ACCENTURE EP 02 WITH CHANGES
VIDEO TRANSCRIPT

Govindraj Ethiraj: Hello and welcome, there is CX and there is BX. CX is consumer or customer experience. BX is business experience. Now, what does that mean? I think there are two or three interesting things that have emerged or are emerging. One is when you think about CX, you say making people want things. When you say BX, you say making things people want. Now that's a very fundamental distinction. When you look at it from a sales point of view, when you think CX or customer experience, you want to focus on the product the company wants to sell. When you say BX, you want to focus on the outcome the customer wants. When you talk about product development, you say making products easy to use. When you say CX, and when you say BX making products that continually adapt to how customers use them.

Now, there are many more such definitions, but the fundamental thing is businesses are changing and will change as particularly in this new COVID, post COVID-19 world. And the definition of which we must also spend a few moments on. So, the new BX thinking is obviously something that is going to drive the way companies do business, and more importantly will derive their success in current times and going forward wherever you are in the world and whatever business you are in, even if it might be the newest gen digital business, take the example of Netflix. Are you just an online streaming service provider, or are you in the business of home entertainment? So, there are many

more examples as you go into Fintech, something that we all experience every day. So, let's try and understand these two definitions a little more, and most importantly in the context of where we are in the world today. To do that, I have two great panelists and discussions. I'm pleased to introduce the Shivakumar or Shiv as he's popularly known, he is the current Group Executive President Corporate Strategy at Aditya Birla Group. He was earlier Chairperson and Chief Executive Officer at PepsiCo Holdings. And he's also a well-known author with a recent book called The Right Choice, which dwells deep into 10 frequently faced dilemmas in a person's career and soon and shortly reach out to Shiv as well. I'm also joined by Piyush Singh, Senior Managing Director and Lead for Accenture's India business. In addition to being responsible for the company's growth and strategic relationships in AsiaPac, Africa, Middle East and Latin America. Piyush has spent time in other industries as well before his current role is consultant, including in banking overseas. So, thank you both for joining me. So, let's get a sense, you know, so I've been doing a lot of interviews with epidemiologists, vaccinologists, immunologists in my day job as someone who focuses on health and trying to understand where we are, you know, and it's difficult to, it's a moving target. It's difficult to say because clearly vaccination is working at the same time, we are seeing vaccine hesitancy, including in western countries. That means that economic recovery, the way we would like it is still not guaranteed factor. Even in India

at this point as we speak, we've hit the 1 billion dose mark, which is very good, but the economies are looking up very clearly, the markets are doing well. But on the other hand not enough people have got the vaccine and many are not even taking the vaccine. And there are unused doses lying particularly in private hospitals in many states in India. So, all this means is that the very definition of what the post COVID-19 world would look like from a business, or a consumer point of view is a little uncertain. So, let's try and address that first, even as we get into what the CX versus BX argument is and how companies should be looking at in future. So, Piyush you obviously look at these things and are trying to navigate this very interesting moving crystal bowling fun (ph) can call it that. So, tell us how you are seeing and how you perceive it as things stand today?

Piyush Singh: Well, it's highly dynamic, as you rightly said, moving, moving, or as you put it. In the first part, which was if reversible change in certain aspects of consumer behavior that, that part established, you know, very soon after the, after the prolonged period of the pandemic. So, that was part, you know, the general shift towards consumption via digital mediums. And that is irreversible has got established. Then came that, but now once you do that comes the, as you rightly said, the whole idea of responding to that, because that's not just about getting you, getting a consumer a product on his doorstep via one channel or the other, it is about a drastic shift in the way they want to consume. But on top of that has come the entire supply side complexities, you know, the disruption of the supply chain, you know, the uncertainty of the regulatory environment, how will the regulators see monetary policy? You know, are they going to work? Are they, you know, will they, will they as, will take the current spikes in inflation as temporary, or start to put some over corrections in that sense? You know, so from that perspective, you know, there is

a whole lot of supply. And then of course the physical supply chain that disruption is there, which is then adding to another set of preferential changes on the customers, you know, and a totally different response from the supplies. So, that is the other second part of the, you know, the disruption that we are having. The third part of course is the employee side or your colleague side. I mean, that new ways of working is only just evolved, right. I always say we dealt with it in the, in so far, you know, almost with the medium of stealth, you know, we, you know, we are all very resilient people who are all largely very committed to our work. And therefore we said, you know, come hail, come storm. We will not let it come in the day, right. But now we have to figure out what this new way of working is going to finally look like, you know, how much of in-person versus virtual working we shall do, what kinds of meetings? So, I think there's disruption, which is, you know, triangulated across those three aspects. There's consumer, there's supply, there is people, you know, in the workplace and we still are discovering on all three aspects, you know, highly fluid is the way to go, highly responsive and agile will be the way to solve is what I would say.

Govindraj Ethiraj: Right. Okay. So, let's pick up on that. Shiv, you know, the triangulation the disruption of consumer of supply, of a business as a whole, how are you seeing this and how have you been seeing the changes and the adaptability, particularly in the last 18 months or so?

Shiv Shivakumar: Yeah. So, thank you very much to both of you Govind as well as Piyush, wonderful to be on this session. I look at the issue in two ways. First is the context. And I think we are seeing a very different context today, maybe the kind of context we saw after World War II. I would actually go back or maybe some parts after 1973, which was the oil crash. Okay. I would link it back to maybe those two data

points. First is let's look at the context. Number one, over the last 18 months spend on services has dropped dramatically, physical services. Why? Because most things have not been open. Hotels have not been open, airlines have not been open, etcetera. Okay. So, physical services where they could give way to digital service has happened. Next consumers have spent money on physical products and digital services. Okay. So, will that sustain? And what's the stickiness of that is something that every business has to think about, number one. Number two, every government across the world had stimulus packages. Now, this is where I go back to my first point, if you're not able to spend on services, which in most countries in most, you know, top 10 economies is more than 50% of the GDP. Then what did consumers end up doing? They ended up saving that money. So, savings across the board has gone up. So, technically consumer should come back to spending now because they've saved much more than before, okay. The third and a very important point, which most businesses are underestimating in my book is that in terms of context, the role of the government and the role of society has gone up significantly, you know, across the board. Okay. You have to work with government, you have to work with society today compared to the past. Next, I think there's a jostling, you know, a Jostle for power between the top 10 economies, exports and imports balance out, role of China, which are the supply chains right now, which will work, etcetera, etcetera. You know, whether, you know, if you look at the raw data, the three big trading hubs are America, Germany, and China. Okay. Now who will now come into that stream is a question. And that question will be answered Govind over the next 10, 15 years. It won't be tomorrow. Just like the BPO business in India started in 1984. Okay. So, it'll take 15, 20 years, but people will take positions on that in my book. That's the context. Next is unemployment peaked at 15%, okay, during the pandemic. Average unemployment is about 7%, but here's a funny thing we see, we see unemployment at 7%. We see attrition being very high. It's very peculiar. It's not happened before. You know, today India attrition is 20%. Last month in America, 4.3 million people resigned, the previous month, 4 million people resigned. In two months, 8.3 million people resigned from their jobs on a working-based population of 155 million people. That's 5% straight away. Okay. So, high unemployment, high attrition. So, people are really picking and choosing what they want. They're also not loyal to companies. They're also tired, you know, if they're not able to, you know, get going, okay, that's the other one.

Govindraj Ethiraj: That's the great resignation. The great resignation.

Shiv Shivakumar: Absolutely. That's what they're calling it. Next is I think all companies are grappling with, what is the policy regarding work? Do people work from home? How many days from home? Do people come to office? How many days from office or people can work from anywhere? Okay. I don't think anybody has found the template and I don't think anybody will find the template. Let me also say, I think it's company dependent. It's industry specific. If your industry works from home, it's easy for you to do it. Okay. But if the whole industry and ecosystem doesn't, then it'll be difficult for you to do it. Okay. That's what I would, you know, then I think finally I would say in terms of like for like growth, the question I get asked often is I think 2023 will be the correct year where, because this year we've had, you know, April, May, whatever the impact, etcetera. So 2023 versus 2022, assuming that there is no further, you know, let's take seismic shifts on the pandemic side. So, 2023 versus 2022 will be the like for like year, till then all CEOs, all industries will explain the results as impact of pandemic, non-impact of pandemic, we did this, we did that, etcetera. So, that's how I would look at it

from a context. From a consumer point, food habits have changed. Technology has come into home, you know, dishwashers have been one of the highest selling, robots have come into home. Okay. Bed linen has had a huge uptick in the pandemic. I think digital payments, you know, people have got into the formal economy, thanks to digital payments and not thanks to banking, okay, which is a very fundamental difference, okay, banks should have done it a long time ago. I think digital learning has become big, reskilling has, you know, become a big force, digital shopping has become a big force. So, this is what I would say is critical in all this, I think things which society is grappling with sustainability, I think again, has become a front-end center. So, that's how I see the context in the consumer.

Govindraj Ethiraj: Right. And you mentioned bed linen sales going up. So, is that because people are spending more time at home, sleeping more?

Shiv Shivakumar: Yeah. See, because the thing is it's a very good question. Thank you. When people are working from home, you know, simple things like, you know, a mug has become important. You know, the mug, I used to drink coffee when I'm on a call, okay, the surrounding, okay, many people are sitting on their bed with the pillow behind them, putting a small table and putting their laptop on and doing calls. So, everything about the house has got spruced up.

Govindraj Ethiraj: Right. Okay, Piyush, let's pick up on that. So, yeah, go ahead.

Piyush Singh: I just won't go back to. I mean, I think that as always there is a number of very, very intriguing paradoxes that now exist that we will have to grapple with, right. I mean, see one, when he talks about increased savings, right. And that

being therefore the bucket of, you know, disposable spend, you know, being greater available now. Now that's a very interesting one, because what that says is there is going, this is I go back to that and the policy paradigm, right. Is that a spike of, you know, pent up demand. And therefore, is that comes into the market. Is that going to inflate the market, or do you start to spread supply on the basis of that new shift in the bucket? You know, do I assume that my bucket has now shifted to much greater consumables to comparatively to physical services for a sustainable period, or do I assume that it is going to go back and there's going to be a cooling off of that period, and that's a very difficult, you know, paradox to deal with, right. Because that has got policy implications, it's got supply chain implications, it's got, you know, consumer preference implications. You know, the other one of course is, is that whole, you know, the workplace one, right, which is a phenomenal one, because on one hand, you know, as Shiv earlier said, we are living in a, it's one of the hottest employment markets, right. And it is at both ends of the spectrum. I mean, that is the digital end of the spectrum where you still got skills that are, you know, hot in demand on that end. But there's also the physical labor end of the spectrum, right. That is also, you know, running extremely hot right now, you know, more in the schedule markets abroad, but even in our home markets. But in there, the paradoxes, there is a whole lot of, you know, unregulated workforce, which is unclear whether it is suffering or gaining, right. You know, it is, that is, that's a data vacuum that we have not been able to solve for, right. And when you come to the upper end of the workforce, I can call it in terms of salary wages. That whole question of, you know, I have this para, we ask people, would you like to continue working from home or your base location? The answer is obviously going to be, yes, it is more convenient. Then you ask yourself the question, will that mean that the engagement that they have with the brand is going to fall? The likelihood is, yes, it is

going to. So, how do you then come to the, you know, if you can survey delay, dictate that, no, it's a very difficult paradox, right? Because am I going to go against the inherent, obvious vicious of my people to get them out of the comfort of the home or the whole location for the number, a number of people are now working for locations that are different from where they were and get them into a more uncomfortable relatively speaking location, because in long term, that is the one of the key factors to get them have a better brand engagement. So again, a number of these paradoxes that, again, I don't know, we'll have answers for soon enough. And to the last point about the light for light, again, as said at the start, is, are the buckets shifting permanently in terms of expenditure, or are the buckets going to shift take much longer? So, therefore is the light for light going to come this year or going to come in the next 18 months is, again, something to watch for.

Govindraj Ethiraj: And that's an interesting point, you know, Piyush because you raised the CEO dilemma, you know, how do your account for this? And to that extent, I mean, particularly for large organizations like yours, your large employee base is almost like a customer, when you come, when you talk about brands and how do you keep engage? Shiv, how are you seeing it, I mean, you're also part of a very, very large group and I'm sure look at other large groups and conglomerates?

Shiv Shivakumar: Yeah. So, going back to this thing, I think a lot of businesses have done a lot of work in terms of customer experience for a long time. But one of the things about the pandemic and customer has been okay, do I serve the customer well, or the consumer well, depending on whether you're a B2B business or a B2C business and is he or she delighted with me, and we use traditional measure like NPS, etcetera. One of the fundamental shifts. And I think Accenture also argues

this is the concept of business experience as opposed to customer experience. One of the things I've noticed Govind and Piyush in the pandemic is business experience has become much broader. So, let me give you simple examples. Has the business paid its vendor ecosystem? A very simple question. Okay. If you have taken care of your ecosystem, if you've taken care of society and how does taking care of society come, have you vaccinated your employees, have you made it easy for them to get vaccinated? Have you been considerate of them, etcetera? So, suddenly the backend process from the time of manufacturing your product or service, the frontend was the customer experience, the whole backend process in terms of how you deal with your own employees with your ecosystem and with society has become very important. So, what I notice is that business experience overall of your ecosystem has become a huge value for trust. I remember going and talking to a few garments third-party manufacturers who manufacture for us. And one of them chap called Prem Anand in Bangalore, he told me, sir, if I present my bill to ABG on the second of the month, the third I'm paid on the day, he said, for me in the pandemic, ABG was a bank. I could trust that the money would come in. So, that's the kind of business experience I think people are talking about. And, you know, it's pivoted from just saying, I will serve customers too. I will serve a broader set of society, people who deal with me.

Piyush Singh: Yeah. I couldn't agree more, right. And I think for businesses, like are so people based, it is going to exactly point of where (inaudible) it is going back to, is your business purposeful? See, what the pandemic did was, it shook up people in terms of, you know, if I can call it two factors, one just the social pain that they experienced. And don't forget, large parts of our workforce went to a period of isolation, either, you know, solitary isolation or, you know, family isolation, making them reflect on what is the purpose of their being. I

mean, these are, I mean, look, I mean, workforce like us particular. I mean, obviously I'm very proud of it. So, I would say is a highly, highly talented workforce, you know, so therefore reestablishing and reinforcing the view of what is the purpose of our being, and that is meaningful for them to turn up in a commercial relationship that is yet purposeful. I mean, that has become extremely important as to go forward. If you don't do that, most people are in that mode of questioning that. And if you don't establish yourself to that purpose, you will lose their, lose the order in which you feature in their list of, you know, relationships.

Govindraj Ethiraj: You know, Shiv, an Accenture studies itself says that eight in 10 consumers say purpose is at least as important to them as consumer experience. More than half of 10Y Gen Z consumers compared to 37% of other consumers say they've shifted a portion of them spend away from their current provider because it disappointed them either because of their words or their actions on a social issue. So, some of this may have been as Piyush says, it's accentuated or accelerated by COVID some of, obviously a lot of it was already under in the, on the back burner or simmering below. How are you seeing this new purpose driven thing? And this is a fascinating convergence of employees and customers and the way they look at their own organization and the way they act as consumers?

Shiv Shivakumar: Yeah. I think the purpose is a big word. I would look at it as is the organization doing what's right for society as a simple definition, because everybody has lots of high-flown words of purpose. Say, I don't go to an outlet to say, you know what? I will buy Adidas because they have a good purpose. Okay. Or I'll buy, you know, some brand because they have purpose, I don't think consumer, you know, processes it like that, the consumer. So for

example, if you're selling a fundamentally bad product, no purpose can save you. Okay. Having said that, let me explain where purpose has become very important. Let's take sustainability. I was in our Gwalior plant textiles plant last week on Friday. So, I was doing this round table with young managers, people who are below the age of 30, and I asked them, what does sustainability mean to you? They said a lot of ship. I said, give me examples of what do you do? There is this girl who said, I do not use plastic at all. I take a cloth bag when I go to shop for vegetables, I do not want the vegetable vendor to give me, you know, a plastic bag. Then somebody else said, you know what? I go to the milk shop with the bottle. I don't like that plastic. Then somebody else said, I saw on the YouTube that there's this lady who collects all the plastic packs of milk, etcetera, and turns them into a product. So, I'm sending it to her. Then I asked them, do you think your family appreciates it, or are you able to influence the family? They said, I don't think we are able to fully influence the family, but we are committed to it, and we'll do it. So, things like that have become extremely important. So, consumers will look for, are you a sustainable brand? Okay. So, sustainability is about, are you taking care of the planet? Are you reasonably meaningful about your profits? Are you taking care of the people, you know, and another way they work with you and are your products really reflecting that that's the way people see it. Now, what has happened is thanks to social media and this one can put a query at the social media address. I think brands, marketers, CEOs have got bored of running their business. So, everybody wants to take on everything in life that is not the job of the business. I think people must focus their business on I need to run a business. I have a brand to run, this brand needs to do that. Suddenly everybody's commenting about everything because it's social media, because everybody wants likes. Everybody wants traction, etcetera. That is actually diverting from the purpose of the business and the

purpose of the brand. You know, the purpose of the business and the purpose of the brand is always to satisfy the consumer and deliver more than the promise. Okay. As long as you're focused on that, I think that's a winning business.

Govindraj Ethiraj: Okay. Piyush, how do you see this definition of customer today? I mean, you've already touched upon it, but how do you see changing? And let me bring in another point, you know, so we talk about met needs versus unmet needs. And one of the things about business experience is to identify unmet needs and think ahead, what's your sense about how organizations are approaching this?

Piyush Singh: You know, I think, you know, the important thing here is, as we have, as we've said in some of the research that we have put out as well, is that, how do you start designing your organizational value chain with the customer at the heart of it with the design, and if you do so, I mean, there is not a, there is not a formula of finding customers unmet needs. I mean, if you had that formula world would have been a much better place in that sense, right? So, but it's when you start to design it and you involve your entire value chain in that design process, not outsource the design process, you know, to some third-party, you will uncover aspects of value that you can add to your customer's life, right? So, that is why that whole, you know, the business experience rather than customer experience, you know, customer experience in my view was a very outside in process, which said, you know, I have identified needs, I must do that in an experiential manner, which has not gone away by the way, you know, as assume, you know, as you've said, you know, bad product, you know, with good purposes cannot lead to a, cannot lead to any success. Similarly, you offer, you know, product experiences, which are horrible in the name of I'm now trying to design, you know, human centric design

around customer and mantra, the value chain is working. Now, that's a theory you can't. So, it is important that there is, that is one small subset of the overall business experience that you must design for. So, I do think, you know, we got to look at it from the perspective of designing for, you know, for a consumer, you know, and his 360 lifestyles, rather than designing for a single product. If you do that, you know, then you end up with a very narrow mindset and potentially leave out, you know, as you said, you know, undiscovered needs or, you know, or needs that existed, that, you know, that you are not catering to.

Govindraj Ethiraj: And can you illustrate that Piyush as when you, when you talk about a more holistic approach and the BX approach, what examples come to your mind?

Piyush Singh: I think huge number of examples, like today the great thing, the one thing that technology and the world and the shift by the consumer towards digital consumption has done is it has certainly lowered the barriers of cross pollination or serving cross needs, you know, I'll go back to the example that Shiv used, right? When you today have digital payment data that you get from a consumer, whom you have never serviced, the moment you have data of that consumer, you can start to then, you know, discover that consumer's needs and preferences in a way that never existed both in terms of his ability, you know, of his underwriting his health, you know, and health insurance, and example, if you look at a product centric view, you know, understanding his, you know, other consumable buckets that you've got and the kind of customers that he's servicing, therefore his ability to upscale and up, you know, and upscale his or her business, you know. So, I think that is just one example, you know, to, I mean, similarly, I always have this, you know, example that I've now probably, you know, folly of repeating many

times, so I will still do it because I still think it's a fascinating one, right? I mean, see, look at, you got electric toothbrushes today. Can electric toothbrush manufacturer become a health insurer? You know, and the answer is yes, possibly yes, because the electric toothbrushes today have bristles, right. That are touch sensitive. You can gather data from there about, you know, your morning saliva, which is known to be one of the best indicators of your health, all the electric toothbrushes are catching that data through your Bluetooth on your phone apps, right? You can become a health insurance broker, because you can start to underwrite my health insurance better than most people, because they don't have that level of unfettered data. Should I allow you access, you know, that nobody else would've had. So again, you know, if you start to design around my needs and the access that I'm giving you of my consumer preference, you know, my digital footprint as I call it, you know, you can uncover, you know, suites and suites of needs.

Shiv Shivakumar: I would say Govind building on what Piyush said. So, in the past every category, or every industry had only a lens on what we are doing or what we can do better, what are the needs that we fulfill, okay, what can we do better, etcetera? Today, thanks to technology adoption, which is a horizontal capability across organizations and society. Now, the boundaries between segments and categories is blurring dramatically. Okay. So, today it is not, in the past, as few years we would say, you know, what is the best practice in our industry, is this the best practice we'll try and achieve it? Today, I would actually say that's wrong. I think every CEO needs to think of what's the next practice. It has nothing to do with my industry. It has something to do with somebody else. So, with technology, see some of the things which have, you know, changed dramatically. The concept of time. If you go to a search engine, it tells you I've given you 2 million things in 0.2 seconds,

the concept of time and monetizing time or valuing time is the next practice in my book, number one. I think the concept of returns, almost every industry has a return policy today. That was not there in the past for 99% of the industries in India. We said, buyer beware. Today it's actually seller beware. It's not buyer beware anymore. Okay. Because anybody can return what they want. Third payment options, everything even down to 100 and 200 rupees, you have an EMI option. It's no longer that there's full payment required. And final one and most important one, thanks to ratings, you know, digital format, the post purchase dissonance, and how do you engage the customer post purchase? Is there a monetization model? Is there a satisfaction model has become even more important? So, these are the fundamental shifts, which I believe, as Piyush said, technology has brought to the table. These are the new unmet needs. Most businesses are not thinking about it like that, but that is where the next practice is going.

Piyush Singh: And I couldn't agree more, but and then what I would further add is, see, when you are that exposed, you are also that vulnerable. So, the need for investment in making sure that you have, you know, earlier what you could do is get away with lower investment by again, by stealth, you know, okay. You know, I will summon, but when you are as exposed as you are today, right? I mean, every, you know, the moment you do something, somebody's got you out on the social media, named you, shamed you, and ever, you have to get your fundamental investments right in terms of setting your infrastructure correctly, setting your processes correctly, because you don't do that, it will expose. So, I do agree with Shiv entirely it is seller beware, because stealth won't work. You've got to have that set up correctly now.

Govindraj Ethiraj: Yeah. And I think Shiv your four-point prescription seller beware, the time factor, ratings and of course, small ticket purchases, ready to convert into EMI.

Piyush Singh: Sounds like he's writing the chapters of his next book mate.

Govindraj Ethiraj: Yeah. Thank you for sharing all this Shiv. You know, so as we, you know, look at the next generation of customers, which include the present generation of customers, you know, we've talked about, can we, are we in a position to fix the target in terms of what their tastes are, what their post COVID tastes are and how do we even evolve and is the nature of evolution itself, something so fast changing that we have to change?

Piyush Singh: Can I just interrupt one thing, right?

Govindraj Ethiraj: Yes.

Piyush Singh: It's not a next generation of customers, you know, can you, can I, see, that the shift in consumer preferences is not broken by demographic of age anymore, you know, because in your own household, one demographic, people across the demographics, which is a group of your household, we have shifted to a much more digitally adopted world versus, you know, in the same demographic set, you know, young tool we have held back and not gone that way, right. I mean, you know, you would have, I mean, again, not stereotype in my personal experience, you have girls who, young girls who may still want to go and shop in person, right. Where, you know, because of their, you know, wanting to try and, you know, and feel for fashion retail, while older demographic may have shifted to entirely digital buying, because they do not have the preference of going out, making the effort, walking the malls and come back, right. So, I do believe that, you

know, where we have to be careful is when you're looking at consumer, you must look at their preferences and not the generation. I mean, as we have traditionally done generation Y and millennial that demo, that categorization is not working anymore.

Govindraj Ethiraj: Shiv it's back to you. So, you know, if we look at the journey now for this, for the CEO in this environment, and I was even earlier trying to say, even CEOs have to be fast evolving, and they've all always been, but this is a slightly different nature of evolution. And it's a slightly different grade. So, where do we, where do we kind of bring all this together and when we talk about aligning our business, looking at a more, you know, integrated approach as a company, not just your front end sales or product or marketing, but even your HR or your personnel thinking in an aligned way, how do we, how do we all bring this together as we look ahead, particularly in this new BX way?

Shiv Shivakumar: Yeah. So, the first thing I would say is we have a hell of a lot of CEOs in the country, right? Okay. Not one or two. India has the maximum number of listed companies, 5,000 plus. So, let's take there are 5,000 CEOs. Let's start with that number. Today, I personally believe my view, okay, and looking around talking etcetera, less than 1% of CEOs actively travel to meet customers. That's a genuine problem in my view. Now, why is it a serious problem? If I'm not meeting customers, I'm relying on second-hand and third-hand information to make up my mind. Okay. That second-hand and third-hand information takes time and most second-hand and third-hand information is funneled and filtered to imagine what I might want to hear. So, the first thing I would tell CEOs is feel the heat of the market, go and meet your customers, ask them some simple questions, like what can we do better for you? What can we do together? Ask those questions. And I think that will unlock some

unmet needs as you rightly said in the past. For example, in the B2B businesses, a lot of people are saying, help me become a sustainable business. What are you doing? What can we do together? How can we partner? Okay, help me build an IT system, which feeds into your procurement process or your ordering process. There are many suggestions which people give you, if you talk to them, that's number one. Second, I think which become very important Govind for CEOs and this is the test I use to differentiate whether a company is on the right path or not. And I call it the definition of winning. If you ask the CEO of the company, what's the definition of winning. He has a definition. If I ask his management team member, he has another definition. If I ask a middle manager, he has another definition. And if I ask a frontline executive, he has another definition. That's the first sign that the organization is not aligned. You cannot deliver business experience if your definition of winning is not very, very clear across the length and breadth of the organization. So, one of the things I would really urge CEOs to do is to develop one concept of winning, whatever that means or contribution and ensure that that is consistently communicated. And I would say, you know, thanks to the pandemic and the point Piyush made earlier that people are really tired, etcetera. The CEO definition I would give you of the future is number one is achieve emotion orchestrator. I think emotions are becoming so fragile today for whatever set of reasons. That's why people are resigning, etcetera. That's one. And next is nothing can be done by one company. As I said, the role of society and government has moved up. I think porter's five forces model is actually not relevant in today's technology world. It is actually, you should ask yourself if you could write a book on five forces of collaboration with five forces of competition. I think that's the new way for CEOs to think about. So, chief ecosystem officer who collaborates with the ecosystem to deliver something is I think the next forces, it's not about competition, it's about collaboration.

Govindraj Ethiraj: Right. I'm going to come to last words in a moment and Shiv, I'm going to come back to you on, you know, your own personal examples of transformation in this period in the context of business experience that we are talking about. But before that Piyush, how do we, you know, we've talked about this transition from consumer to business experience. We've talked about what goes into it and why you need to do it and how you could do it too. How do you measure the outcomes?

Piyush Singh: What you measure as outcome is going to differ, you know, slightly by depending on what state of evolution you are in terms of as an organization, right. You know, because I do think there are organizations that are at a very different stage of evolution and the servicing, their consumers and their stakeholder needs, therefore they will have a different set of outcome and different stage of evolution, you know, for some it'll be, there are no questions asked organizations. I mean, you know, who are in a particular industry where they're being seen as slightly behind the curve in terms of, you know, responding to the disruption, right. So, for them, it will be, if you, can you come back and start today, you know, be seen by your consumer, by your ecosystem, as Shiv has rightly pointed out to be, you know, now responding to the disruption, right? So, that these are organizations established organization. On the other hand, the organizations that are, you know, that are new startup, you know, who are seen as disruptors, for them it is about, can you be seen as sustainably being able to do so, right. So, I do think, you know, depending on the stage at which you are as an evolution of organization, your outcomes will have to be different and measurable. The other point also, right, and on outcomes, as Shiv said, I think I agree with his point that the definition of success has to be known and common across the organization, but how it, how I contribute to the definition has to be explained and

known to an individual, right, because, you know, while the definition, what happens at times is, you know, you define a common definition, put forward a common definition, but if I can't articulate how am I contributing to that success? I get disengaged from that. And I do think that I agree with Shiv that when if a CEO's, you know, engagement with his customer, as well as his broad employee base is not strong enough that he or she can translate that definition as to an individual level, right, then they will fail to gather that, right. So, I think that's another part that I would put for.

Govindraj Ethiraj: You know last time we spoke Piyush, you talked about resilience and how resilience in itself such a powerful driving force that sustained companies through this difficult period. But that stood out, you also said that that could not be a strategy going forward. What's your sense today, as maybe we speak on our speaking now a year after you last touched on this theme?

Piyush Singh: Look I said, I mean, it is, it remains so fluid, right. You know, so I do think there is still two buckets of people emerging, one who are starting to, you know, pronounce that, you know, the newfound has been found, right. You know, and somehow their new way, you know, like for example, people have started to put hard definitions around hybrid working. I mean, you cannot have that, right. So, I do think right now, respond fast, test fast, fail fast, you know, not just succeed, so that's why I put fail fast, right. You know, that has to be the way to go. But again, go back, you cannot do all of that unless and until you are investing quite hard on underlying, you know, piping and infrastructure, and I'm using the word piping and infrastructure, because number of times, people think that is all about technology, no, that is business model change. That is, you know, the way you engage with your people, the way you engage with your customers, all of that has

to, you know, start to change. Otherwise this level of agility we've never had in our society forget, you know, corporate world. So, if we are going to respond to this level agility, that level of fundamental change in the underlying piping organization will have to come about. Last, I must say, Shiv to respond to your point. One thing that we have done, you know, in the last 12 months is we introduced into the induction curriculum of all our consultant, a must spend time on the role of the sector that they're going to be working on because we realize that we are losing that possibility that touch as well. So, we have done that, and we are now doing that for, and to that extent, for example, we had one of our teams spend time in the minds of coal of coal India. Because mining is also a sector that we are working in, you know, during the pandemic, because as part of the next thing we wanted them to understand as we, and look that is coming, you know, quite good. But right now with all the, you know –

Govindraj Ethiraj: Coal shortages?

Piyush Singh: Coal, yeah. Not that they're digging coal right now to have the coal, but some of the thoughts and ideas that they're implementing in coal India is going to be quite meaningful in the times to come.

Govindraj Ethiraj: Very interesting. Thank you Piyush for that. Shiv last word?

Shiv Shivakumar: I would say three lessons. The first lesson is that strategy is a continuous exercise. It's not a one-off exercise. It's not that you put it in a binder and then you forget it, which has been the past. I think it's a continuous exercise, strategy leads to tactics, tactics feed to strategy. So, it's a complete loop again and again, number one. In terms of business operations, two things I think very critical for transformation, use less capital. I think every business has cut on working capital in

the last 18 months. People who are in a made to order business are now doing made to order, they're not stock and selling, which is good news. The second is digitizing all the processes. How many processes are digitized? What percentage of the process is digitized? I think is another important thing on the transformation. The last point I'll make about is people. I think people have gone through a lot. Personally every six months now I talk to the families of the people, each family separated, okay, 20 minutes. And it's amazing to listen to the parents of young managers. It's amazing to listen to the teenage children of older managers, their expectations and what they want and clarifying the questions. One important lesson I learned is that people have gratitude to companies who stood by them. So, a lot of people are asking a very simple question. What is the company loyalty as opposed to employee loyalty? We are all discussing employee loyalty before. So, people are actually comparing notes with their, you know, colleagues and counterparts, etcetera, and saying, has the company been loyal to you? And that's become a very important measure in terms of whether the salary was secure, the job was secure, the emotions were secure, etcetera. So, company loyalty has become an important factor in the last, you know, few months of transformation. These are my learning skills.

Govindraj Ethiraj: Shiv and Piyush, that was a fascinating conversation. Thank you so much, I think Shiv also for sharing so many insights, which I'm sure anyone who watches this will immediately put into practice and hopefully you will also, or we will also see them playout in coming months and years. And hopefully we can return to some level of post COVID normal very soon. On that note, thank you both for joining me and hope to see you again.