in Italy 2021 (Max Verstappen’s entire car on top of his own), Zhou Guanyu in England 2022, among others across the subsequent Formula 1 and Formula 2, 3,4, Regional and Formula E series. Each driver has to perform an extraction test to prove they can get out from the car in a matter of ten seconds or less. The suits worn by the drivers are fireproof and the helmets are literally bulletproof.

The drivers themselves are not human. Let me explain. The average G-Force the drivers experience while in the car, across a lap would be in the range of 2.0 to 5.0 (under braking). That is the equivalent of having himself, up to 4 times over, sitting on his lap while he drives. The highest G-Force experienced by a driver is 87 G’s (Romain Grosjean’s 2020 Bahrain crash). They have to sit in a machine that can go from 0 to 100 kmph in under a second, their own reaction times are tested before each race. The steering wheel contains buttons that would fox first-timers, with gear-shift paddles behind it.

Each driver has a unique skill-set in their driving style. Fernando Alonso is known for his defensive driving, Max Verstappen does not like making errors and rarely puts a wheel wrong on track, Lewis Hamilton as well. Sergio Perez is a tyre management driver, ready to go longer than other drivers on the same tyre compound. Daniel Ricciardo is known for his late braking, which helps get a few extra metres ahead of the others and to the apex of the corner much quicker. Carlos Sainz Jr. seems to be a strategist in his own mind, ready to make his own call and maximise a result. Sebastian Vettel is known for his raw pace of his Red Bull and Ferrari days, where he squeezed everything out of the car that was given to him. Between races, the drivers have to work on keeping their neck, arm and torso muscles in peak condition. Neck muscles to keep the head facing up, arm muscles to keep control of the car through the steering wheel and torso muscles to take the G-Forces they experience in the car.



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Illustration 2: Fernando Alonso's McLaren flies over Charles Leclerc's Sauber, Belgium 2018 (Image Source: Society6)



Illustration 3: Zhou Guanyu's Alfa Romeo on Lap 1 after being tagged, before sliding into the gravel and into the catch fencing, Great Britain 2022. (Image Source: New York Post)



Illustration 4: Romain Grosjean climbs out of the fireball, saved by the Halo from the barriers, Bahrain 2020. (Image Source: Unknown)



Illustration 5: Hamilton saved from Verstappen's rear right tyre, Italy 2021. (Image Source: The Japan Times)

The tracks that the cars race on vary from purpose-built tracks to street circuits. Street Circuits include Monte Carlo's streets, Singapore's Marina Bay Street Circuit, Albert Park in Melbourne, Baku Street Circuit. Purpose built tracks are the famous Monza (Temple of Speed) in Italy, Britain's Silverstone Circuit, India's Buddh International Circuit, U.S.A.'s Circuit of the Americas (C.O.T.A.). All the circuits have different layouts, weather, wear of tyres, etc. that affect the running of the cars.

I've written this much, but Formula 1 covers so much more as a sport. I cannot put everything down, but I would encourage the readers to watch the races, the Saturday Qualifying to see what I am talking about. Even the commentators shed light on some things that they are sure about.

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SEEMA SAJDEH

Celebrity Fashion Designer and Stylist

Interviewed by: The Editorial Committee | Mode of interview: Online

1. You have carved a niche for yourself in the world of fashion. When in your life did you decide designing was something you wanted to pursue professionally?

As far back as I can remember, I have always been into fashion. Even as a little girl, I always wanted to choose my clothes and coordinate my accessories. Growing up, every birthday I took a lot of pain in creating every dress I made. As I grew into a teenager, when I travelled, I focused a lot on my outfits and a lot of inspiration came from TV shows and personalities such as Kylie Minogue and Madonna. My dad was in the garment business. As I got into high school, I started using surplus fabrics and putting together outfits. When you are a college student in Mumbai, you have a lot of free time. I had small exhibitions at home which were a sellout, which helped me realize that this was my passion and it motivated me to grow into the person I am today. My taste in fashion kept evolving with every phase of my life.

2. Owning a stellar fashion brand and your beauty spa, what was it about fashion that enticed and motivated you to achieve such immaculate success in the industry?

I did try my hand at formal education in the field and attended 3 years of college. However, what you can learn with hands-on experience - dealing with masters and tailors, is another ball game altogether. You cannot compare it to formal education. I learnt the art of discipline and the technical aspects of fashion from working at my dad's business. Growing up, what enticed me is my love for fashion and I am restless so every time I made an outfit and it was appreciated it was really about the money, it was more about the joy that I brought to someone wearing the outfit that made me feel a sense of accomplishment and pride and I think that was the main driver and main motivation behind it is that I can do this and I am pretty good at it.

3. With fashion norms getting redefined now and then, do you think this industry attracts a great deal of feisty competition when it comes to keeping up with the trends and demands? If yes, how do you react to this competition?

In the fashion space, there is a lot of competition. I think one has to stay true to oneself and everyone is trying to keep up with the trends, with the demands and I think that only drives you to do better. Everyone is trying to do something unique and as long as I bring to the table what I am good at, I set myself apart by paying attention to the little details. I think that is what worked for me, it was always the attention to detail that worked for me. Whether that was hand-making my tassels or designing my embroidery styles, each one has a unique style. So to put it simply, competition only drives you, it motivates you to do better and it's always healthy otherwise one tends to stagnate. You need to push yourself to the next level.

4. What do you think about work ethics and what kind of ethics do you believe in following while working in the fashion industry?

I think ethics in fashion is again about staying true to yourself. I know there is this talk of this one copying that one. I think you know somewhere everyone overlaps to some degree but the ultimate goal staying true to yourself and being Unique do you? Sometimes I don't really follow fashion trends. I never have. Certain things haven't worked for me. They don't fit into my aesthetics. Don't go down that road just because you feel someone else is doing better at it you can. You will do better at what you can. Everyone is good at something. So I guess if you stick to that you are going to win.

5. Since you're an entrepreneur, what would your advice be to our generation - Dos and Don'ts if you want to leave a mark doing what you do?

To this generation, I want to say I know we are living in a very fast generation but I want to say that to excel in this field takes time. You got to have patience, you got to have perseverance and you got to adjust your expectations. It is not an easy line. The hours are long. The appreciation and acknowledgement doesn't come instantly. Nothing in this line comes instantly. I guess you have to be at it. You have to put your head down and just keep working. As long as you do that and you keep introspecting and evolving, at some point, it does give you back. Also, I want to tell them that you know there's always going to be someone out there that does not like your product. That does not mean that you failed at it. I think that is another thing in the world of fashion. It is not everyone's cup of tea because like I said it is a long wait and requires a lot of patience. But I promise you I just think that if it is something that you love and you pour your passion into it, there's no way it is not gonna work.

6. A fashionista, a mother, a designer, an actor, and above that a powerful woman. What is the one thing that keeps you going, and how do you manage everything that goes around you?

How do I manage everything- well that's a million-dollar question even I cannot answer. But I think as women, do not all women multitask? I mean all of us to have multiple roles to play. We put on various hats and I think that is what being a woman is all about right? So if you are asking me how I did it I have no clue, I wing it guys. I just wing it but I know one thing I wake up every morning and it is a new day and I do not look at what I did yesterday. I try to look better than I was yesterday and that is kind of just how I live my life. Just take it one day at a time and try to be better than you were yesterday. Everybody gets chances and things go wrong but the thing is that you have to try. I know it sounds cliché until you do not try, but it is "Try and try till you succeed".



7. You had been out of the spotlight for 20 long years, before Fabulous Lives. What was the change that took place that made you decide to put yourself out there once again?

I think I have said this a million times, I had no idea that Fabulous Lives was going to bring me here. It is yet another surprise in my life and an amazing one at that. And I think that it kind of fell in my lap. When you get a show like this, you do not say no and working with friends is not work, so it was not like a conscious decision I made to put myself out there but there is a thing about me that if I am going to do something I am going to do a 100% and that's exactly what I did. It is not a scripted show, it's a reality show so you must put yourself out there otherwise you have no business being on a reality show.



8. A show like the Fabulous Lives of Bollywood Wives did require you to put your personal opinions, perspectives and yourself out there in front of a massive audience, which can be harshly critical. How did you deal with the whole process of preparing yourself to address such a forum?

Look, I think that it's always good to have the critics around cause it only drives you to do better but when everyone, you know, this is my attitude, when people praise you and its lovely, it feels amazing, and do not get me wrong, I love it. And I think after Fabulous Lives I got a lot more praise and acknowledgement than I got bashed for it or criticised for it but even for all the criticism, it drove me to do better. I want to listen to it, and you know what, sometimes people have a point. You can not shut it down, you got to look at it healthily. And for the ones that kind of, just make noise that's exactly what it is, noise to me. You can not be affected by everyone. Everyone is going to have an opinion, you cannot be affected and listen. If you listen to a hundred opinions you are not going to be able to live your life. You must have that intuition and will. Most importantly you're going to have to have your eyes on the prize, that's the game.



For me working on a show like this was home, I have to love the people I work with for me to thrive. Once you get to know me, I am a very affable person, I am a very simple person, I need my time at home and my family is a very important part of my life. I have a whole other world separate from my celebrity status, and it helps in keeping me grounded.

9. In a world full of detractors and high standards, what are the things that make you feel at home? The life of a celebrity can be very strenuous, what is your mantra for a happy and healthy life?

My mantra to live a healthy and happy life is just to be happy. Laugh as much as you can, it is a high like no other. In the world that you live in today, it does not matter if you are a celebrity or a normal person, everyone is dealing with something, and everyone's level of stress is very high. So, I think every chance that you get, spend it with your loved ones. Do not take everything so seriously and to heart. Be your authentic self. If you are true to yourself, I do not think that anything from the outside can affect you. The fashion industry can be very harsh, critical and heartbreaking. On the other hand, it can be amazing as well I have made some amazing friends over the years.



10. What is your message to students or aspirants who wish to explore unconventional career options?

To everybody who wants to opt for an unconventional career, you only have one life! What is the worst that can happen? How I look at it, is that I do not see the failures or successes that come with the job. It is the journey that I cherish, and the memories I have made along with it. It is an experience that I have been lucky enough to have,



and at the end of the day, all you have are your memories. There is so much to explore in the field of unconventional careers, where you can explore your passion. And honestly, it is not over for me yet. I am yet again trying something, even though it is in the fashion line, something new. You are never too old to try something new. You are never too old to learn something new. I can say that whatever you do, just keep evolving. That is the way you will evolve if you keep learning and keep at it. It's a sense of accomplishment and satisfaction, everything for me; like I said and I'll say it again, it's not about the money. Of course, money is important but it is about your passion. You need to have a good time doing it. As long as you are having a blast and you are having fun doing what you do, it does show. Whether it is in fashion or the space I am in, when you're happy and that happiness comes from within, it just shows. I also want to say that, these days everyone feels that if they are not doing something if they are not at it, they are falling behind. Sometimes, that time when nothing is happening in your life or you are stagnant



is a blessing. You need that time every now and again to detach. Even doing nothing, you don't know what inspiration may come from there. You need to recharge your batteries and I do not think it is necessarily a bad thing. I think this generation especially needs to look at it the other way. You do not have to keep going at it. There is a whole life ahead of you. Live your life. It is not a race. Everyone's pace is different. Enjoy yourself and appreciate the little things. That is how I live my life. Prioritize yourself. You need to be selfish when that is concerned and always believe that if you are not happy you can't make anyone happy. You can't pour from an empty cup so you always come first. For yourself, it is always you first and everything will be nice and everyone will be happy. But if you are unhappy you can't achieve anything in an unhappy state of mind. I mean I look at the kids today. Everyone is running but they don't know what direction they're going. They're just at it. I look at them, I think they are running towards the finish line that they can't see. They just don't want to pause and take a breath and you know it's weird it's different because we have so much going on with the technology and so much overloading of information that I think sometimes people just get lost. They think other people's thoughts are their thoughts, and other people's passions are their passions. I think that is something that is a big no-no for me.

NAKASH AZIZ

Indian Music Composer and Singer

Interviewed by: The Editorial Committee | Mode of Interview: Online

1. You belong from a musical family background where you were surrounded by music while growing up. How do you think such an influence from a young age helped you in choosing your passion? How does it still influence your work in the present?

I have always had a connection with music. It's been around me and I have grown with it. I had a passion for music since a young age and I was able to push through and rise. I have learnt a lot from my family and I still incorporate that in my songs.

2. Your father was also a stage singer who used to perform with his brothers under the name "Rema Roses". What are some of the lessons you learnt from him during your early years?

I was just observant of what dad did and that was my biggest learning. Singing was a process that came naturally to him and how he enjoyed the same is something I picked up from him.

3. The music industry has evolved massively over the past few years. Does consumption via music-streaming apps help in the discoverability factor for non-film music launches?

It's true that the music industry has evolved and I think for the good it's an age where everyone can be heard, anybody can now put their music online and it's a great way to find raw talent from any corner of the world.

4. As a singer and a composer, you can always understand what takes a song to be perfect. What do you think of the general change in taste of music of the public in recent times? How do you adapt to such changes keeping your authenticity of work intact?

I feel that the taste of the people will change from time to time as it always has. I think it's important as there is a lot to music. I have always adapted and embraced the changes in the industry. I personally like to connect with my audience.

5. How does working with different music composers influence your craft and how do you incorporate them into your personal projects?

Working with others gives me diversity in my craft. I get to learn more and more about their styles and I do incorporate things I have learnt to better myself.

6. What, according to you, determines the success of a song?

According to me, the people, the audience, determine the success. It depends on how well the songs connect with them.

7. It's extremely challenging to be a playback singer, given that unlike a composer, the singer does not get much time to live with the essence of a song. Have you ever faced any challenges in this aspect? If yes, how did you prepare yourself for the transition?

You do get into situations when you have lived for less time with the song, but if you have liked the song and it grows on you, I think no hurdle comes in the way of that.

8. What will you consider your first break in the industry?

Suno Aisha from the film Aisha would be the song that I would consider as my first. It was unbelievably surreal and overwhelming to have my name featured on an album cover alongside the maverick Amit Trivedi. Though I sang a very small part I was more than happy to be a part of a Hindi film music feature film and will be forever grateful to people who trusted in me and my ability and gave me an opportunity.

9. When your name is connected to projects like Kantara or Cirkus, which have connected so well with the audience, how does it help you to increase your reach?

The bigger the films the bigger the reach, but I also believe that music finds its audience and every song has its life, a big film just helps cut the travel journey of that song and reaches a wider audience at a quicker time. Being associated with these projects just gives me happiness.

10. Your work in the field of music transcends the boundaries of language. What is your inspiration for working in so many regional industries?

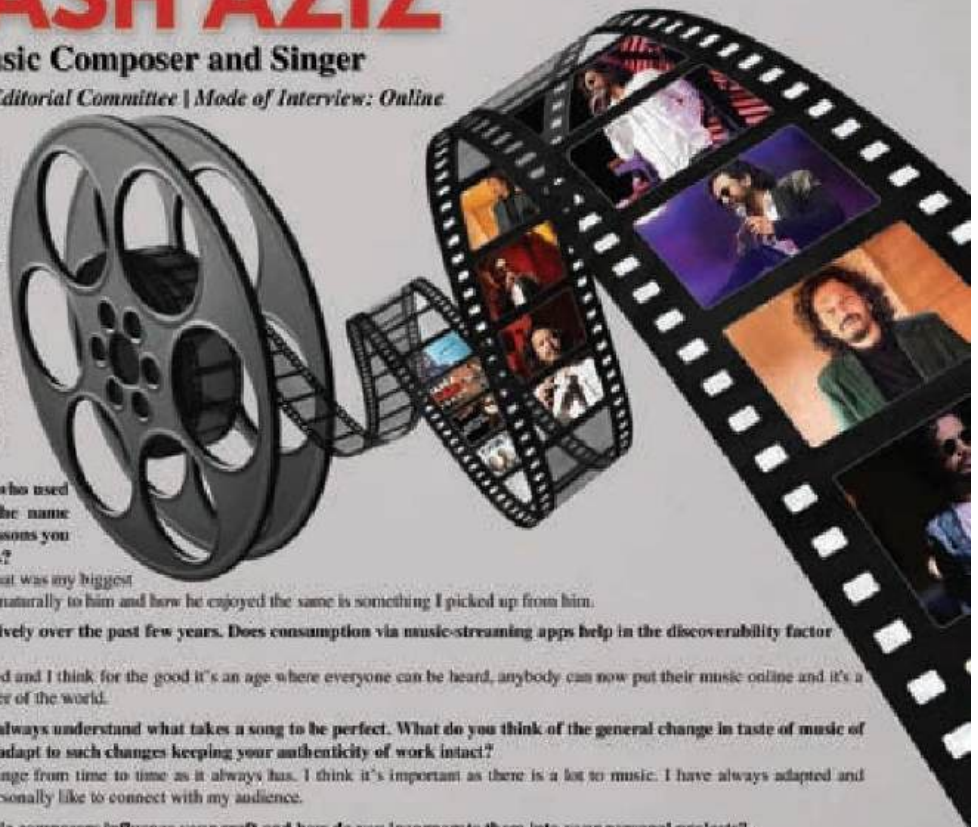
I feel there is no language to music and I am always motivated to try something new.

11. You consider A.R. Rahman and Pritam Chakraborty as your mentors. What have you learnt from both these legends that you think have helped you excel in your career?

Pritam sir and ARR sir hold a very important role in my life. Their body of work speaks beyond words. Their humility and modesty as we all know are a great part of their personality. Their hunger for perfection and constant search to learn and be better with each song is something to be admired. They are always ready to go more than the extra mile and are always seeking to strike a chord with the younger, current as well as the older generation, be it in collaboration or the attempt to please them as listeners. They have guided me in several ways and have always encouraged me to follow my intuition especially with my music and also allowed me to be fearless and try new things so that I keep growing in my craft so that I can achieve to be the best version of myself.

12. What is your message for the students of St. Xavier's College (Autonomous), Kolkata?

It is without a doubt very important to keep growing and keep a check on your abilities. Never lose any opportunity to learn from your seniors, peers and juniors. New and alien experiences always help. Keep trying new ways of doing the same thing, have discipline at least in something in life. One needs to be in control of their own life because we are responsible for our actions. No one can take away what you deserve except yourself. Believe in the superior power.





GARY BURCHETT

Head Editorial - Cricket - Star TV Network

Interviewed by : The Editorial Committee | Mode of Interview : Online



1.) A lot of what you did has changed the way we see T20 cricket today. How do you come up with new ideas and what is your creative process?

As a producer, you are always searching for creative autonomy - something that connects the viewer to the sport. You are looking for innovation whilst looking for a product or technique that increases the passion and wisdom of the fans but also brings them closer to the sport. It's quite easy to introduce gimmicks; technologies that have the flash, the bells and the whistles - but do they have the substance? We started the Big Bash with Cricket Australia in 2011. They offered me a blank canvas for my ideas and extended their entire support. As a producer, there is no better limitation, because then the only limitation is your own imagination. I was very thankful that I had a team of perceptive, curious and pragmatic thinkers that really loved sport, and more than that, they loved sharing our coverage with the viewers. You need to find innovations that help grow your audience's understanding of the game. There has been an educational stand to everything you do. Entertainment aside, it should give you context in the way you understand the game. One of the best examples of this was when we mic'd up Shane Warne. Ball by ball, Shane would take us through what he was going to do next, so the viewer at home got to understand what he was about to do before the batsman did - a wonderful example of sports psychology.

2.) Innovation has always been at the centre of your leadership style as a producer. How do you ensure that the latest technologies are put to place and that your team adapts efficiently?

There is no set way as to how technologies are set into broadcast. In fact, a lot of cricket technologies have come from military development. Technologies that might be used to search for people who are buried underneath the soil during

earthquakes, and a fellow producer had an idea that why do not we use that camera, we can call it the hotpot, and it can determine heat, right? And whether or not it was friction when the bat passed the ball or whether it flicked the thigh pad or the glove. So, sometimes the technologies are already there, it's about you understanding how you can incorporate it. Sometimes, it is a reverse situation, where you are sitting down with your producers having a brainstorm for the season ahead and you ask yourself "What do cricket fans need? What technologies? What do we need to do to help illuminate the game?" And you think audacious. Some of the ideas never see the light of the day, some of them a little bit too unrealistic. But, it is a wonderful process to understand how technology can evolve someone's viewing experience. And to ensure processing, it's about road testing, a lot of rehearsals and I have been involved in a number of trials where the technology was good on paper but the actual application of it just fell short. The other very important component when you introduce new technology is how does it look visually? What is the Graphical representation? Is it easy to understand and digest? Because people cannot think too high and hard at this age, I am pretty sure the attention span is very short. People do not want to think anymore. It is like; feel more, think less. So you have to introduce a technology that when it is presented on the screen, by the looks of it you can say "Yes, I have got it."

3.) As a leader of Star India, how have you planned your strategy to manage local Indian expectations considering that India has the largest sports viewership? Do you think keeping yourself in your viewer's place, or does the particular show and its viewership play a factor?

One of the hardest things about being in Australia who then chose to relocate and work on cricket at the opening in the first tournament was to understand your audience. And to see the times Gary you need to start thinking like an Indian. And it was the best bit of advice I could have ever received. Because I am not creating content for my CEO, I am not creating content for my fellow producers nor am I creating content for me, I am creating content for my audiences. We always need to understand what it is that the audience needs to know, how could they be entertained, how can we get them to stay and watch it for longer. Initially, I'll be very frank, some of the story ideas, when I first came to India, did not sit well with me at all. And it wasn't it that it was offensive, it was just a completely different style! And there were stories that I particularly would not have put on air if I was a producer of a particular program in Australia. But that's just quite naive of me and I, as I reflect, you really do need to understand what makes your audiences stick and I can only do that through the guidance of my esteemed colleagues, who were some of the finest producers not only in cricket but also in sports, and the Star Sports Team not only has a wealth of analytical, statistical and editorial knowledge but understanding how Indian audiences respond and have a need to think and feel. So I had to watch a lot of content, a lot of movies, and I engaged in conversation with my peers regularly about what Indian audiences deserve and how we entertain them. But I always took these viewer's well that I think the language of storytelling is universal and whilst tailoring content to your niche markets, in this case Indian audiences, is critical. I still believe a good story is relevant in all four corners of the globe. I also know that broadcasting, and in my line of work, linear television, is also a language of its own. And there are many creative and editorial and technical devices that you can introduce that can be audiences around the globe. So it is a combination of things, a good story is a good story first and foremost. If it is interesting and you have got the right subject matter, the right characters, the right creative approach then I am absolutely convinced you will win over your viewers worldwide.

4.) A lot of what you did reinvented the way we see T20 cricket now. How do you enhance the viewer's experience given that there are so many different tastes and beliefs?

Technology is very important. It is not the backbone of any production. Neither is innovation. For me the main stage of any good production particularly in sport are the fundamentals. Has the camera captured the ball in every instance. I used to bring my team and say forget the bells and whistles, under no obligation can we miss the bowler delivering the ball or a batsman playing a shot or the ball hitting the boundary. These are the non-negotiables. Understanding everything I think the most important element of enjoying a cricket match or a sporting match is the commentary. Because they have the huge task of seeking your companionship, keeping you sustained, keeping you interested, making sure you are informed, and giving you nuggets of information that you can share with your own social networks so that you come across as the expert. So sustaining a viewer's interest very much comes down to doing the basics right-capturing the sport in a very intimate way where nothing is missed, no stone is turned and the commentary is arresting and stimulating, entertaining, insightful, warm and most importantly genuine.

5.) You are someone who has a successful career in the spectrum of sports. What would be your advice to the ones who want to enter the world of sports but are clueless about the different career opportunities in this sector?

I think this is a question every young adult, every teenager and even every child asks themselves: how do I fulfill my dreams? How do I do what I think is my calling in life? The first thing you need is to understand what you are good at, if we keep it to say sports journalism and broadcasting, you need to have exemplary communication skills- both written and oral. You need to write a lot. You need to understand the importance of diversification in your writing styles whether you write promos, whether you write scripted VTs, whether you write simple questions for talents or experts. Knowing that you possess the communication skills to actually do this job well is the foundation. Then like anything else in life it is about relationship building. You need to pick up the phone, you need to send emails and let people know your worth. I understand if you are a 17 or 18 year old and you haven't worked. You may have done an internship somewhere but you ask yourself- 'How do I sell myself when I don't have any industry experience?' And it's a fair question. People will always find an excuse to say no I am only after established people or I do not have the time. But you need to show your dedication, your enthusiasm backed with your ability and give people a reason why they should take you on. Inevitably, when you reach out to someone that first instance you are probably gonna be working for free. But that's your foot in the door. It is okay to work for free because you have to prove yourself. But you need to target the line of work, target the network that inspires you the most and then target that individual and state your case. But do not do it in a flowery or over-impassioned manner. You need to keep your core values true. Do not dress it up with anything more than your authenticity.

6.) You've had the privilege of being part of a broadcast team that has overseen the coverage of events of the highest order across a myriad of sports. On a personal note, which sport do you connect with the most?

The sports that I have worked on primarily are Cricket, Football, Tennis, Super Bikes and the Olympic Games. The most satisfying sport for me as a producer is T20 cricket - it is three and a half hours of high octane drama. Sport for me has always been associated with theatre - the beauty of it is that it is unscripted, you do not know who the main protagonist and antagonist is going to be and there is always a figure of darkness and light. T20 cricket really changed the game for the better because in a short span of time you get to see both of the teams bat, typically at night and the ball is always flying. For sports broadcasters, it is always better when the batters do particularly well because there's nothing better than seeing the ball flying over the boundary for six. In India, the satisfaction I get from working on the IPL is largely down to the devout and impassioned support base from the fans. They provide a soundtrack and chorus like no other sporting environment I have seen. European football comes close in the way the fans embrace the sport. When you the fans and high performance athletes coupled with top quality broadcast, they feed off each other. Second would be College Football or NFL. Like cricket producers, who need to be ready with content for when the rain comes and there is an opportunity to broadcast after every single delivery. In the NFL, it is quite similar. Producers are on their feet to find material to keep the viewer's attention. Sports like these thus make the most innovative and industrious producers in the world.

7.) You're also a part time writer. What are some of your all time favourite books? What is your greatest inspiration when you sit down to write something?

I take most of my enjoyment when I write about my travels. I am an avid traveller. I have been lucky enough to travel most of the world with my wife and with my two daughters. I find when I can stop and I can forget about the fast paced life that often consumes me, then I have my clarity and then I can write. I guess I like to write about my own experiences and try to put them into context. I wish I had the ability and the drive to write fiction and write creatively but I tend to find that it's most cathartic for me to write about the world I am in, the way that I am engaged in this world and what it means. I guess it is almost biographical. Almost like diary entries. But most of my writing these days tends to be very much for the benefit of my career like scripting and copywriting.

In terms of the authors I am a big fan of John le Carré. I also have huge appreciation for John Irving. I think he is someone who has an immense amount of wit and a dry sense of humor. At the moment I am reading Ian Banks, a Scottish science fiction and fiction writer.

8.) You have been highly devoted towards creating world class content using your executive leadership skills. Keeping that in mind, how do you feel that one can manage work-life balance whilst building a community of people with the right attributes and professionalism?

Sharing a personal take on my life, my wife and I celebrated 25 years of marriage this October, which is something I'm very proud of particularly with the line of work I'm in. My wife Rachel, also worked in the media for approximately 20 years. Whilst you make sacrifices for your job, we always made sure that we take back and invest in our relationship. The news cycle is a beast, with work exceeding twenty hours on a few days, it's unforgiving, and it stops for no one. After three years, I had to take a time-out because I found myself unravelling from the stress and expectations of work. My wife and I quit our jobs, sold the house, took the kids out of school and bought a one-way ticket to Mexico. We bought a car in Mexico City, and drove all through Central America. That was our reset button, understanding the fact that our jobs were getting the better of us. We wanted to buy some time for our relationship and our children. You always need to give back to yourself, only then can you become a good professional. If wellness is at the centre of everything you do, your ability as a professional will shine a lot more brightly. As a leader of people, I have always been clear that an individual's well being and their family always comes first. I think it's important that you need to invest in your people to get results. Finding the balance is not always easy. In the formative stages of your career, when you are on an upward trajectory and really love your work, but you need to understand when you are at a breaking point or close to it. If you understand this, you will become a better professional.

BRAND FACE-OFF

Companies must always be ready in this contemporary and developing era of startups and entrepreneurs. Every missed opportunity has the potential to cost a company its market share and, in extreme circumstances, even its existence since the external environment is constantly changing. Startups go from rusty Honda Civics to Ferrari riches. Negligence, a lack of adaptability, a flawed market analysis, among many other things, have the power to eliminate a company from its field of competition. Companies are overthrown and power structures are altered in the blink of an eye. But where have we seen this most recently? Let's see.

How Fujifilm beat Kodak ?

Why did we choose to compare Fujifilm with Kodak?

In the sixties and the seventies, Kodak was dominating this sector. It was riding an all-time high on the sales front and in 1976, at the pinnacle of their success, Kodak became so dominant that they practically pushed their competitors off the market. However, they nearly crashed from their spectacular high with the advent of the digital age. While Kodak was struggling to keep its head above the water, Fujifilm recognised the changing trends of the market and acted accordingly to diversify itself. Even though both companies were faced with similar challenges, their different approaches towards it resulted in different outcomes. This case study highlights the importance of foresightedness while running a business. Let us have a look at how this was achieved.



In the year 2000, just before the digital era took over, Kodak recorded over 72% of its sales in film as compared to Fujifilm's, which stood at 60%. In 2001, the film sales peaked worldwide, but as we know, a peak always conceals a treacherous valley and in this case, it definitely did.

A steep decline in the overall profitability of Kodak has been observed over the course of 11 years. Even after experiencing a glorious time at the market, the company suffered huge losses at the hands of its own negligence and complacency.

So, now a burning question arises- How did **Fujifilm** manage to thrive and prosper in these dire and suffocating circumstances?

The magic potion that helped Fujifilm stay afloat was - diversification. Compared to 2000, the movie market shrank by less than 10% in 2010. However, over the course of these 10 years, Fujifilm, which had previously relied on the sale of film for 60% of its revenue, was able to successfully diversify and increase its revenue by 57%.

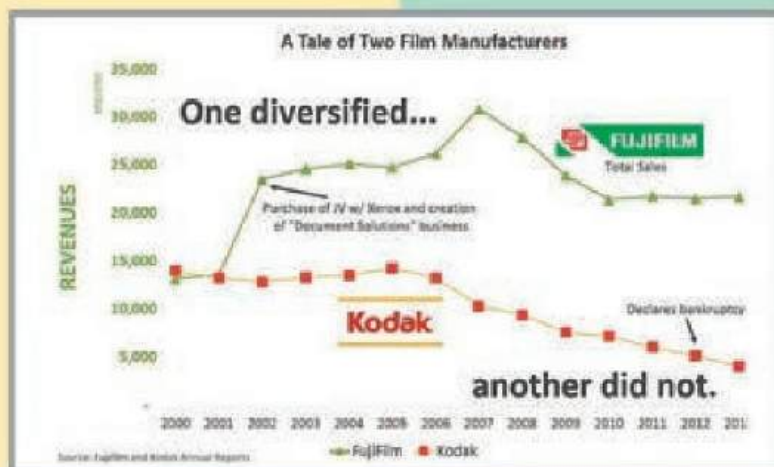
The management first restructured its film industry by scaling down production lines and discontinuing superfluous facilities. The president then discovered how Fujifilm technologies could be used for cutting-edge industries like cosmetics, pharmaceuticals, and highly functional materials. For instance, the business correctly predicted the broadening scope of LCD panels and made significant investments in it



The engineer developed FUJITAC, a range of high-performance films indispensable for the production of LCD panels for TVs, laptops, and cellphones, by capitalizing on the photo film technology. 70% of the market for protective LCD polarizer films is now possessed by Fujita.

Meanwhile, the company's lab infrastructure was employed by Fujifilm's pharmaceutical division to produce new medications. The business also creates novel viral vaccines and gene therapies in addition to conducting research on cancer, Alzheimer's, and a variety of other disorders.

The company's extensive research and development in the high-tech industry disclosed a surprising range of unique medicinal uses. These include mammography, medical informatics, and digital x-ray diagnostics systems.



Conclusion

Kodak, as a company, failed in various aspects where Fujifilm thrived. A detailed inspection reveals that the issue with the shift in market preferences and Kodak's decline wasn't related to a dearth of sales. Even after a huge shift in the preference pattern of consumers, Kodak was able to maintain decent sales. The company was even able to offset their declining film sales with digital imaging revenue but it was the inability to make profits that eventually led to the demise of the company. They endured a loss of \$60 with every digital camera sold. The company was bleeding cash and when left with no mode for revival, filed for bankruptcy in the year 2012.


Kodak refused to accept the inevitable- the digital wave that was approaching and threatening to overthrow the company which ruled the 70s. It failed for the same reason Fujifilm survived - diversification. Fujifilm was able to foresee the photography business faltering and altered its course of action accordingly to survive in the new era.

When Kodak finally embraced the new system, it fought in the exact wrong way- committing resources aggressively and too soon. They invested in digital cameras, inkjet printers and all other markets that were racing to the bottom, as new competitors flooded the market with increasingly low cost products. The rigidity, short sightedness, haughty attitude towards the dynamic market, all drove Kodak to its grave.

MERGERS

CARTOON NETWORK'S DEAD?

As part of their reorganisation process, Warner Bros Discovery, the parent company of Cartoon Network Studio (CNS), announced on October 12th that CNS and Warner Bros Animation (WBA) will combine. The announcement followed a significant layout at WarnerBros, which caused fans to fear that the studio might close after the merger and flood the market with the hashtag "#RIPCartoon Network." After millennials posted about how much they loved the programmes they watched growing up. However, the business quickly denied these rumours. The two animation firms will collaborate on development and production but keep their own names and material. The consolidation is just another cost-cutting measure by WarnerBros.



HDFC BANK BEATS ICICI BANK

The \$40 billion deal will result in a single entity, but the services of HDFC Ltd and HDFC Bank will continue to be provided separately. The proposed entity will have a combined asset base of around Rs 18 lakh crore. Once the deal is effective, HDFC Bank will be 100 per cent owned by public existing shareholders, and HDFC will own the bank, every HDFC shareholder will get 42 shares of HDFC Bank for every size of ICICI Bank, third-largest lender now. The HDFC chairman said it is a 'merger of equals', which will also benefit the economy as a larger balance sheet and capital base will allow a greater flow of credit into the various sectors.




ORANGE- MASMOVIL MERGER

Orange and Masmovil are both one of the biggest telecom providers in Spain. On March 8th 2022, ORANGE and MASMOVIL signed a binding agreement to combine their businesses in Spain. The transaction is based on an enterprise value of €18.6 billion for ORANGE, €7.8 billion for MASMOVIL. The combination of the two activities of ORANGE and MASMOVIL would take the joint venture form of a 50-50 co-venture controlled by ORANGE and MASMOVIL. Due diligence conducted since March shows potential synergies in excess of €450m per annum to be reached by the fourth year post closing.



INOX AND PVR TOGETHER?

On March 27, 2022, the boards of directors of both firms authorised the proposed merger. Shareholders of INOX will get three PVR shares for every ten INOX shares they own. After the merger, the new company will be known as PVR INOX Ltd. PVR is the market leader in the north and south, while INOX continues to concentrate more on the east and west. Therefore, a merger will give these businesses the chance to grow quicker and more profitably in their respective market places. In 73 locations, PVR runs 871 screens across 181 buildings. In contrast, INOX owns 160 locations in 72 cities. 1,546 operational screens would be run by the merged company over 341 locations and 109 cities. The combination is anticipated to overcome issues brought on by numerous OTT platforms and pandemic aftershocks.



AIR INDIA- VISTARA

On 29 Nov '22, Singapore Airlines and Tata Group announced a merger between Air India and Vistara, with Singapore Airlines holding 25.1% of the merged entity. Vistara is a 51:49 joint venture between Tata Group and Singapore Airlines. According to the agreement, Singapore Airlines' 49% interest in Vistara will translate into 25.1% of Air India after the merger. Airlines will pay cash to acquire an additional 4.5% stake. The Tata group is expected to invest around ₹20,000 crore in the combined Air India group and Singapore Airlines is expected to invest up to ₹7,078.5 crore.




ACQUISITIONS

DABUR- BADSHAH MASALA

On Oct 26/22, Dabur India announced that it has signed a definitive transaction agreement to acquire 51% shareholding of Badshah Masala, which is in the business of manufacturing, marketing and export of ground and blended spices and seasonings.

With this, Dabur branded spices market in India, 25,000 crore

2023 Dabur is stake in Badshah with the Badshah valued at Rs 1,152 to the agreement, the balance 49% years. The acquisition is in line with Dabur's strategic intent to expand its Foods business to Rs 500 Crore in 3 years. Dabur has an existing Foods portfolio and views ground and blended spices as a good addition to this portfolio.



MICROSOFT - ACTIVISION BLIZZARD

In January 2022, Microsoft acquired Activision Blizzard for \$95.00 per share, in an all cash transaction valued at \$68.7 billion, inclusive of Activision Blizzard's net cash. When the transaction closes, Microsoft will become the world's third largest gaming company by revenue, and Sony. With the acquisition, Microsoft added a series of globally recognized franchises to its portfolio including Call of Duty, Warcraft, Diablo, Overwatch, and Candy Crush. Significantly, the deal also meant that Microsoft jumped into the world's third-largest gaming company by revenue slot, now just behind Tencent and Sony. By bringing all of its stable of beloved games onto Game Pass, its flagship subscription service, it could become the go-to destination for gamers across the world.



JIO ACQUIRES 100% OF RELIANCE INFRATEL

For around 3,720 crores, Reliance Projects and Property Management Services, a branch of telecom behemoth Jio, purchased a 100% stake in Reliance Infratel. The main goal of this proposal was to acquire fiber assets Reliance business money after allocation has been RIL stated that allotted to RPPMSL.


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Infratel. This proposal the tower and of the owned Communication share of the the cash controversy has resolved. Reliance Infratel 50 lakh equity shares of Rs. 10 each, for cash, aggregating Rs. 5 crore; and 372 crore zero coupon optionally fully convertible debentures of Rs. 10 each, for cash totalling Rs. 3820 crore.



ACC- AMBUJA CEMENT


His family's 63.15% stake in Ambuja Cements and 56.69% in ACC have been pledged by the Chairman of Adani Group. On 16 Sept, 2022, the Adani family completed the acquisition of Ambuja Cements and ACC from Holcim India, India's second largest cement maker after Aditya Birla Group Cement Ltd. The transaction was funded by international banks worth from 14 international Bank Plc and Deutsche Bank advisers to the Adani family, with Standard Chartered Bank as the structuring adviser. Gantam Adani, who is now the wealthiest Indian, also pipped Bernard Arnault and Jeff Bezos to become the second richest person in the world, behind only Elon Musk.



TATA TO BE A JUGGERNAUT AGAIN?

For between 6000 and 7000 crores, Tata Consumer Product Limited (TCPL) will purchase Bisleri. As part of the agreement, the present management will remain in place for two years. With the acquisition of Bisleri, TPCL will probably become the industry leader which include Himalayan, Plus Water, Gluco. Given selection, comparable probably going which will be good.

However, because of the purchase, smaller firms may be pushed to leave the market owing to fierce competition. According to estimates, this acquisition will increase TCPL's income by 10% to 15%.



OUT OF THE BOX

Rules are made to be broken, right? We hear and see this phrase a lot on the Internet nowadays. But does it actually hold true? Well, the answer to that question can be paradoxical. Some believe one should always go by the books while others do not mind bending the rules a little bit and going the unconventional route in order to achieve their goals.

Entrepreneurs and business icons can be rule-breakers as well. But they break the rules in an intelligent and calculative manner. "Out of the Box" unfolds the names of all those business leaders who succeeded without playing by the rules. These business personalities are constantly busting myths about how to succeed. Some might be known to you while others can turn out to be quite a surprise.

1_Mark Zuckerberg



Rule Broken: It's all about the bottom line/ Growth can be interpreted only in terms of profit.



Mark Zuckerberg, the co-founder of Facebook, is responsible for the creation of one of the most popular services on the internet. Even though Facebook is one of the most successful companies across the globe, many still question if it can do better. In a May interview with Wired magazine, Mark Zuckerberg admitted: "We make enough money. Right, I mean, we are keeping things running; we are growing at the rate we want to." In addition to that, he rejected purchase offers and even capital investments. Hence, focusing on overall market growth rather than higher profits.



2.Elton Musk

Rule Broken: Stick to your expertise only



Many would expect South African entrepreneur Elon Musk's next endeavor would be in finance, or at the very least be web-based, having managed a financial website from start to a significant buyout. Musk, though, is presently the CEO of two businesses - SpaceX and Tesla Motors- neither even somewhat connected to his prior field. SpaceX creates vehicles for space travel while Tesla Motors brings reasonably priced electric cars to the market.

3. Steve Jobs

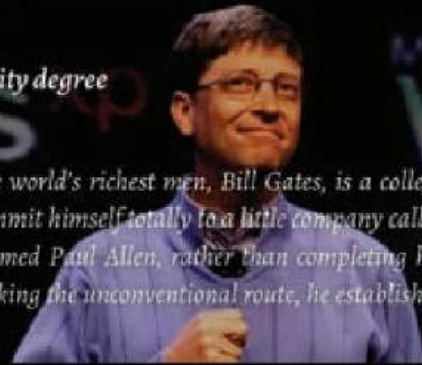
Rule Broken: *Always work for an established company/ Always put the goals of the company before your own goals if you want to succeed.*



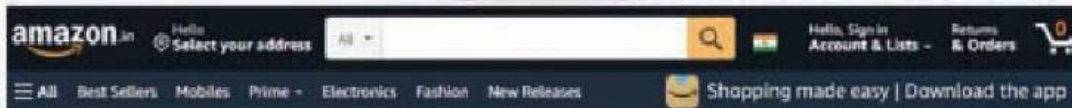
Throughout his career, CEO and co-founder of Apple, Steve Jobs has given up opportunities to work with large organizations if they didn't serve his vision. When he returned to Apple in 1996, the firm was far from becoming the behemoth it is today. Apple was not exactly the most desirable job that Jobs could have gotten due to its failing revenues and market share. The plan Steve had for the business, though, was more important than any of Apple's problems.

4. Bill Gates

Rule Broken- *Proper formal education/a university degree is your key to unlocking all opportunities in life.*



It has become common knowledge now that one of the world's richest men, Bill Gates, is a college dropout. He made the decision to take a chance and commit himself totally to a little company called "Microsoft," which he co-founded with a classmate named Paul Allen, rather than completing his education at the prestigious Harvard University. By taking the unconventional route, he established the software industry as we know it today.



5. Jeff Bezos

★★★★★
134 ratings

Rule Broken: *Do not try to focus on too many things simultaneously. Focus on one thing and try to turn it into a success.*

About

Amazon.com, one of the early leaders in online shopping, once focused only on books. It is currently at the forefront of Web development, revolutionizing how consumers purchase and sell a variety of goods, including makeup, appliances, movies, and music. Instead of just focusing on Amazon as an online retail store, CEO and Founder Jeff Bezos decided to tap into more and more markets. From Amazon Prime to Amazon Music, Bezos turned an online book store into a multi-million dollar brand that consists of a number of successfully run sub-brands.





MOHIT MALHOTRA

CEO of Dabur

Interviewed by : The Editorial Committee | Mode of Interview : Online

1. You joined Dabur as a management trainee and then continued to work for 14 years until you became the CEO of a world-renowned company. How was your journey of beginning from scratch to reaching the top? What do you think were your greatest learnings in the process?

In 1994, I joined Dabur as a Management Trainee and went on to handle significant responsibilities in Marketing and Sales. During my tenure, I was involved in launching some of the company's most prominent brands, including Vaidika, Real, and Dabur Red Paste, which have since become global successes. I was also fortunate to have the opportunity to learn from the Barman family, who managed the company at the time I joined. In 1998, the family decided to separate ownership from management and handed over control to professionals. This change gave me the chance to take on new challenges, and in 2001, I became Business Head of the Union. Later, I moved into Dabur's International Business, where I served as Head of Marketing and then as CEO. In this role, I was responsible for establishing Dabur's international business from scratch, using a localized supply chain approach to meet the specific needs of consumers in various overseas markets. Our strategy proved successful, and Dabur International now accounts for approximately one-third of the company's consolidated revenue. In 2019, I was appointed Global CEO of Dabur after serving as CEO of Dabur India. During my one-year tenure as India CEO, I challenged existing systems and processes and advocated for change. Although it was a difficult process, I remained committed to my convictions, and even the Barman family gave me the autonomy to make decisions. Overall, my experience at Dabur has been enriching, and I have had the opportunity to contribute significantly to the company's growth and success.



see it as an amalgamation of different clusters with distinct consumer beliefs, and preferences. Therefore, our product strategies are tailored to meet the specific needs of each consumer bloc, including region-specific products and campaigns in regional languages using regional celebrities.

2. With the rapid growth of the FMCG sector, there are new variations of products being introduced by industry leaders very often. Do you look forward to moving into new categories of products? What does plans for rural expansion for Dabur to attract more consumers look like?

Innovation plays a crucial role in Dabur's sustained success. To expand our addressable market, we will continue to introduce new products as a long-term strategy. We have increased R&D spends to ensure that innovations are unpegged and quick to market. Our digital-first approach focuses on launching new products through e-commerce channels, building scale, and then rolling them out to other channels. Rural markets are a significant growth driver for us, and we have been investing in building our rural footprint. We have expanded our product basket in the rural market with affordable packs across categories to drive demand growth. Dabur's Project Yoddha aims to reach small villages through Village Level Entrepreneurs, creating ambassadors in each village and providing a sustainable livelihood to rural population. India is a continent in itself, and we

3. When Covid-19 struck, Dabur launched around 40 new products, mostly in the healthcare sector. What was your thought process behind this decision? And now that it's been about two years since you released them, how do you decide which ones to retain and which ones to let go?

The COVID-19 pandemic drastically impacted the way businesses operate, affecting lives and livelihoods globally. However, this crisis was seen as an opportunity by some organizations, including Dabur, to emerge stronger and solidify their leadership position in the marketplace. Dabur transformed itself as an organization by becoming more aggressive, fearless, and risk-taking. To support this, the company increased its R&D spends and rolled out over 40 new products within three months of the COVID outbreak. The company plans to continue adding more products, offering age-old Ayurvedic remedies in convenient and modern formats to connect with millennials. Dabur recognized the importance of being agile and seizing opportunities in a highly dynamic environment, adapting its policies and procedures to changing times. Health and hygiene became the key consumer needs in the post-COVID world, and Dabur revamped its portfolio to include deodorant, Dabur responded by reducing its presence in these categories. Overall, the pandemic brought about significant changes, making Dabur more progressive and willing to accept failures as long as the company remained progressive towards perfection.

4. Dabur has acquired a majority stake of Baidishah Masala recently. How do you think these acquisitions affect your position in a widespread FMCG market? How important are such decisions and are there any new lookouts in the market for Dabur in the future?

Acquisitions are a fast way for companies to achieve rapid growth and gain market share. Our strategic intent at Dabur is to expand our Foods business to ₹1,500 crore within three years, and acquiring Baidishah Masala is a strategic fit with this plan. The blended spices market in India is growing rapidly, and this acquisition will help us enter this market. Dabur's existing Foods portfolio makes groundnut and blended spices a good addition, and Baidishah Masala will benefit from our extensive distribution reach. We aim to leverage our international presence to grow this business and capture its full potential.

5. You've said that almost 23% of your total advertising expenses has been spent on digital. How do you think digital or social media marketing helps boost businesses considering a shift in consumer behaviour over the years?

The pandemic has led to a permanent shift in consumer behaviour towards online purchases, with e-commerce now the most preferred contactless method of making purchases, especially among younger generations. At Dabur, we view e-commerce as the "Innovation Cradle" for our brands, launching new products and format innovations, particularly in the premium range, first on e-commerce before extending to other channels. In the e-commerce space, new products account for approximately 10% of our sales, which is double the average across all sales channels. To support our innovation strategy, our digital spends now account for one-fourth of our total ad spends. We have reallocated our brand investments to digital media, which is cheaper and helps us connect better with younger consumers. Additionally, we plan to launch our own Direct-to-Consumer (DTC) channel, called Dabur Shop, by the end of this financial year. The platform will provide access to the entire Dabur range of products, including Ayurvedic medicines that are not easily available on the e-commerce marketplace. Dabur Shop will also serve as a platform for special digitally created or digital first brands and products that will be launched from the House of Dabur. Our goal is to create a one-stop-shop for our entire range of products and offer consumers a seamless shopping experience.

6. There are already numerous FMCG companies competing in India's food and beverage sector. How does Dabur intend to differentiate itself and beverage industry?

Dabur has a long-standing presence in the Indian packaged fruit juice market with its Real brand, which introduced preservative-free juices in 1997. Despite increased competition, Real and RealActiv remain household names and control a significant share of the market due to their unique taste and unwavering focus on quality. Dabur offers over two dozen Real and RealActiv variants with new flavours and fruit-vegetable mixes to stay relevant and innovative. Dabur has expanded its portfolio with a range of new products, including Real Wellness, Real Activ Fruit & Veggie mixes, Real Fit-in, Real Activ 100% coconut water, and value-added milk products. The company has also expanded its culinary business with the Dabur HomeMade brand, launching new products such as chutneys and pickles, Superfood snacks, and HomeMade Tasty Masala. Dabur has invested in strengthening its sales infrastructure to increase reach into new markets and towns, and the recent acquisition of Baidishah Masala consolidates its presence in the food category, making it a true food and beverage company.

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8. What are the most demanded skills in the corporate world according to you? What are the qualities that companies look for in their employees?

Leadership skills, the ability to think and work like an entrepreneur without the fear of failure, and Emotional Intelligence, according to me, are the key traits that companies look for, and are a must-have for success. Companies today want leaders who have the ability to make the best decisions out of the worst possible scenarios.

9. You are one of the alumni of prestigious Indian institutes like IIT and IISB as well as foreign universities like The University of Illinois. Having experienced both sides of the coin firsthand, how do you think foreign universities are actually different from Indian institutes?

There is no doubt that we have some of the best universities in India today, offering the best education to undergrads. The areas where the foreign universities score are the practical application and relevant course content.

10. You were the marketing and sales head of Dabur from the year 2003 to 2005. What do you think are some of the most important things that a young and inexperienced sales executive needs to keep in mind in order to excel in his or her career?

Selling is a highly complex skill, and you need to build a deeper level of trust and confidence if you really aspire to succeed in sales. The ability to sell with confidence is what will set you apart. And never be afraid of taking the punches or failures. Skills is just one thing. The real tie-breaker, I would say, will be your attitude.

11. Dabur has always been at the forefront of being dedicated to the health and well-being of the country's people. How do you ensure this mindset of giving back to society as a whole in the minds of the Dabur workforce?

Dabur's roots are in philanthropy, with the founder providing free Ayurvedic medicines to those in need. Social responsibility has been a focus since 1994, with a CSR strategy reflecting the company's desire to be a respected and trusted neighbour in the communities where it operates. Dabur's community outreach initiatives are tailored to meet the specific needs of each community, and subsidiaries and manufacturing units globally are engaged in development work. During the pandemic, employees extended support to communities, daily wages, and others in need.

12. What is your message for the students of St. Xavier's College (Autonomous), Kolkata?

Prioritize. Identify and list out activities both in terms of their importance and their profitability, not just in terms of revenue/income but also in terms of its importance in your life. I do that. Once I have listed out these activities, it becomes easier for me to plan my day and work accordingly. So, rather than working on 100 different things, just focus on the few things that make the most difference. It's not the number of things that count, it's the things that have been done right with the right amount of focus that make all the difference.

ANIL SINGHVI

News Anchor and Managing Director of Zee Business

Interviewed by: The Editorial Committee | Mode of interview: Online

1. What are your views on the upcoming budget that will be presented by Sri. Nirmala Sitharaman? Is there anything important that we should look forward to before the Union Budget?

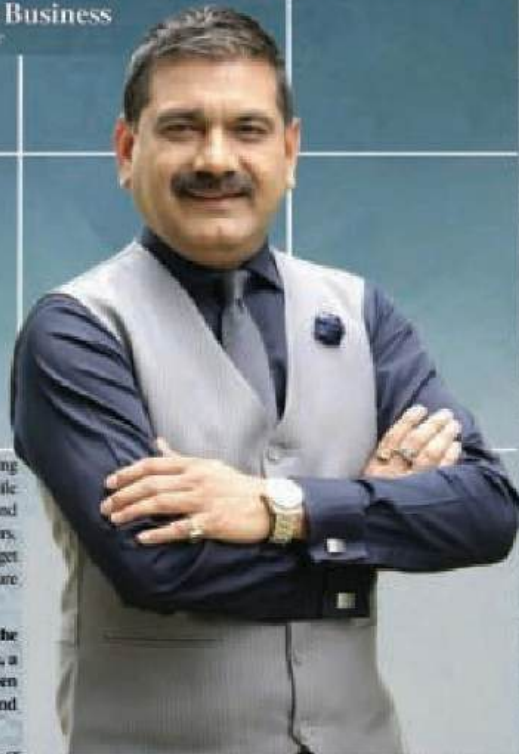
In recent years, there has been a shift in the focus of budgets from being an event filled with surprises and shocks to a policy document that provides direction for the economy, industry, and corporations for the next 3 to 10 years. *Ye nasta ho gaya, ye mehenga ho gaya, ye duty change ho gaya, woh ho gaya.* The government has realised that budgets should be presented as policy documents to give direction and indicate the direction of reforms, expenditure, and policy-making for different sectors. While some people may expect a populist budget due to the upcoming elections, the speaker does not believe that the government has elections in mind while making the budget. The government's focus should be on the economy, growth, and development of sectors, as well as uplifting women, weaker sections, and farmers, which is the norm for every budget. Therefore, the speaker expects the upcoming budget to follow the same trend as the previous budgets, providing direction for the future rather than short-term shocks or surprises.

2. In the past 3 years, the global markets have gone through a lot, be it the pandemic, the Russia-Ukraine war, a spike in rates by the US Federal Reserve, a spike in oil prices all over the world and many more. Do you think it has been healthy for the world markets to go through so many massive volatility spikes and troughs over the past 3 years?

It's not ideal for people to engage in conflict, whether it's at home, on the streets, or anywhere else in the world. Unfortunately, this is the reality we live in and we cannot expect a world that is completely positive. In times of turbulence, it is crucial to resist falling flat and focus on how we can better ourselves. In my almost 30 years of experience, I have never seen a market like the one we have experienced in 2022. Everything that could go wrong has happened on a global scale, including crises in Russia and Ukraine, crude oil prices reaching \$130, interest and inflation rates at their highest in 40-50 years, and these issues are not limited to just a few countries. Developed countries like the US and UK have been hit particularly hard. Despite this, India has managed to become the world's fifth-largest economy and maintain fast growth even in this tumultuous period. The stock market has performed exceptionally well despite the challenging circumstances, and this teaches us to keep moving forward, think positively, and focus on a brighter future. While we can't change the world, we can change our outlook and attitude towards it.

3. Sir what are your views on the current inflation rate, GDP and infrastructure of the Indian economy as a whole?

I see, in India, inflation rates are almost at their peak. We don't need to raise the rates further. Almost done. Almost done. *Ek-aadta hoke aur shayad karle.* See, what is our problem? Our problem is only one thing, crude. So if crude is in control and if crude comes in at \$60, falling further by about \$15-20, then we are completely safe out of woods. See, every day we consume so much diesel and petrol products and we import them. So the biggest, our biggest, Forex goes into crude import. The second biggest Forex goes into gold. And third is electronic items, whatever gadgets, mobile phones or whatever we import. So I think our crude bill reduces, from 130 to 70 dollars. And in any case, we are buying very cheap crude, which is around \$3, 60 dollars. So I think for the Indian economy, the bigger risk is gone. The bigger risk was crude, not Russia, Ukraine, not even UK, and US inflation. Our problem is crude. The most important factor is crude, which is under control. So I think we are done with most of the hikes.



And on the contrary, if the inflation is under control, and it comes down to around 4%, which can be achievable by end of March or maybe next May, then in that case, by mid-2023 we can probably see rate cuts coming in actually. It wouldn't be surprising even if we get them by March if we can control the inflation. And globally, also, things are changing for the better. So I'm not worried much about interest rates and inflation anymore.

4. How prolonged will the effect of the rate changes by the Federal Reserve be?

Every day, we should pray for the entrance of more FII into the market, who can sell at their desired price because Indians have a desire to purchase equities. I am amazed to see how the new generation is changing the culture of equity investment and financial savings. In my time, there was no such culture, and investments were made only in gold, properties, or FDs. However, now we see a massive influx of investment in the Indian market from insurance companies, pension funds, NPS, PPF, and retail investors. Even with this, only 3% of savings are invested in the stock market compared to the US, where 40-45% of savings are in equities. Long-term investors such as pension funds and insurance companies have started investing in the market, which has been a trend in other countries like Japan and China before. FI selling may cause a temporary slowdown, but they do not have the power to cause a U-turn in the market. Retail investors are the third superpower in the Indian investing community, and they are balancing and supporting the market well. It is expected that this trend will continue for at least the next few years.



buybacks that happened in IT companies happened in a time when the stock prices were at peak; at that time we did not have the Russia-Ukraine issue. So these IT companies will have a difficult time going ahead. It's just a coincidence on one part. In a few cases, it could be that insider knows that the buyback is coming in and they buy it to post the announcement stock prices have fallen because of their dumping, but I don't think that kind of reason is sustainable in most of the cases. Incidentally, in the last few buybacks, all these IT companies announced buybacks when stock prices were very high, almost near life-high; second, there were no global issues, nor Russia-Ukraine, so that is the reason we have a feeling that this is not the case. It is just a coincidence that most of the stocks went much down from their buyback prices.

5. Every day in your morning session on Zee Business, you pick out a few top picks for the day or week. Which stock is your pick for the next year?

I'll put my money on India. Put your money on Nifty and Sensex. The next 5-10 years are your time. You can do two things- either start a good business. You'll earn a lot in the next 5-10 years. Or invest in a good business, whatever you feel like. We are going to see the best time of our life in India its time to take off from the runway. Just don't make mistakes. If you're looking for direction for the year 2023, two sectors that I will prefer are IT, other is metal. These sectors have performed the worst in 2022 and they will continue to perform poorly for the first half of the year. Then you should invest in these two. Secondly, from an investment perspective, capital goods, cement, paper, textiles and liquor. My favourites for this year have been banks and automobiles. Both have been top performers, especially PSU.

6. Most people you about the economy or what you think of the stock market. But tell us something about Mr Singhai when he was a student. What were his aspirations? Are you what you wanted to be?

I always wanted to be a Chartered accountant. In fact like you and many other youngsters who always keep changing what you want to be - sometimes you want to be an actor, sometimes a cricketer, sometimes a pilot and so on. But for me, it was always good that I never doubted what I wanted to be. From the 8th standard itself, I decided that I want to become a chartered accountant. It was probably because I come from a very small and historical place in Rajasthan called Chittorgarh. So there we didn't know much about what to do, for us, the biggest profession was that of a CA. So, I have aspired to be a CA from the 8th standard. But I had decided that if I didn't become a CA then I would become a professor of Sanskrit. I used to love the language Sanskrit and I thought it would be fun to learn and teach Sanskrit. But plan A succeeded. Frankly, I've never been comfy, due to a lack of options. The more options you have, the more confused you'll be but, I didn't even know the options. In Chitor, we had a district collector whose son was a very intelligent guy, he had studied outside, was doing CA with us and was also preparing for IIM Ahmedabad. I asked him what was the need for even preparing for IIM while doing CA. So, that was our level of understanding at that point. We just knew CA was the best so we did that.

7. The following year, the company will face 9 state events, as we call them, which have led to a lot of speculation and hope in the population irrespective of their states. Having said that, what are your views and outlook upon the changes we might see and happenings of the future?

It doesn't make a difference. In such a big country, there are 30-35 states, there are union territories, and elections will go on somewhere or the other all the time. One or two among them might be important like the Gujarat and UP elections, politically sensitive areas and that too lasts for 2 hours on Nifty. The results of the elections determine what will rise and fall for about 2 hours. This is what the maturity of the market is like. Abhay, you need to understand, 80 years ago elections would have had massive effects on the market. The Lok Sabha elections are more important, but the Vidhan Sabha ones don't matter at all. And one more thing, suppose BJP loses Gujarat and the Nifty drops by 300 points, there is a long cue of people waiting to buy it. So, these events have an impact on politics but not on the market.

8. Despite share buybacks being considered to boost stock prices, stock prices in most Indian software service firms have performed better one month before the buyback than in the month following the buyback announcement. What is your opinion on this? There is no such formula that would say that before the buyback announcement, the prices would be better and after the buyback announcement they won't. Incidentally, the last few

9. Looking at what Mr Gautam Adani has done and achieved in the past couple of years and the steps he is taking for a better India-like investing 65,000 crores Rajasthan to create about 40,000 direct and indirect jobs- do you think he can earn the respect and stature that Mr Ratan Tata holds?

First, he is already a respected man, the richest in India, and number 3 in the world. It is not a small thing. See, we must not compare two people because they are never identical. Ratan Tata is born and brought up in a different environment and carried the group to a different legacy. He had the legacy of J.R.D. Tata following other people within the group. Gautam Adani has started it on his own. He is a first-generation entrepreneur to some extent and he started differently. Tata group had different kinds of businesses, and Adani had different kinds of businesses. I mean, as a measure of success, how do you measure someone on their wealth, on the social cause, on the contribution to the economy, contribution to the country and what kind of global respect you have? So I think both have done their best for the country and the economy and I would not like to compare them. Both are a few of the most respected industrialists, undoubtedly.

10. What is your message to the students of St. Xavier's College, Kolkata?

Put your best efforts into whatever you do. God has given a special talent to every individual. You have it too. You just need to realise what is your inner strength. Do what you love, love what you do. It should be fun. Trust me, at 52, I get up at 5 a.m., and does the show for at least 5 to 6 hours every day, under the lights. My regular sleep hours are 5 hours, 6 hours is a luxury. I maintain 50% punctuality in terms of getting up in the morning or coming into the office by 6:30-6:45 am. Evening time is never fixed, when I will go, sleeping time is never fixed, so, therefore, I'm telling you 50% punctuality. The time for arriving is fixed but not for leaving. But I never get tired. My last record is for the budget last year. I did anchoring for 9 1/2 hours continuously without taking even a biological break because if you love what you're doing, you will never be tired. So, each one of you has a special quality that you need to find. In your generation, even playing video games is a profession. It fetches money. In our times, there was no concept of that. Today people build careers by playing and earning more. Frankly speaking, when I came to Mumbai from Rajasthan, I couldn't speak English though I could write it. It was a weakness of mine. But today, English is not my weakness, rather, Hindi is my strength due to which I'm giving this interview. I speak Hindi and work in India's number-1 business channel. So don't feel that you're weak in something, you might be good at something else. So, I would like to tell all students at Xavier's, to listen to their hearts, recognise their strengths, and think that they will make a positive mark in this world. And one more thing, in life you will have to take certain decisions. There will be confusion at any given point in time. You can either think about it yourself or consult your near and dear ones. I'll give you a formula for this dilemma. When you have to take a decision, note down what your heart and brain say in a diary. Write down the option you went with. After taking a few such decisions, review the diary and see the success rate of your decisions. This improves your decision-making capacity both in your personal and professional life.

MR. PRASHANT CHOPRA

CHAIRMAN OF

PS GROUP

1. How did your education at such a famed institute such as SP Jain help you excel in your career?

I think the most important takeaway for me would be that during college and even before, I was not a very avid reader but you know, SP Jain had various workshops on various books with large companies like Walmart where we have to read certain specified chapters of some books and then discuss these chapters internally. The learning that you get from reading about such eminent personalities, about how they ran their business and aimed at its growth, was phenomenal! We used to discuss quarterly balance sheets of various companies and come back to discuss their growth and strategies. The thing about the workshops was that if you simply read the books, you tend to forget them but when you talk about it, you discuss it amongst an interactive group, exchanging ideologies and perception. Life is all about learning and in my mind, the most important thing was that when you start reading and enjoying these books you realise there is something to learn from each individual, especially the autobiographies. This group of people, we went to Japan, Philippines, Sula Vineyards, Delhi, Bangalore and many such places together and when you live with them and travel, the learning experience is just tremendous! It's a much better experience than just having a blackboard and a faculty teaching us something. As Peter Drucker puts it, everything is outside, be it marketing, finance. So what you think, is what you'll be able to achieve. Other than that, I feel knowing how to manage your finances and how to market your product are two very crucial things you should know how to manage. So yes, these would be the greatest takeaways I can think of right now!

2. Being an avid reader, what are some of the books that can help young leaders step on the path of success?

The Richest Man in Babylon by George Clason, it's one of my favourite books, talks about what happens when you start putting the right things in perspective. The Compound Effect by Darren Hardy is another book that demonstrates the compounding effect of small positive actions. For example, if you start early, at say 25, invest wisely, and compound your returns at 25%, you can accumulate a large sum of money by the time you're sixty. Similarly, if you read one book a week and apply one or two of the important points in each book, you will have inculcated many positive habits over a twenty year span. Atomic Habits by James Clear and The 7 Habits of Highly Effective People by Stephen Covey are two books that have helped me learn and grow as a person. The lesson of "Attitude of Gratitude" is particularly valuable to me. By reading and understanding the books by such great writers, you can become a better person and grow every day.

3. Can you tell us about your personal interests outside of work, and how you balance them with your professional responsibilities?

I lead a busy life with various responsibilities to attend to throughout the day, including taking care of my family, socializing with friends, and pursuing my career. To make the most of my time, I have established a habit of sleeping early and waking up early, allowing me to dedicate two hours every morning to personal growth activities such as exercise, meditation, yoga, and reading. As I believe that life is fleeting, I prioritize spending quality time with my family, who hold a special place in my heart. However, I understand the importance of balance and time management in maintaining a healthy lifestyle. To add some variety to my routine, I recently took up singing lessons, which has become a favorite pastime of mine. Learning new skills not only adds some spice to life, but also promotes personal growth and fulfillment.

4. What do you think sets the PS Group apart from other companies, and how do you maintain a competitive edge in the market?

The customer is ever evolving, and the time lag of delivering and actualizing the product is a very long time span. You have to understand the dynamics of micro markets to be successful. Market demand and consequently pricing are elements to be understood. You should exceed the expectations of your customer and keep innovating, leading to buyers asking for your product frequently. Customer satisfaction is key, and we also have a referral system. The acquisition cost becomes low this way. You have to work towards maximising customer happiness.

5. How does the PS Group approach innovation and stay ahead of trends in the industry?

We were the first ones to adopt several new industry trends in Kolkata. We do not mind spending extra money if it leads to a more efficient structure of our buildings. If there is a right product in the market, we will try our best to test it and incorporate it into our buildings. Markets are ever changing, and visiting various sites is of utmost importance for our team to adopt innovation. We have taken our team to China, Dubai etc to see new projects as construction technologies are much advanced there. If you keep learning, innovation will be born automatically. Everyday should be new learning curve. We do not want to be the first movers nor the last movers. We are open minded with caution. At PS Group, we adopt successful technologies that help us become one the leaders of the market.

6. Having been investing in multiple startups over the past few years, how do you think we as a country can promote entrepreneurship?

Investing in startups requires evaluating the person driving the business. I look at the leader's background, education, personal and business ethics. A successful business needs to have a clear understanding of sales, marketing, finance, and cash flow. The primary goal of any business is to generate profit, and I only invest in companies that have a clear understanding of this basic concept. I believe in the valuation game, and a company's valuation is determined by its bottom line earnings. Businesses that have a high top line but a negative bottom line do not align with my philosophy. I have had both positive and negative experiences in investing, but now I mentor entrepreneurs who understand the importance of generating profit. Ultimately, investing in people who have a clear understanding of business concepts and ethics is crucial for long-term success.

7. PS Group has been featured on Great Places to Work. Can you tell us about the company's approach to employee engagement and creating a positive workplace culture?

As a leader, I believe in the power of small gestures and building a strong team culture. It's important to take care of the people you work with, and in turn, they will take care of the organization. I don't believe in myopic ideas such as not spending time with the team or not investing in their well-being. These beliefs are short-sighted and won't work out in the long run. To communicate with my employees, I encourage them to come to me with their grievances or concerns behind closed doors. Likewise, if they want to express appreciation, it should be done in front of others to recognize their efforts. It's the small things that matter for every individual, and as a boss, I take responsibility for how I handle my team's mistakes and ensure they don't happen again. We have set up a feedback mechanism to check in on our employees' well-being and gather feedback regularly. Additionally, we offer a buddy program to provide them with a designated person to help answer any questions they may have.

8. What advice would you give to someone who is just starting their career in the real estate industry?

In my opinion, working in a certified Great Place to Work is better than working in an uncertified place. However, it's crucial to have the right mentors and leaders. The person you report to plays a significant role in your learning experience. It's important to ask about who you'll be reporting to when you join an organization. In addition to formal education, self-driven courses like those on Coursera, Skillshare, and Udemy can give you an edge. Indulging in these courses shows an inclination towards learning and can have a significant impact on your growth. Balancing various interests and being well-read can also make you a desirable hire.

9. What is your message to the students of St. Xavier's College (Autonomous), Kolkata?

I believe that with a strong educational background and the willingness to continuously learn and grow, there is no limit to what we can achieve. It's important to surround ourselves with people who have a positive influence on us and to make conscious choices that prioritize our health and wellbeing. By seeking out great mentors, building on our education with self-driven courses, and cultivating meaningful relationships, we can become leaders in any organization and achieve both wealth and happiness. The key is to never stop learning and to always strive for personal growth.



FINE LINE BETWEEN OPTIMISM AND REALITY

People always perceive optimism and realism as two sides of the same coin– but is that truly the case? While both perspectives throw light on having a positive outlook towards life, there exists a considerable divergence between the two ideologies. Optimism is a propulsion towards keeping hope and choosing to look on the bright side, even in the face of adversity. It's about believing that things will eventually get better, regardless of the challenges one faces today. It is the pivot of the very essence of serendipity. Realism, on the contrary, is about making peace with the rite of passage. It's about witnessing the world as it is, without rose-tinted glasses. Irrespective of its insinuating character, optimism is considered to be a positive trajectory of thought, while realism is met with appalling criticism. This aids optimists in becoming more prone to taking risks. This is because optimism can help one see the silver lining in every cloud, whereas realism can help us accept difficult situations and move on. The standing contention between an optimist and a realist is not whether they see the glass as half full or half empty. Rather, the point of commonality is that they believe that the glass can be refilled. Optimists have a more positive outlook on life, believing that things will eventually work out for the best. Realists, on the other hand, are more pragmatic and believe that it's important to be prepared for the worst.

The world has observed great economic and emotional barriers towards growth, such as the COVID-19 pandemic, the Ukraine-Russian War, not to mention the daily efforts to improve the standards of living. Being an aspiring contender in the race of living the best life, people are found to have the undiminishing desire to always stand out from the crowd. Little do they realise that they're trying to seek something that has no concrete limitations. Today, we live in an era where nobody stops speaking about the importance of adopting a positive attitude towards life and how positivity is a lifestyle. Great lengths have been spoken about the power of manifestation but it is imperative to understand that no amount of optimism actually translates without an immaculate push of hard work. It is undebatable that a positive mind radiates hope and a relentless zeal to convert goals into reality. However, after a point, people tend to forget that there exists a fine line between optimism and unrealism. More often than not, people thread past the boundaries of optimism and reach a point where they begin to invest their energy into unrealistic hopes and desires. This point where these two very similar yet extremely different worlds collide, is where man finds himself to be trapped within a labyrinth of questions about what might have possibly gone wrong, with no one but himself to blame. Optimism and unrealism are not mutually exclusive. Some optimists are also realists, and some are neither. In between these extremes lie those who subscribe to a more balanced outlook on life. Everything in this universe is governed by balance, which is why there are both optimists and realists in the world. The optimists need the realists to keep them away from soaring too close to the sun. And the realists? As it happens, without the optimists, they might never get off the ground.

PERCEPTIONS BEHIND

fashion trends

Fashion is a constantly evolving phenomenon that reflects the spirit of the times. It represents the collective consciousness of a culture, shaped by historical, social, economic, and technological factors. Fashion trends are not simply about clothes, but rather the broader context of the world in which we live. In this article, we will explore the perception behind fashion trends and how they reflect and influence our culture.

Perception is a complex process that involves the interpretation of sensory stimuli. It plays a crucial role in fashion, as it influences how we perceive and respond to different styles, colors, and fabrics. Perception is not only about what we see but also about what we feel and what we think. Fashion designers and marketers understand the power of perception and use it to create compelling fashion trends that appeal to our emotions and aspirations.

One of the key drivers of fashion trends is social perception. People often follow fashion trends to signal their social status, group affiliation, or cultural identity. For example, in the 1950s, the emergence of the teenager as a distinct social group led to the rise of youth-oriented fashion trends such as denim jeans, leather jackets, and sneakers. In the 1980s, the rise of consumerism and the cult of celebrity led to the proliferation of luxury brands and designer labels.

Another important factor that shapes fashion trends is economic perception. Economic trends such as recessions, booms, and consumer confidence have a significant impact on fashion. During periods of economic hardship, people tend to opt for more practical and affordable clothing, while in times of economic growth, they are more likely to indulge in luxury and fashionable items. For example, during the Great Depression of the 1930s, people wore simple, practical clothing made of inexpensive materials, while in the post-war economic boom of the 1950s, women embraced feminine and glamorous styles.

Technological advancements also play a crucial role in shaping fashion trends. New materials, manufacturing techniques, and digital innovations enable designers to create novel and exciting fashion items. For example, the development of synthetic fabrics in the 1950s and 1960s led to the emergence of new fashion trends such as vinyl and polyester clothing. The rise of social media and e-commerce platforms in the 21st century has also transformed the fashion industry, enabling designers and retailers to reach a global audience and respond more quickly to changing fashion trends.

There are numerous examples of trendsetters who have influenced people in various ways. Here are a few examples:

Audrey Hepburn - Audrey Hepburn was a beloved actress and fashion icon known for her classic and elegant style. She popularized the "little black dress" in the film "Breakfast at Tiffany's" and inspired women around the world with her effortless and sophisticated fashion sense.

Coco Chanel: Coco Chanel was a trendsetter who revolutionized the fashion industry. She introduced new styles like the little black dress and Chanel suit, and her influence can still be seen in the fashion industry today.

Michael Jordan: Michael Jordan is a trendsetter who revolutionized the basketball industry. His style of play and his sneakers, the Air Jordans, have influenced the sport and fashion industry, inspiring many people to pursue their passion for basketball.

In conclusion, fashion trends are a product of perception. They reflect the collective consciousness of a culture and are shaped by social, economic, and technological factors. Perception plays a crucial role in fashion, as it influences how we perceive and respond to different styles, colors, and fabrics. Fashion trends not only reflect but also influence our culture, shaping our attitudes, beliefs, and behaviors. Understanding the perception behind fashion trends can help us appreciate the power of fashion and its impact on our lives.

EXPLORING THE TRANSFORMATIVE POWER OF AR-VR



Augmented Reality (AR) and Virtual Reality (VR) are two of the most talked-about technologies of the past decade. They have the potential to transform the way we interact with the world around us, opening up new opportunities for education, entertainment, and business. In this article, we will explore what AR and VR are, how they work, and some of their applications.

AR is a technology that overlays digital information on top of the real world. It is achieved using a combination of sensors, cameras, and software to recognize the physical environment and project virtual objects or information onto it. One of the most famous examples of AR technology is the popular mobile game *Pokemon Go*, where users use their smartphones to capture virtual *Pokemon* overlaid onto their physical surroundings.

VR, on the other hand, is a technology that immerses users in a completely digital environment. It is achieved using specialized headsets, gloves, and other sensors that track the user's movements and translate them into the virtual environment. VR technology creates a sense of presence, where the user feels like they are physically present in the digital world.

VR can transport students to different time periods and historical events, allowing them to explore and experience them in a more interactive way. This approach can help students to better understand historical contexts and events, making their learning experience more immersive and engaging.

In entertainment, AR and VR can be used to create immersive experiences for gamers or viewers. VR headsets can transport users to new worlds or environments, while AR overlays can enhance the viewing experience of a live sports event.

In business, AR and VR have the potential to revolutionize the way we work, from training employees to visualizing new products or designs. For example, architects can use AR to overlay a digital model of a building onto a physical site, allowing them to visualize the finished product in real time.

AR and VR technologies are being utilized by various companies in different industries to enhance their products, services, and operations. Companies such as Google, Facebook, Apple, and Microsoft have invested heavily in AR and VR technologies, with platforms and products such as Google Glass, Oculus VR, ARKit, and HoloLens. Other companies like IKEA and Volkswagen have also been exploring the use of AR and VR to enhance their customer experience and employee training respectively. As the technology continues to evolve, we can expect to see more companies exploring the use of AR and VR to innovate and improve their business processes.



BATCH OF 2023



To the Batch of 2023

Life unfolded a new chapter three years ago,
A chapter full of turns, bumps, highs and lows.
But it will always remain close to my heart,
Which prepared us for days, easy and hard.

Entered the college, we saw all yellow and green,
Seemed like the grounds had stories to scream,
We walked towards our class,
With friends, all in one mass.

And then amidst all new faces,
Our roll numbers decided our places,
We weren't really interested, but did pretend,
Now eagerly waiting for the lecture to end.

But this was the very start,
We were then given our ID card,
And one day if you forget,
The gatekeepers will definitely make you regret.

The fun after the lectures,
Tons of memories between these wall structures,
While everyone said it's more like a school,
Only we know the struggle behind breaking one rule.

The rush our societies always had,
Always kept us proud and glad,
For every now and then we experience,
Events inculcating in us confidence.

The canteen was our go to place,
Our favourites being iced tea and blue lays,
And the green benches too had a lot to say,
Chill out there, in case you're having a bad day.

For 75% attendance we always checked the website,
And class notes were termed as insights,
Cause those are the serious aspects of college,
Amongst all the fun and privilege.

Unlike school, we did not stay here for a decade,
But the memories we made here can never fade,
Whatever be, our college life was the best of all,
Something which will always be close to our hearts to recall!

BATCH OF 2023



ABHISHEK HALDAR

You do not succeed without obsession.



SAKSHI PERIWAL

If the world's going to get better, it's going to be up to you.



ANKIT GEORGE

Life is like a box of chocolates. You never know if you're gonna graduate."



TANYA BAJESARIA

I submitted this at 11:59pm.



LUCAS SARKAR

My life is darker than blackboard.



VISHWAM RAI



MADHU AGARWAL

If you want to fly give up everything that weighs you down.



BHARAT BHATTAR

Never stop believing in Vistat kosh.



ARMAAN CHOWDHURY

Ye dil maango maregi



NALANDA BASU

Choose the war you want to fight in.



ANKIT VIJAY PAUL

Goodbye with mixed emotions!
Not the college life we wanted but learnt a lot in these 3 years.
All the best Xecutives,
let's keep the SVC flag high.



ASHISH LAKRA

"Never feel sad"-
Never feel sad about losing
Anything in your life
because whenever a tree
loses a leaf a new leaf
grows in it's place.

BATCH OF 2023



NIKITA BAHETI
Why, God, Why?



KAUVITH GHOSE
We had a deal



SAMRIDHI BORAR
Let the others grow old, not us!



RADHIKA AGARWAL
Thanks SAC Survival Kit I couldn't have done it without you! :p



SUSNATA MAJUMDER
How can I learn up my amazing time here in such a short space?



ADITI VERMA
I stress about stress before there's even stress to stress about.



RAHUL AGARWAL
Do not go where the path may lead, go instead where there is no path and leave a trail.



SAGNIK SINHA
Peace out.



WARREN DAVID VINCENT
Everyone is an offhissit until the day before exams.



AMISHA PANDEYA
The Office, Season 7, Episode 18, Minute 14:45.



ANISH DEY
Studies were the second reason for going to college, friends and crushes were the first.



ANKIT OHDAR
Be like a river, take turns in life but never stop.

BATCH OF 2023



ROSHNI SOMANI

Who you are becoming is more important than who you have been.



MEGHA SARAF

Bad decisions make good stories.



KRISH N DOSHI

Keep Reading.



SHREY NANGALIA

If you ever read anything, please don't hesitate to ask someone else first.



PALAK KUMARI

When, at least we didn't get killed or even worse, expelled!! Now that would be funny!



TERESA LALREMSANGI

You miss 100% of the shots you don't take-Wayne Gretzky
-Michael Scott



NISHTHA GOYAL

It's all a moot point.



TANUJA TABASSUM

Thank you, Youtube!



MAHAK PATODIA

Every day is a new adventure, so get out there and explore.



SAYANTAN DAS

Every time I enter a gate, my hands involuntarily start looking for the ID Card in my pocket. Will I ever stop doing that?



SANSKRITI GUPTA

Taking back memories and dark circles with me. And of course the degree!



VARUN SINGH

The one thing better than Xavier's during the months I've spent there, is Kalam Raas.

BATCH OF 2023



ADARSH KUMAR

If you don't build your dream, someone else will hire you to help them build theirs.



SWAYAM PASARI

The Office, Season 7, Episode 15, Minute 14-45.



YASH SRIVASTAV

I don't know why three years of college felt like one.



SHREYA HARBHAJANKA

People said follow your dreams so I went back to bed.



YASH GADIA

Life is a dream full of experiences.



PAVANI DUTT

College security gave me a tougher time than airport security.



AVERI SAHOO

Believe in your dreams and have the courage to chase it, however difficult it becomes at times; as only the test of fire makes fire steel.



DEVANSHI MAJITHIA

"Never give up on what you really want to do. A person with big dreams is more powerful than a person with facts."



PRANAY TAUNK

Started from the bottom, now even below.



AYUSHMAAN KAR

Always live for the moment and don't hurry. 'Coz' life doesn't give a second chance.



UDDHAV PADIA

"Network" issues.



MUSADDIQ HUSAIN KHAN

College was magical, I blinked and 3 years went by!

BATCH OF 2023



PRANTIK MAJUMDAR

Everything is a part of life. To want to live life, means to be okay with the good and the bad alike.



VASUNDHARA BAHETY

This was the best place to make the sweetest friends!



VARKEY S THALIATH

You'll probably don't remember me.



ADARSH AGARWAL

3 great years of fun - said no one of our batch.



SHRUTI JAIN

Explored my Dreams, met with Development, and connected with my Destiny!



AYUSH MISHRA

'35, can you do some' for me? Can you fit a lil rich flex for me? And '21, can you do some' for me? Can you write that yearbook quote for me?



RUCHI BOHRA

Seriously, just dance it off.



SACHI AGARWAL

Don't live someone else's dream, find your own.



PAVIT SINGH GUJRAL

Wisdom through excess.



SAHIL DHIR

Don't wish for it, work for it.



PRAPTI KEDIA



HARSHVARDHAN PRASAD

Trying leaves no regret. No-regrets make it all worth it.

BATCH OF 2023



ANISHA SARAF

My friends wanted me to write something funny. So here it is. Something funny.



ENAKSHI VARMA

Keep me away from fits or parties, my burns are best served verbally.



PARITOSH RUIA

Expecting a witty yearbook quote from my batch whose first year on campus was also the last, is a severe criminal offence.



RISHIKA GUPTA

Now, that was definitely not like a Korean Jobby movie.



ARUNIKA GANGULI

There hasn't been a single moment in the past three years that I haven't felt like screaming 'Qadmi Naon ya notice board!'



RAHUL AGARWALLA

I don't need a piece of paper saying I succeeded. I just need food.



ANUSHA

Immagine 00 has been released.



SHIKSHA GUPTA

We come as strangers. We leave as friends :)



ANUJ SARAF

Truly great friends are hard to find, difficult to leave and impossible to forget.



SAMRIDHI AGARWAL

Jingle bells, taking L.L. Hit me with a sleigh. I'm so done, this ain't fun, there goes my GPS.



AANVI PASARI

Everything happens for the best.



NANDINI LOHARIWAL

I know that I will look back on these days as being the happiest of my life.

BATCH OF 2023



MERWIN LOUIS

I'm going to cure cancer and walk on Mars.



ANIKET KUMAR PRASAD

Take on responsibility and become the person you needed the most. There's no other way.



CHAYAN DUGAR

Thanks to these years of college.



JAGRITI GOENKA

Thanks to Covid, I'm still wondering what my college life would be like!



ADRIJA DATTA

My yearbook quote is scribbled on the first bench, 2nd column of Room 43.



MAHAK KARNANI

I found the +1 to my 99!



RISHITA SETHIA

Choosing my B! over any wine!



JAYSHREE AGARWAL

I have learned from the bad times and was humbled by the good. Thank you for all of the great life lessons.



TANISHKA AGARWAL

I am not insulting you. I am describing you.



VIDHI MAKHARIA

My Quote Doesn't Exist. Just Like My College Life



VIDUSHI JHAJHARIA

Long story short: I survived



SHRISTI RUNGTA

BATCH OF 2023



PRONAY ROY

Honest failure is not shameful; rather, the fear of failure is.



ANUSHKA KEDIA

Super proud of myself for having 100% attendance at Delights and Yummies!



ALLEN OSHTEN MINZ

"Focus on hard work, not on doubt & trust me, this is what always works out."



YASHVI AGARWAL

Thank you for the legends. I need it for my art.



VAIBHAV LAKHOTIA

Can I please stay another year? - said no one ever.



PRAGATI BINANI

CBSE will never be that important anymore.



BHAVYA KHEMKA

I'm a lot nicer than my "waiting to class" face. I promise.



SHAILEE JAJODIA

None of my assignments are done but I sure am.



KHUSHI JAIN

These three years made me realize that if you have one true friend you have more than your share.



ISHIKA BAKSHI

Not great with words, even so I hope my music will convey everything I'll ever want to say!



TANUSHREE BEGWANI

Don't wait for things to get easier, simpler, better. Life will always be complicated. Learn to be happy right now. Otherwise you will run out of time.



YASHVARDHAN GOYAL

Everyone has their story, every new person you meet is a new story you get to read.

BATCH OF 2023



ATUL GUPTA

Killed The Boy, Raised the Man



PARAMJOT SINGH CHANDHOK

YEAH BUDDY - "light weight baby"



MANISHA AGARWAL

What feels like the end is often the beginning



VINAYAK LACHHIRAMKA

Thank you for the ingredients. I need it for my art



MANSEE MOHTA



ADITEE MISHRA

To everyone who thinks I'm mean, I am. Ciao



ADITI GUPTA

Goodbye everyone, I'll remember you all in therapy



KAUSTUBH VED JAISWAL

I was the Tall Quiet Dude in the front.



PRERNA DALMIA

The Office, season 7, episode 19, minute 14:45



PUJA KUKREJA

Seriously, I can write anything in this yearbook?



TANISH PODDAR

Found my peace amongst the new faces



AVNEESH CHURIWAL

The saddest thing in life is wasted talent

BATCH OF 2023



NIRAJANA RAY

There are far, far better things ahead than any we know behind" —G.S. Lewis



ISHIKA PARASRAMPURIA

Surrounding yourself with people who love you is self-care.



RITIKA JHUNJHUNWALA

I hope someday I'll have Loreal Olmoro's sense of humor.



SNEHA BARI

Stop rereading the last chapter to start the next chapter of your life.



HARSIKA CHACHAN

The office, season 7, episode 18, minute 14:45.



PRATYUSH JAJODIA

Don't let your past blackmail your present to ruin your beautiful future.



KRISHNA SHAH

If not for you, then who?



URVY AGARWAL



SUMITA ROY

Many more nostalgic memories I will take with me.



TANUMOY BERA

No one knows what the future holds. That's why its potential is infinite.



DRISTI PODDAR

Haha, now the world thinks I am a good manager!



VIRAJ AGARWAL

All is good that ends well.

BATCH OF 2023



ISHA SHETH

We didn't know we were making memories, we just thought we were having fun.



YATEE AGARWAL

If you see someone without a smile, give them yours.



KURIAN JOSE

Don't assume the answer is no before you ask the question.



URJA KOTHARI

Graduating was easier than to think of a yearbook quote.



SARVESH SODHANI

I know I will look back on these days as being the happiest of my life.



PURVI SADHWANI

Time is precious, waste it wisely.



MEHAK MEHTA

I wish college had coupons, buy one semester, get one semester free.



ADITYA AGARWAL

Most of my college life wasn't in just sitting in home and calculating what my condonation fee will come up to?



SAKSHI FATEHPURIA

When the last bell rings, I might actually miss this place.



SHREYA AGARWAL

My 3-year journey at St. Xavier's College, Kolkata has been truly amazing. The versatile cohort, the intriguing discussions, the professional networking - have tuned my mind to seek answers to the right questions.



TEEKX DHADDA

I guess 75% on the attendance sheet is harder to get, than a 98% on the marksheet.



ISHA AGARWAL

Don't feel stupid if you don't like what everyone else pretends to love.

BATCH OF 2023



SIDDARTH SATNALIKA
See you all at the reunion!
We made it #YOLO.



VANSHIKA SHROFF
Friends who become family



VIDHI AGARWAL
A sweet ending to a new beginning.



MUSKAN KALANI
Yes I might not be a
12 year old but I graduated!



YASHIKA AGARWAL
Some endings become
better beginnings.



ROUNAK AGARWAL
I will be back here in 10 years (tho, for a
special reason) or here to become a
millionaire through day trading
and live a free life.



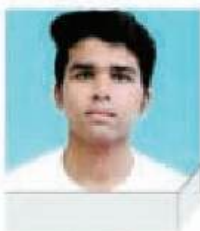
HARSHVARDHAN AGARWAL
The more of wisdom we know,
the more we may learn,
That man who seeks to learn more
of his craft shall be richly rewarded.



SASHI KIRAN VANAPALLI
"Instinct is a lie told by a fearful
body hoping to be wrong."



RIYA MOHITA
Only something better



GOURAV AGARWAL
I can't believe how quickly
time passes. Reason



MANISHA SINGH
The taste is worth the hassle!



SAHIL GOYAL
Fear has two meanings!
Forget Everything and Run or
Face Everything and Win.
The choice is yours.



APOORVA AGARWAL
Beek what sets your soul on fire!



ANKIT KHETAN
A smile is a curve that sets
everything straight.



TAHREEM FATMA
"It will happen when it's meant to be."



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