PM ESSENCE

THE MONTHLY MAGAZINE FOR PROJECT MANAGEMENT PROFESSIONALS

INAUGURAL SPEECH

RESILIENCE BY

COLLABORATION

BUILDING & THRIVING THROUGH ECOSYSTEM & ORGANIZATIONAL SYNERGIES

Ramkumar Narayanan
VP Technology and Managing Director, VMware India

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Welcome Note by

Dr. Srini Srinivasan
Regional Managing Director
(South Asia), PMI

Wave after wave, we managed change and uncertainties. As project professionals we had to learn, unlearn and relearn several aspects of our work. While it has been a tough time, it has revealed our incredible abilities to embrace unprecedented change. And thrive.

The **Project Management South Asia Conference 2021** that concluded on 11 December was a mega virtual event that celebrated organizations and individuals around the world who are pivoting fast to respond to the ever changing 'new normal'. This unprecedented situation has given rise to project leaders who are the change makers helping organizations move towards a new working eco-system.

Under the theme — **Embracing the New Normal,** the **Project Management South Asia Conference 2021** featured real world stories and brought together individuals who have accomplished extraordinary feats despite many constraints. We had a wide range of expert speakers from the region, and beyond.

As organizers of the event, we hope that we along with leaders from the PMI Bangalore Chapter have been able to provide you a spectacular virtual event. We also hope that you have had fantastic delegate experiences and learnings that you can implement right away.

Thank you

Dr. Srini Srinivasan
Regional Managing Director (South Asia), PMI
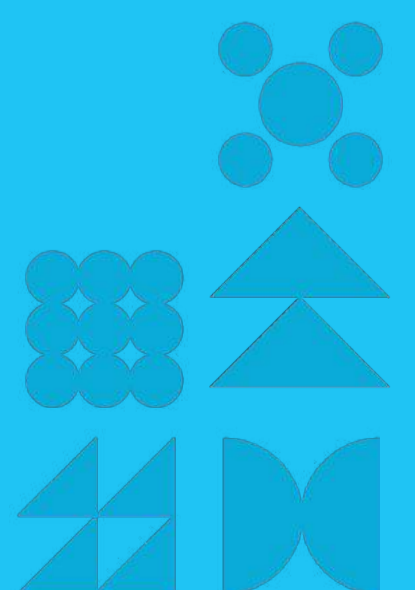
Welcome Note by

Muktesh Murthy,
President, PMI Bangalore India Chapter

Good day readers,

Hope you are all safe and healthy.

I am really happy and proud as we recently concluded the PMI South Asia Conference 2021 that had over 600 paid registrations and attendees from across the world. The theme was "Embracing the New Normal".

The last 2 years has been very turbulent and challenging to say the least. These are unprecedented times and the rate of change of all factors including people, environment, social, psychological has been very fast and scary and unpredictable.

We have all experienced lot of hardships and difficult times and we were never prepared for it.

The conference was organized by Project Management Institute (PMI), PMI Bangalore India Chapter and ably supported by all other chapters from India, Bangladesh and Sri Lanka.

We at PMI thought the PMI South Asia conference is an apt medium to bring people on to a single platform where we will understand more on what we did to address the "New Normal".

We had eminent speakers and panellists who attended from all parts of the globe. We used a collaborative platform called Airmeet that allowed participants to attend the sessions, view sponsor booths and network.

Yes it is not like an in-person event, but the feedback we received from speakers and participants was very good and encouraging.
Speaker and topic details will be available in the following pages.

Happy reading
Thank you

Muktesh Murthy
President, PMI Bangalore India Chapter
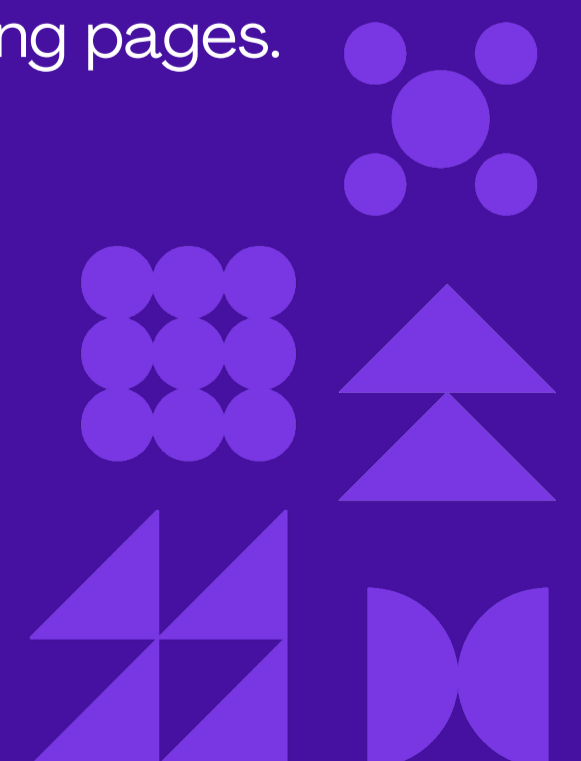
PROJECT MANAGEMENT SOUTH ASIA CONFERENCE

#PMSAC21

We were all welcomed into a large, well-lit room with banners and all the pomp of a well-organized conference and sometimes when you see the effort in logistics, you know that you are looking at a great day ahead. Yes! it was DAY 1 of #PMSAC21 virtual conference organized by the PMI Bangalore India Chapter with a packed agenda and some diligently picked industry greats as speakers.

True to PMI style, a survey led to coming up with theme of the conference – **Embracing the new normal.**

Muktesh Murthy, President PMI Bangalore and Dr. Srini Srinivasan, Regional Managing Director, South Asia , PMI opened the session with their brief insights on how this event was put together and what we can look forward to in the next two days.

Career Connect site was launched which is PMI South Asia's way of giving back to the PM community, a new & exclusive job portal for Project Management Professionals.

Editorial Board

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PM Essence

"The mission of PM Essence is to facilitate the exchange of information among professionals in the field of project and program management, provide them with practical tools and techniques, and serve as a forum for discussion of emerging trends and issues in project management. PM Essence is YOUR Newsletter and the Bangalore Chapter welcomes story ideas and/or suggestions to make it better. More information can be found on the Chapter's website".

Resilience by Collaboration – Building and Thriving through Ecosystem and Organizational Synergies
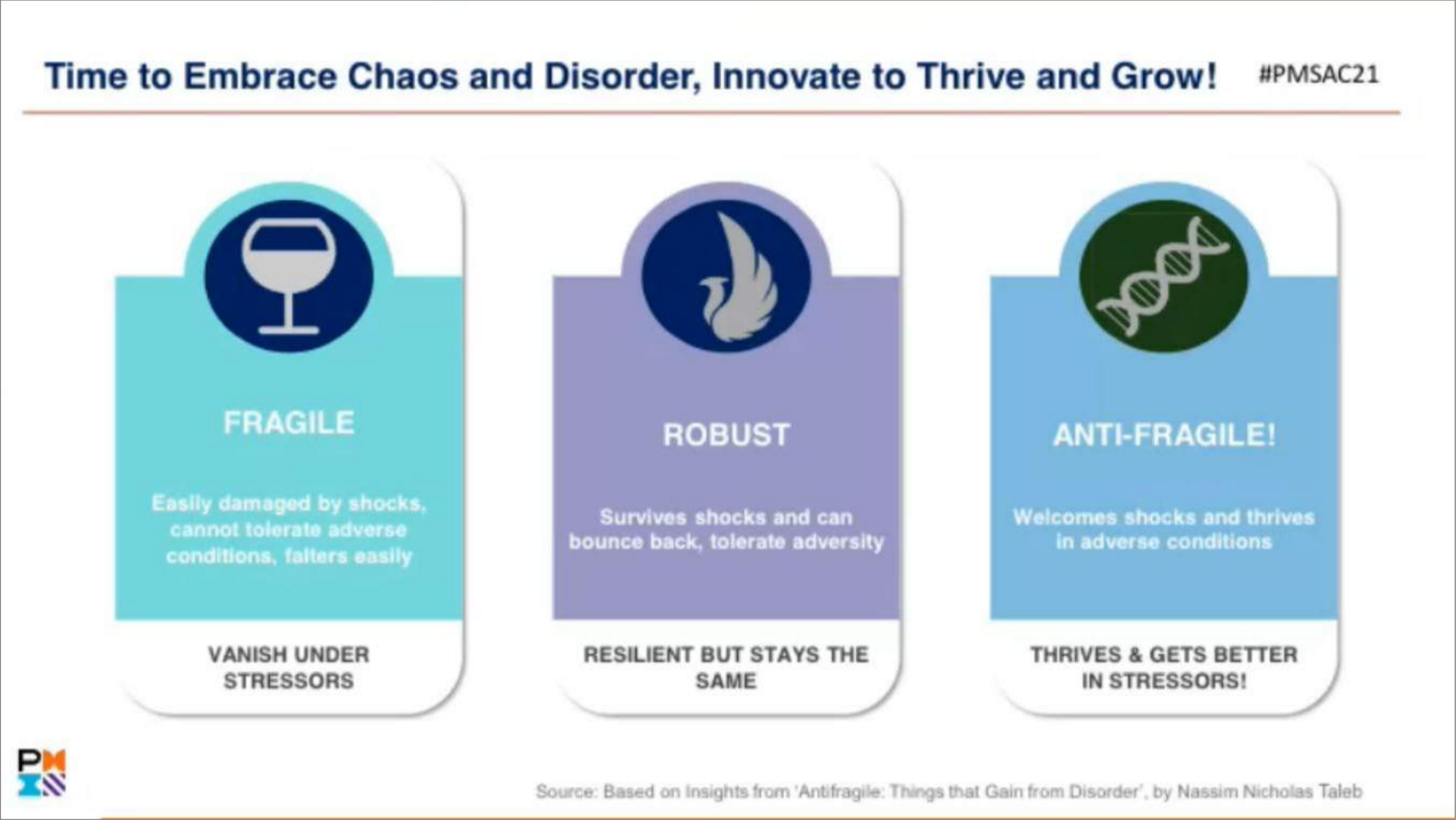
Ramkumar Narayanan

VP Technology and Managing Director, VMware India

If we never found the time to think of how much we, our organizations and communities have learnt, adapted, and grown in the last 20 months of the pandemic, Ramkumar Narayanan, VP Technology VMware India's session was a great reminder. The world is using crisis as an opportunity to learn & innovate. Out of crisis have emerged Aadhar, UPI and COWIN apps and even though they existed, they thrived during the pandemic. It's time to embrace chaos & disorder, innovate, thrive, and grow. Building an anti-fragile organization is not a fancy terminology but doable. Understanding what is Anti-fragile is important.

"Never waste a crisis", he says and that should be a key takeaway for all of us from his insightful session. But how do you do it when 70% of strategies fail? How do we ensure that we are in the 30% that succeed?

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Time to Embrace Chaos and Disorder, Innovate to Thrive and Grow! #PMSAC21

FRAGILE — Easily damaged by shocks, cannot tolerate adverse conditions, falters easily — VANISH UNDER STRESSORS

ROBUST — Survives shocks and can bounce back, tolerate adversity — RESILIENT BUT STAYS THE SAME

ANTI-FRAGILE! — Welcomes shocks and thrives in adverse conditions — THRIVES & GETS BETTER IN STRESSORS!

Source: Based on Insights from 'Antifragile: Things that Gain from Disorder', by Nassim Nicholas Taleb

"Never waste a crisis", he says and that should be a key takeaway for all of us from his insightful session. But how do you do it when 70% of strategies fail? How do we ensure that we are in the 30% that succeed?

He walked us through a case study in where VMware ideated and worked towards Strategic Project Management and how invested were, they in building something that is reaping benefits for the organization within months. A 4-step approach was built – Ideation, Collaboration, Execution Excellence and Business Impact. The How's and what's of how this was built was so simply explained through the 5 P's framework that each of us can apply it to any projects and understand how we can collaborate. The most important aspect was how it was measured. It is key to understand how the program is being measured on outcomes and if value is created by breaking the silos, strategy alignment, outcome mindset, partnerships, inspiring teams, and value realization.

His closing remarks were about anti-fragility and about how we need to perceive it. It's a move from thinking that anti fragility means avoiding stress but more about accepting and working on it and that is possible only when we have an open mind, we stay curious, innovate to build buffers, and have a side hustle!

As he mentioned side hustle, there was a collective smile among the audience as you and I know we are here for a side hustle and how that has helped each one of us. One more fascinating quote used during the session was "You can stop the waves, but you can learn to surf!" and was the best way to describe how we can thrive in the new normal.

5P Framework #PMSAC21
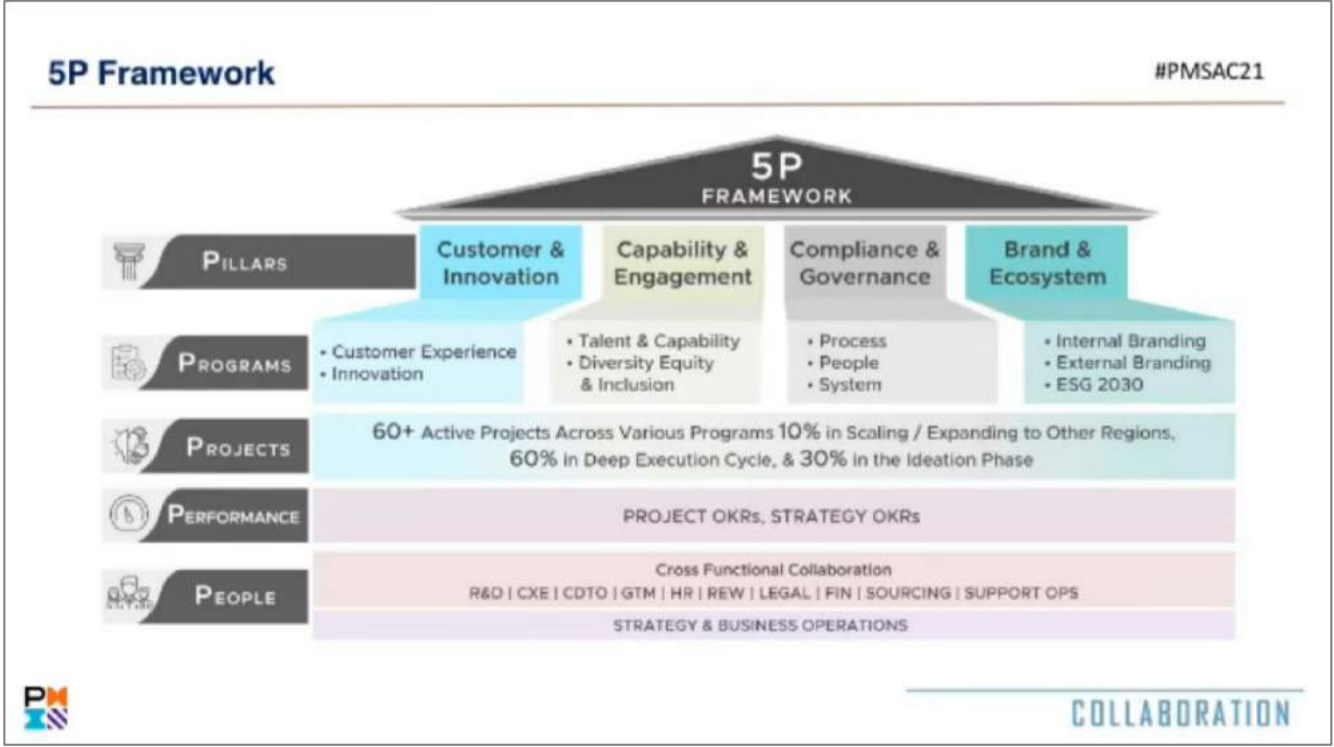
Everyday is a "New Normal"

Col. Anand Swaroop
SM**, Retd

A long and commendable introduction preceded this session By Col. Anand Swaroop who has many achievements to his credit and each of them very perfect examples of grit & determination. Hence the topic "Every day is new normal" perfectly suited his address.

In his very humble talk, he mentioned that he thought over the topic and after some research he understood that "The new normal is just a new beginning". How profound is that!

Every project whether its is in an organization or as crucial as an expedition to the North Pole with the Indian Army, requires 3 key things to be successful: Objective or goal, Plan to achieve the goal and a Leader with a vision and an open mind.

The video shared of the 8 army officials conquering one of their biggest peaks and the wide range of challenges faced by the team was a wonderful example of how one can lead in a constantly changing environment.

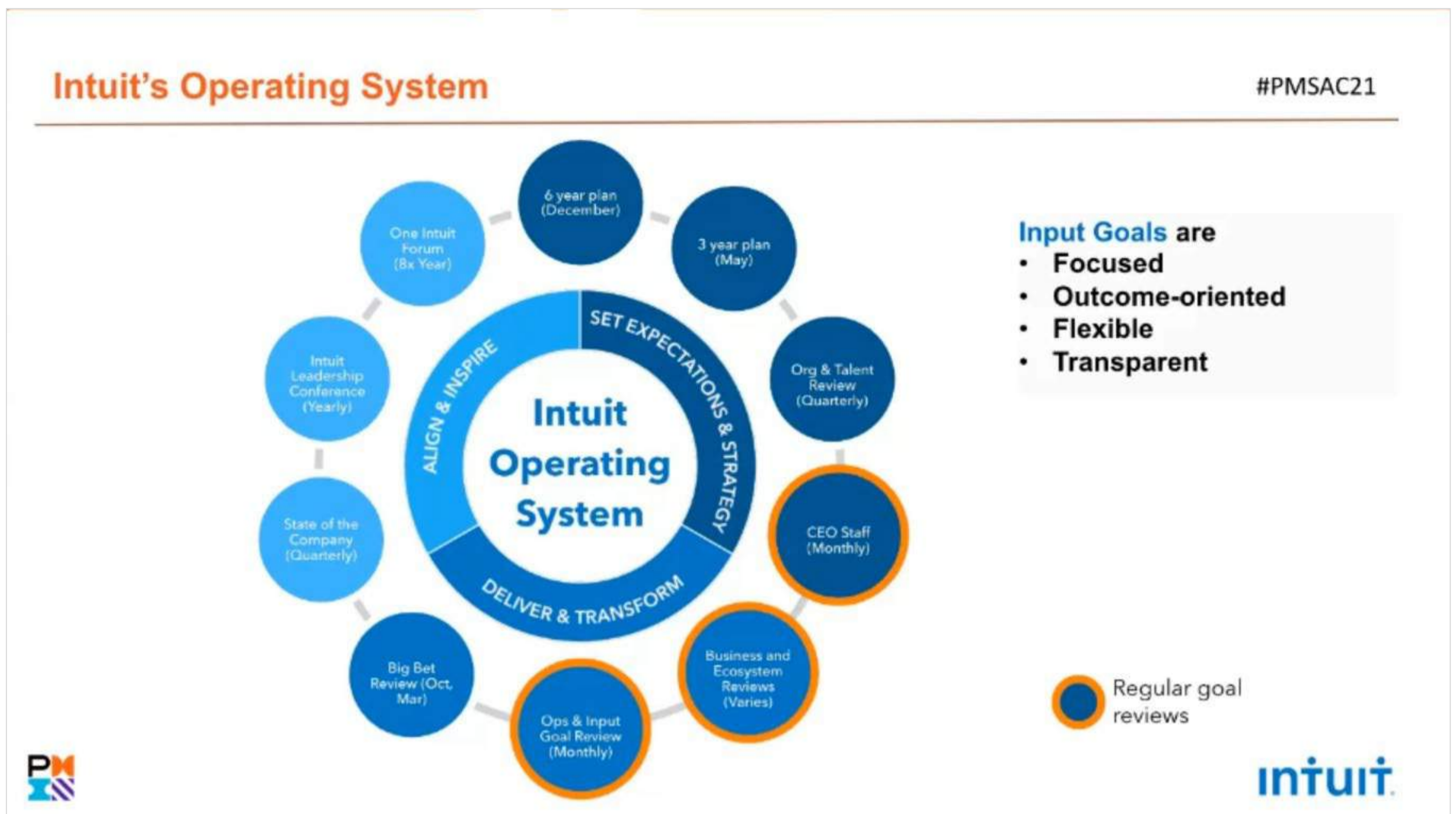# Intuit's Transformation to Platform Ways of Working

Sayantana Roy

Group Manager, Technical Program Management, Intuit

Sayantana Roy, Technical Program Manager, Intuit presented the Intuit's Transformation to Platform ways of working in an engaging session. She started with a personal example of being a working mother how she is effectively applying program management to provide healthy and happy meals to kids. The crux of the session is about program Management and how it is enabling Intuit's transformation from being a product leader in financial accounting and managing to become a global technology platform that is powering prosperity for their customer both consumer and small businesses through Intuit's products Quickbooks, Creditkarma, Turbotax, Mint and Mailchimp etc.

Intuit's mission is to Power Prosperity Across the World. Intuit has successfully evolved through various technology disruption and innovation cycles and now in this era of Artificial intelligence, it continues to reinvent to accelerate outcomes so that customers can in turn utilize all of Intuit's innovation to alleviate their financial problems. Intuit Strategy is to become AI-driven expert platform and to create one Intuit's Ecosystem. The key Platform goals are "Speed through leverage", "Network Benefits" and "Cohesive Experiences". Program Management plays an important role in translating the Goals to execution by leveraging the Inuit's Operating System.

The speaker shared a detailed execution plan which in a nutshell was how Program Management team has been working on creating one Intuit's operating system where everyone has visibility of important

Intuit's Operating System #PMSAC21

Intuit Operating System

SET EXPECTATIONS & STRATEGY
ALIGN & INSPIRE
DELIVER & TRANSFORM

6 year plan (December)
3 year plan (May)
One Intuit Forum (8x Year)
Intuit Leadership Conference (Yearly)
Org & Talent Review (Quarterly)
State of the Company (Quarterly)
CEO Staff (Monthly)
Big Bet Review (Oct, Mar)
Business and Ecosystem Reviews (Varies)
Ops & Input Goal Review (Monthly)

Input Goals are
- **Focused**
- **Outcome-oriented**
- **Flexible**
- **Transparent**

Regular goal reviews

intuit

work across the organization, breaking it down into the big bets , into the annual goals, into the quarterly goals and then goals tracking by rigorous OpMechs, with the highest accountability toward these goals Program Management Team comes up with unified planning process to manage across the ecosystem in terms of dependency and aligning all the work in one consistent timeline and using a one-stop-shop tool and then OpMechs to enable changes and pivots.

As a result, Intuit has happy customers, increased retention delivery as a platform, creating durable and competitive roadmaps. From employee's standpoint, this enables autonomy of innovation and development

Program management has played a key role in this transformation and the key takeaways from this transformation journey are

1. Align on the most important work to drive customer benefit
2. Galvanize Ecosystem through unified planning.
3. Build durable capabilities and reuse them
4. Ownership and Accountability
5. Agility for Data backed pivots

At the end, Jayashree, Consumer Program Manager Intuit, joined the panel to take up the question from curious audiences.

Role of Defense & Aerospace Industry in India's quest for Self-Reliance post COVID

Alok Nanda

MD., John F Welch Tech Centre − GE India
CTO GE South Asia and CEO, GE India Tech Centre

The Speaker opened the session with "We have a lot to be proud of …still a long way to go!"

India's Missile program, LCA, ISRO's progress in Space with limited resources, it's amazing how far we have come. Where we lack is manufacturing. We have not traditionally invested in materials. If we really want to be self-reliant, it needs a lot of innovations in Manufacturing, own designs and have our own eco system. He goes on to add that it's not like we need to start the eco system from scratch. The talent India has is arguably unmatchable, we have research that is being funded at various levels.

What can we do differently?

How is it done in other parts of the world?

− Taking some examples from a few GE projects, the projects are funded partly by the government and partly by the industry and it is an academia led activity. In contrast to this, in the US, Government funds competitively to the industry and industry chooses academia for research. Industry program manages & owns Design, testing and manufacturing. The outcome of this is innovation, society at large was benefitted with jobs & skills and sales potential grew exponentially. The difference is in the fact that when a Program is Industry led, the scale is very different from when it is academia led. The speaker brought in insightful data to support his talk that showed industry Government partnership is a norm and not an exception in the US. Government wants commercialization of the innovation, so the world gets benefitted, and industry owns the intellectual rights. The obligation for

India R&D Model Proposal

Program Goals	Funding & Execution	Rights
Mission for Country and World e.g. environmental, societal, economical impact	Define **National Priority List (e.g. Sustainability)** calling for Specific Projects with industry filling critical R&D gaps	**Nonexclusive royalty-free worldwide license** for **industry and govt**, extended to domestic subsidiaries and affiliates
	Industry Cost share 0-50% required. Indian Industries, MNCs with significant R&D presence and National Labs/PSUs eligible to apply	Limited rights to govt where significant proprietary knowledge of industry is involved
Specific focus areas to impact the high-level missions	**Allocate Funding to Industries &/or Academia partners competitively** based on merit of the proposed technology, level of risk/benefits and proven track record	**Obligations**
	An Indian manufacturing plan is required unless a waiver is granted	**Indian entity holds IP..** Licenses to worldwide affiliates **on royalty share** basis
Specific Goals for Technological development with definition of success	Foreign work waiver and Patent rights waiver applicable	**Industry to manufacture in India where commercially feasible..** Beyond limited right portfolio IP can be shared with Govt PSU to, where industry does not intent to manufacture
	Foreign Nationals require GoI approval to work on the program	

the industry is to report progress and to preference to US industry for manufacturing. Overall, its run like a self-sustaining cycle where the taxpayer's money goes into driving innovation & technology and taking the industry forward and the revenue that industry generates again comes back as tax and the cycle gets completed. The European model is very similar to the US model.

Based on this, an R&D model for India was proposed to the Indian Government.

The speaker wound up the session with the fact that there are several achievements of India that we can be proud of and there is hope because we have the talent too. All we need is a system in place that is more competitive, and industry led.

Impact of COVID -19 on PPM Practice

Moid Ahmad
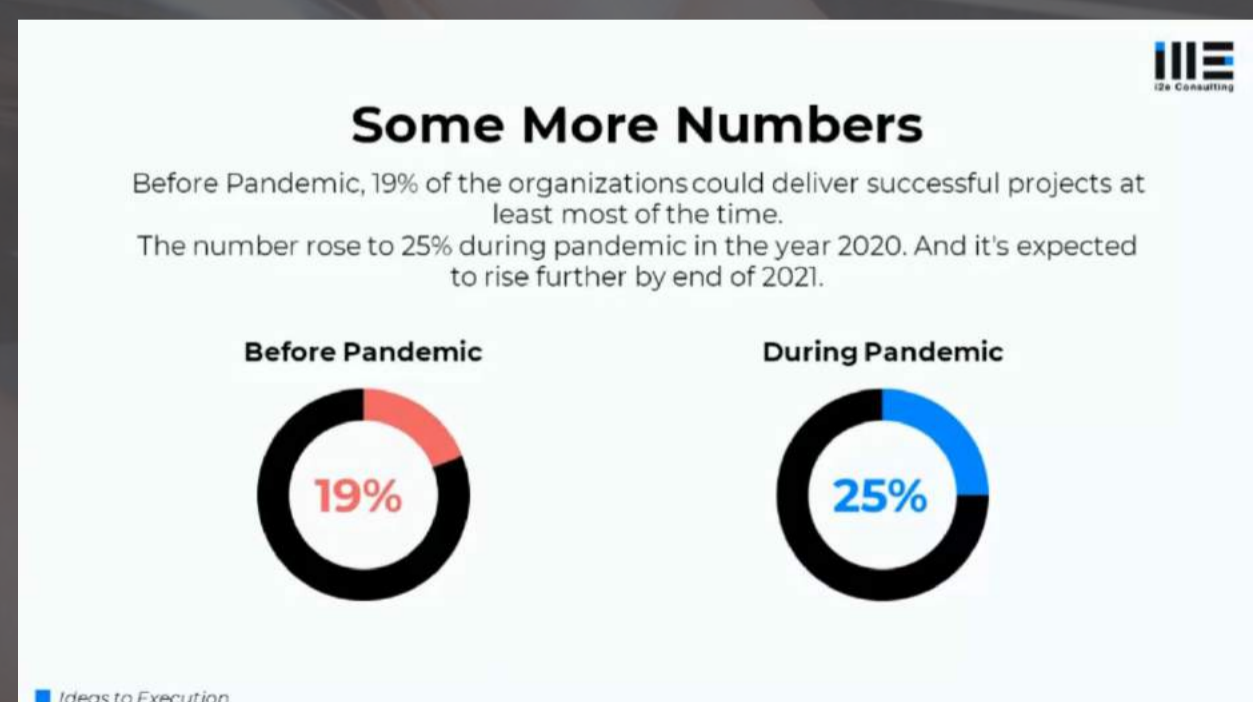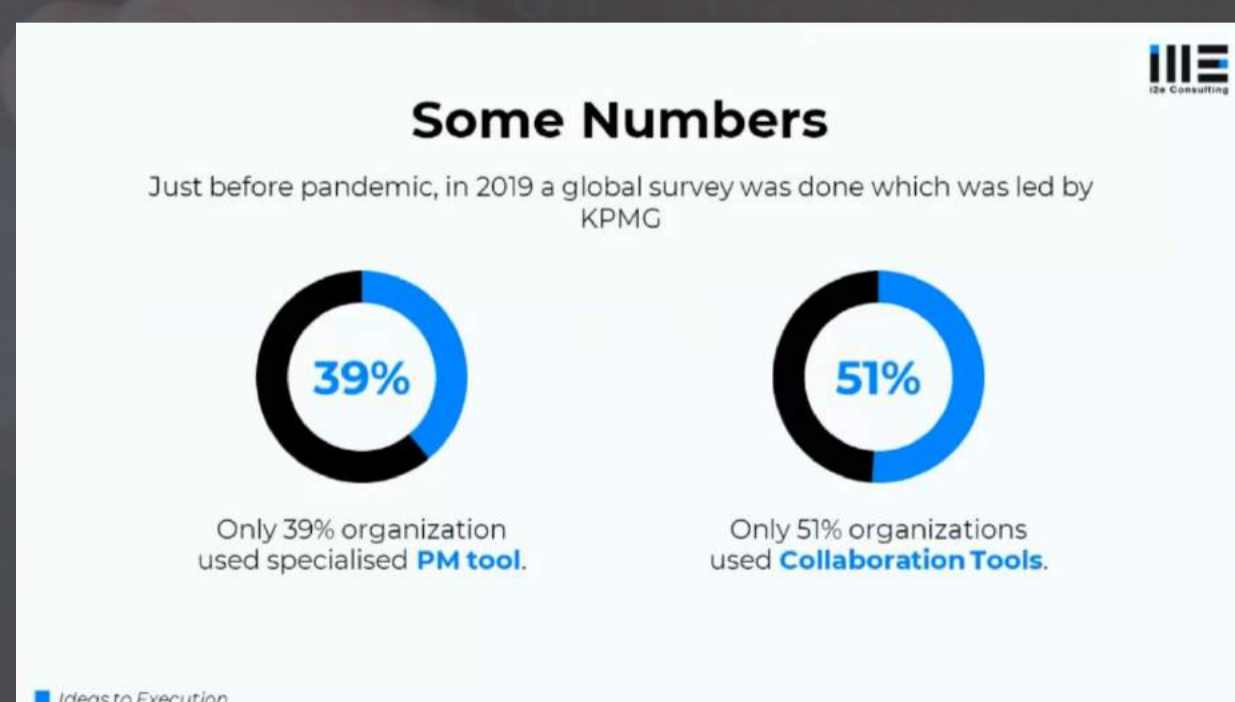Project Delivery Head,
I2e Consulting

Walid Letaief
Presales Specialist,
Planisware

Twenty months ago, when the pandemic happened suddenly, work from home was not taken well by everyone. Sure, some were excited, but many were anxious about this change. Doubts about productivity in a WFH environment were many. There were communications & collaboration gaps that made teamwork difficult. With all these issues, Project Management looked like a daunting task.

We all knew we worked hard through the pandemic as Project Managers but what stood out in the session by these two speakers were the facts that the projects are being delivered better now than before. This is clearly because of the usage of collaboration tools.

Some Numbers

Just before pandemic, in 2019 a global survey was done which was led by KPMG

39%
Only 39% organization used specialised **PM tool**.

51%
Only 51% organizations used **Collaboration Tools**.

Ideas to Execution

Some More Numbers

Before Pandemic, 19% of the organizations could deliver successful projects at least most of the time.
The number rose to 25% during pandemic in the year 2020. And it's expected to rise further by end of 2021.

Before Pandemic
19%

During Pandemic
25%

Ideas to Execution

Is the "New Normal" really new?

Padma Parthasarathy
Senior Vice-President, Consulting and Digital Services at Tech Mahindra

I t's the VUCA world she says to start with, there is an uncertainty in the environment. What we need is a conscious enterprise. An enterprise that can:

- Learn & Adapt
- Move quickly
- Do More

With great examples from Tech Mahindra, she unraveled what a conscious organization can do. An organization that is purpose driven, with high order of learning and combines human intelligence with machine intelligence and is quick to grow flexibly and adapt is the organization that can sustain in any uncertainty.
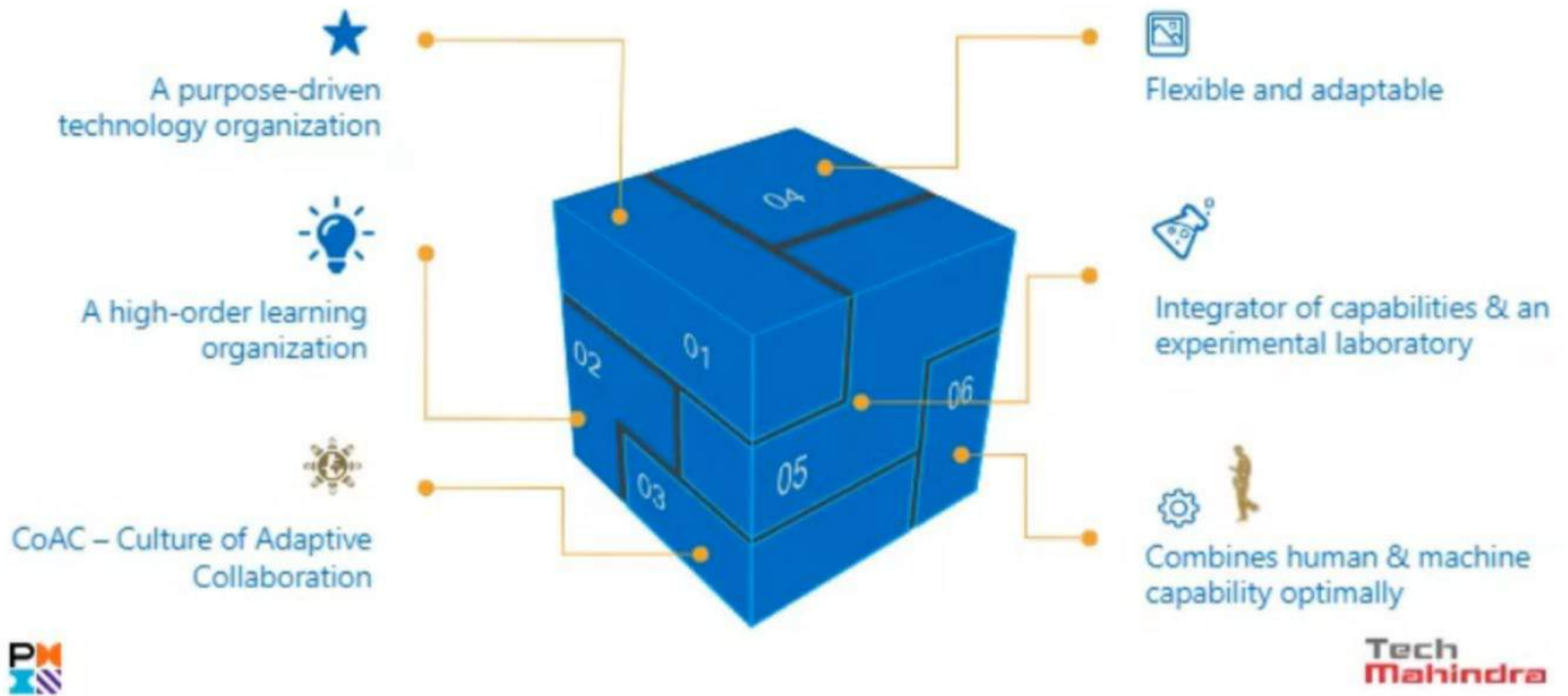
She goes on to add, what has been done at Tech Mahindra and can be done to employ the new normal workforce. Employee wellness is at the top. Wellness before business keeping the long-term view in mind. As soon as lockdowns were announced employees could shift from physical systems and move into a virtual world. That kind of flexibility needs to be maintained. Employee engagement through collaborative tools & zero touch processes (attendance tracking, associate temperature check etc.). Vaccination drives were conducted for employees, families and even clients.

Putting all these together, Tech Mahindra developed **Mhealthy** a comprehensive solution powered by new generation technologies including artificial intelligence and machine learning to enable data-driven digital diagnostics that enables generating real-time reports. The solution seamlessly connects health providers with
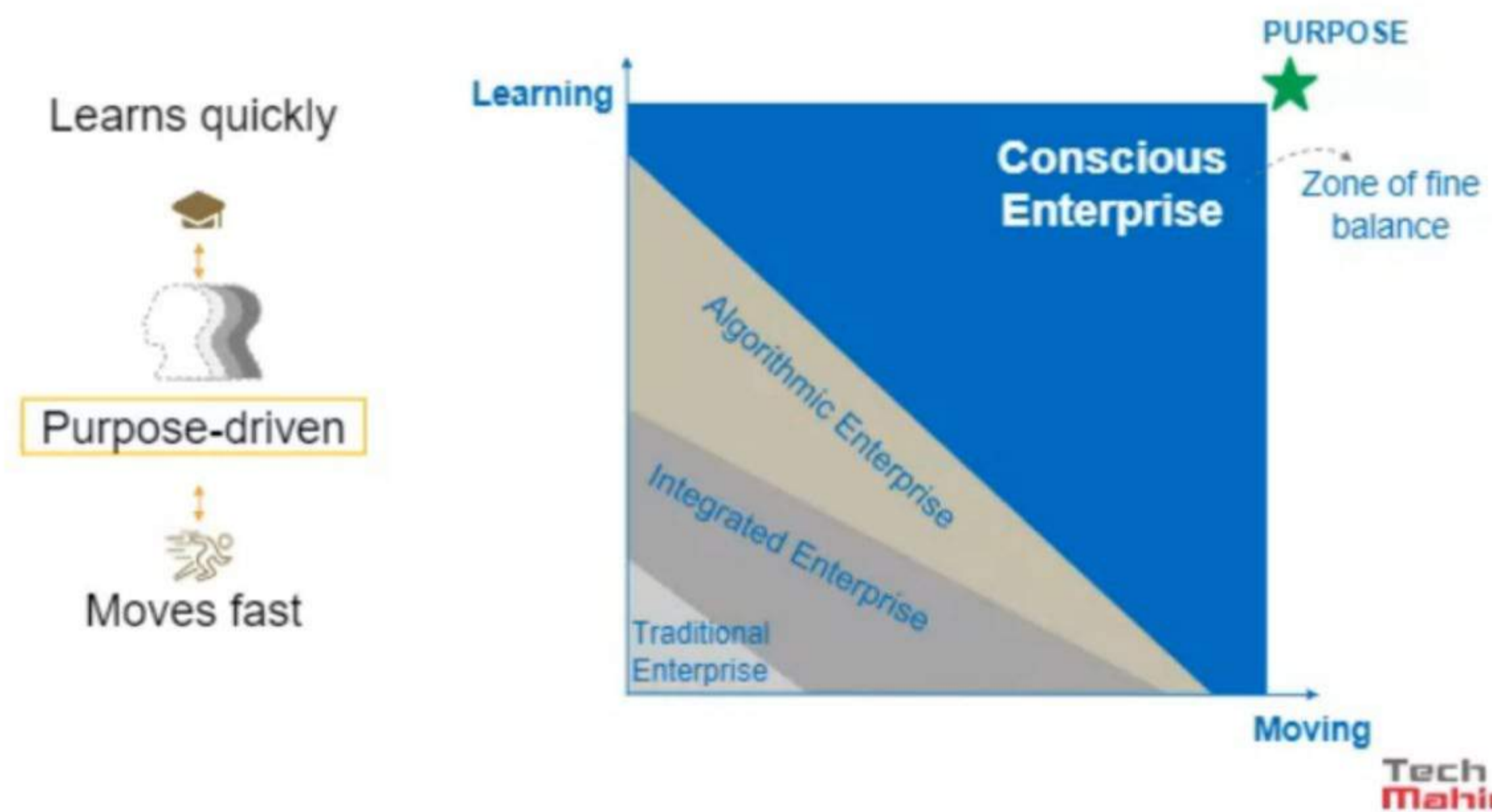
The Conscious Enterprise #PMSAC21

- A purpose-driven technology organization
- A high-order learning organization
- CoAC – Culture of Adaptive Collaboration
- Flexible and adaptable
- Integrator of capabilities & an experimental laboratory
- Combines human & machine capability optimally

employees while tracking and monitoring their overall well-being. It provides scalable results through real time dashboard and enables audio / visual tele-consultation. The New normal is the way forward and growing together with the employees as conscious organization is the need of the hour. This is the key take away from this session.

Becoming a Conscious Enterprise #PMSAC21

- Learns quickly
- Purpose-driven
- Moves fast

Learning

Conscious Enterprise

PURPOSE

Zone of fine balance

Algorithmic Enterprise

Integrated Enterprise

Traditional Enterprise

Moving

A Practitioner's View on Mastering Risk & Performance in the #NeverNormal

Prithvi Shergill

Founder, Advisor, Investor, Researcher, Ideapreneur

Prithvi Shergill – Founder, Advisor, Investor, Researcher, Ideapreneur, gave a wonderful start of Day 2 by sharing his thoughts on A Practitioner's View on Mastering Risk & Performance in the #NeverNormal.

His talk was centered around lifting the performance by taking Risks. If you are not willing to risk the unusual, you will have to settle for the ordinary.

Prithvi mentioned that one of the things he has come to realize, when he wore variety of hats, whether at Accenture or at HCL or now with his own ventures on the importance of project management, especially in an environment in a context that we are all in dealing with today.

The key takeaways from his session are:

• Leaders must remain aligned with people's beliefs and prioritize promises to deliver action for higher performances.

• There is a growing need for intelligent data and evidence-based decisions.

• Moving forward with courage is critical to delivering on what the future holds while crossing the chasm.

• The ability to articulate your culture and improvise on the experience or learnings is an important skill.

Speaker concluded the session with a thought-provoking quote "A vision is not just a picture of what could be; it is an appeal to our better selves , a call to become something more"
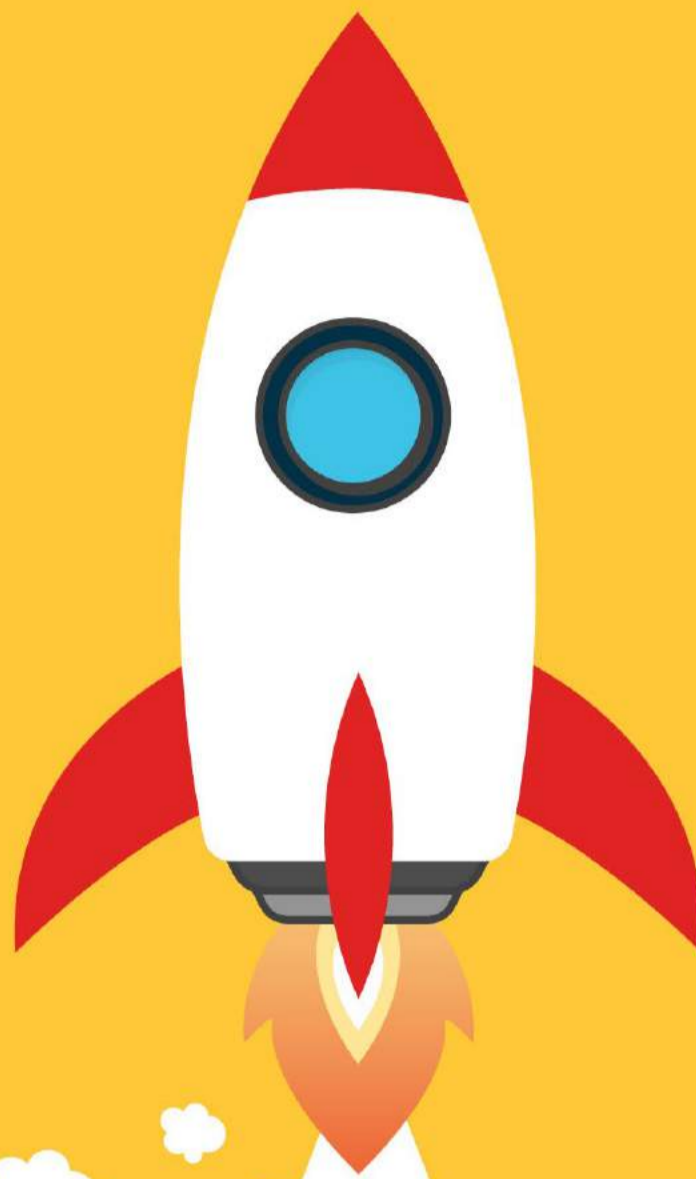
PANEL DISCUSSION

Bharat Startups
Exploring the unexplored

Palash Gupta, Director, PMI Bangalore India Chapter & Co-Lead NASSCOM DEP TECH CLUB, beautifully orchestrated the panel discussion Bharat Startup - Exploring the Unexplored.

Panel discussion filled everyone with pride that India, the third largest startup ecosystem with 50,000 startups is not a follower anymore but a world leader and provider when it comes to innovative technologies. Trends in the current digital world, startups are not only essential but are the key strength of a nation.

They break moulds, fix problems and empower individuals to build the future. They provide us with fresh innovations, products, services and above all, generate lot of employment. They are young, bold, futuristic companies that have unique ideas for solving some age-old problems.

Palash then introduced the four young, innovative entrepreneurs CEOs and Founders of four different startups, that are solving Bharath's problem and bringing smiles to less privileged by their innovative and sustainable and scalable solutions.

Himanshu Sharma
Cofounder and CEO of Devnagiri

Devnagiri is India's first AI powered human translation platform enabling businesses to reach more than 1 billion Indian Internet users in regional or their own language

Himanshu is the receiver of prestigious "Graham Bell Award 2021", "NASSCOM League of 10" Award and "NASSCOM Emerge 50 Award winner 2020.

Srinivas K Pai
Co-Founder & CEO, PaceRobotics — Construction Robots as a Service

Srinivas has the mission to upgrade the life of large number of construction workers of our country. Best robotics is the startup Incubator that signed IIT Mumbai and is also a company of the prestigious NASCOM Deep Tech Club. PaceRobotics uses robots at construction sites that helps prepare low cost buildings faster.

Prem Kumar Vislawath
Founder & Chief Innovator at Marut Drones

Marut Drones is the leading drone technology company of India which was founded by the team of IIT Alumni. Listed in Forbes' The 30 Under 30 2020 Asia" magazine.
Marut drones has also won Facebook's – India Innovation Accelerator Program 2019 in AI for Social Good and seed grant from Purdue University's Shah Family Global Innovation Lab. These drones are used to deliver medicines to places that are not accessible by road or any other transport. This helps ailing patients get their medicines quickly.

Avijeet Kumar Singh
Co-Founder & CEO, Prakshep

Prakshep leverages on the satellite drone vehicle sensors and generate and infer multitude of data which provide the analytics for the forecasting services for agriculture

The panel discussion started with all the four young entrepreneurs sharing the purpose of their startups, then share the challenges and importance of project management in startups. They shared their future plans and where they want to see their startup heading. The panel also answered questions shared by the participants.

The Future of Urban Mobility

Prof. Satya Chakravarthy

Professor. Aerospace Engineering, IIT Madras
& Co-founder, ePlane

Satyanarayanan Chakravarthy, aerospace engineering professor at the Indian Institute of Technology Madras (IIT-Madras) and cofounder of E-Plane company spoke about the future of Urban Mobility and he thinks it's going to be aerial. With interesting pictures of Bangalore, Mumbai, Chennai and Madurai skyline on his slides he made audience to imagine how the future will look like. People can go to malls and temples by aerial routes. Speaker explained why the existing technology of helicopters and choppers cannot be used, as they have only single propellor which is a single point of failure.

He further shared the contours of an ideal urban air taxi, which are:
- It should be safe multiple rotors can offer redundancy
- Noise and air pollution free
- Affordable, high mileage
- Low flight speed
- Door to door – ability to take off/land anywhere
- Compact
- Require minimum infrastructure - No separate 'Vertiports'
- Easily certifiable and versatile.

By going electric we not only have safe, pollution free and quiet ride but also it becomes affordable. A trip with air taxi would cost 2 times of Uber car taxi. Speaker shared a comparative detail of different implementation of air-taxies from different companies and countries. Ehang of China, Volocopter of Germany and Joby of USA, Lilium, Archer and Wisk (from which country). He did the comparison on width, range, speed, multiple hops, non-autonomous, no tilt rotors. None of the above-mentioned air-taxies are good at all areas. There exists a

market gap as well and it's E-Plane from India who is working on well-rounded technology to fill this market gap.

Speaker concluded by reiterating three points

- Electric aviation is an imperative for UAM (urban air mobility) as it is conducive for capex and opex , offers safety and can tackle climate change
- Combination of low-speed long range and compactness is required
- UAM should decrease the infra requirement on urban transportation.
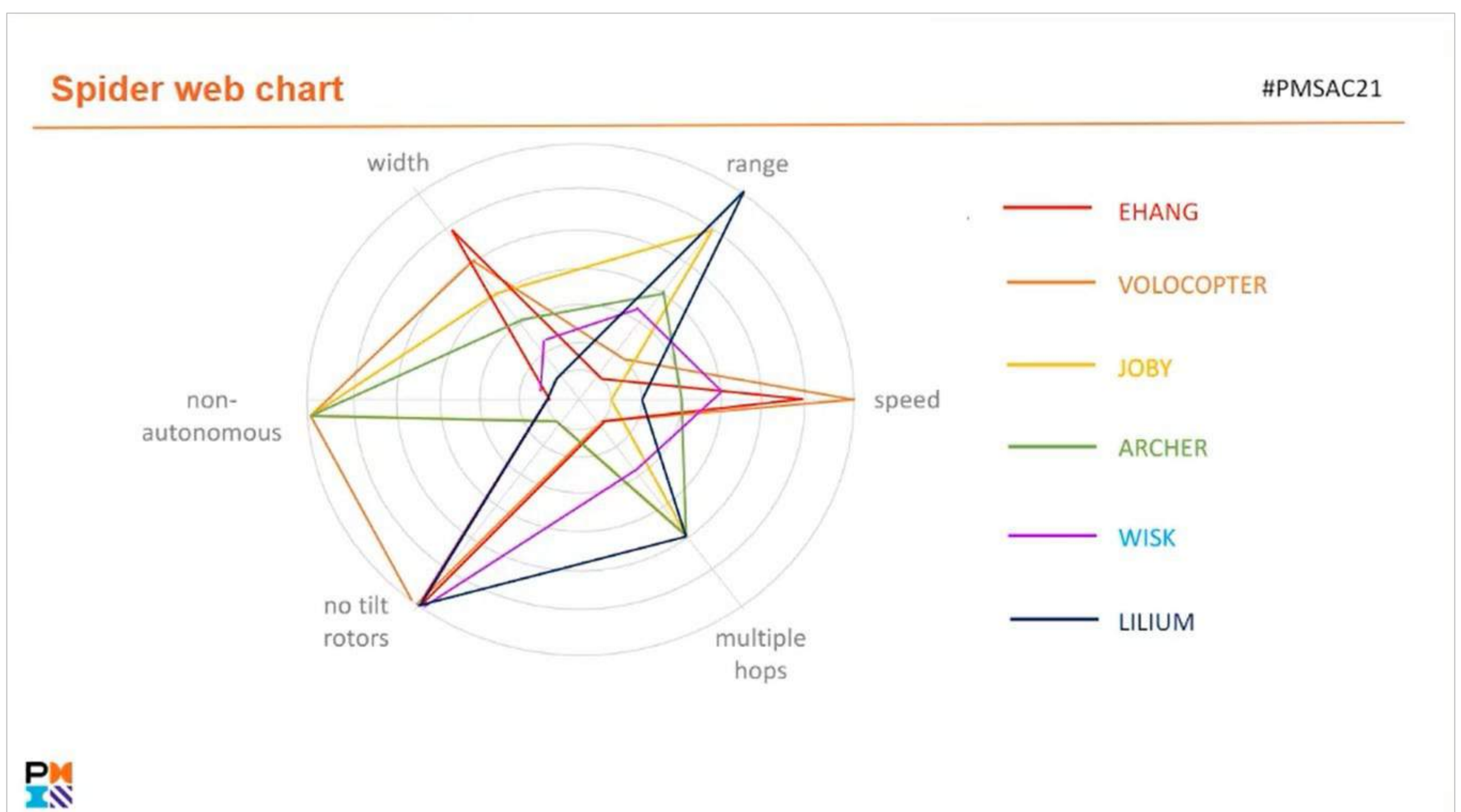
VALEDICTORY KEYNOTE

Black Swan Myth or Reality?

Dr. David Hillson
The Risk Doctor

D r. David Hillson, The Risk Doctor, delivered an enthralling talk on Emergent Risk which has the nickname of Black Swans. He explains the characteristics of future using an interesting acronym DANGER- D for dynamic, A for Ambiguous, N for Non-Linear, G for Glocal (Global+Local), E for Emergent, an R for Relational.

Nobody knows the future

The future is:

Dynamic
Ambiguous
Non-linear
Glocal (global/local)
Emergent
Relational

DANGER WRONG WAY TURN BACK

BAD TIMES AHEAD

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These six characteristics make the future very difficult to predict.

The focus of his talk was on Emergent Risks also known as unknowable unknowns. He compares these Risk with Black Swam as the idea of Black Swan was completely inconceivable until they are found in Australia. Other terms like disruptive inventions, crossover technologies or Game changer are also used to describe Black swans that completely changes the things in a way that on one could see coming until it arrives. Arrival of Internet in 1982, Fall of Berlin wall in 1989 , Invention of social media, Brexit are few examples of Black swans events. Corona Virus can be thought of Black Swan but it is not unconceivable and unpredictable, The actual lockdowns were Black Swans.

Speaker reminded that all the emergent risks are not bad, some are opportunities. Emergent risks are unknowable, but it doesn't mean that they are unmanageable. Dr Hillson explains that to handle Black Swans one should focus on two areas, first the type of things which could contribute to the emergence of Black Swan and second, the areas which could be affected if black swan arrives.

Handling local effects

↗ Two key risk response strategies:
- ↗ **Flexibility**
  - ↗ Able to **bend without breaking**
  - ↗ **Adapt** easily & quickly

↗ *"The bamboo that bends is stronger than the oak that resists"*

- ↗ **Resilience**
  - ↗ Capacity to **maintain core purpose & integrity** in face of challenge
  - ↗ Capability to **regain original shape after deformation**

↗ **KOKO = Keep On Keeping On**
↗ *"Bounce-back-ability"*

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Speaker shared two generic strategies to use to prepare for the black swan. First the **Flexibility**. It is the risk response strategy that we can build into our projects in our organizations and societies. The other strategy is **Resilience**, it is a bounce back ability it is like running a marathon and not a sprint. Organizations need to improve their agility to flex with changes and stay resilient in the face of challenges. In nutshell, Flexibility and Resilience are strategy that helps us to prepare for the things that we don't know about and that can have extreme impact. The Black Swan is a valuable concept that warns us to expect the unexpected. The only certainty is uncertainty, and we know that we will continue to be surprised in all areas of life, including both personal and professional.

Building flexibility and resilience

↗ **Personal**
- ↗ Inherent character
- ↗ Practised emotional literacy
- ↗ Exercise of will

↗ **Business**
- ↗ Shared corporate culture
- ↗ Robust processes
- ↗ Grounded values

↗ **Project**
- ↗ Clear objectives
- ↗ Appropriate contingency
- ↗ Flexible processes
- ↗ Strong change management

↗ **Society**
- ↗ Strong identity
- ↗ Shared values
- ↗ Internal coherence across all levels

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Other keynote speakers

Rajesh Sanal
Head, Transformation and Innovation
(CB/IB), Deutsche Bank

New norms emerging in project management

Dr. Arundhati Chakrabarty
MBBS, DPB, MD (Bombay),
FRCPath, MD (Leeds)

People well-being, renewed focus post-COVID

Dr. Pradeep Desai
CEO, Thalesat Innovations (P) Ltd.

Medtech – A key enabler in personalised cure and wellness

V. S. Ashok
Chief Human Resources Officer, Bluestar

Response of HVAC industries post COVID – a Blue Star perspective

PM SOUTH ASIA AWARDS 2021

PMI congratulates all the winners of South Asia Project Awards 2021. Each organization, team and project has inspired the Project Management industry with their innovation and diligence. Kudos to the efficiency, perseverance, and resilience with which they've transformed ideas into reality.

We thank them for providing such fantastic examples for the Project Management industry.

AWARD CATEGORIES

Micro	Small	Medium	Large

NGO	Contribution to Community

PROJECT OF THE YEAR
NGO CATEGORY

Project Puthri – Avtar Human Capital Trust

PROJECT OF THE YEAR
CONTRIBUTION TO COMMUNITY CATEGORY

Construction of 551 Beds Capacity COVID-19 Hospital - TATA Projects Ltd.

Project Details

Puthri is India's first ever developmental project that seeks to create "Career Intentionality" among underprivileged girl students. Through Project Puthri Avtar Human Capital Trust is working towards enabling 10,000 adolescent girls between the age group of 13 & 18 years from government schools to be career intentional every year and become tax paying citizen to the country.

During 2020-2021, COVID had affected the basic premise of our program. As our interventions are classroom based and there was no scope for classroom-based intervention as the schools were closed under lock down.

However, to address this challenge, the team ported their program to virtual mode and thereby brought more than 200 sessions of intervention including of mentoring, role modeling and career coaching sessions. They also successfully completed their annual career visioning event Udyog Utsav this year virtually. Udyog Utsav 2021 featured close to 800 students across chennai, Coimbatore & Pondicherry locations getting to understand about prospects in Manufacturing, Civil Services, Engineering, Accounting & Audit services, Vocational careers and Humanities stream.

In effect, the last academic year, they have impacted more than 5000 beneficiaries, with the help of 300+ volunteers contributing 10500+ of volunteering hours.

Project Details

Construction of 551 beds capacity Covid-19 Medical Facility including Quarantine, Isolation, Doctor's Rooms etc., including of Civil structures, finishes, Plumbing, MEP, Hospital furniture, HVAC (with HEPA filters), Signages, Area grading & External Development works.

Project was taken up as part of CSR activity by Tata Sons and constructed using Precast & Prefab facilities. Working during Covid Peak transmission stage, manpower mobilization and resource mobilization was a challenge due to restrictions throughout India. In spite of the challenges, the project was delivered with highest quality, safety standards within 92 days i.e., 16 days ahead of project committed completion date.

More than 1500 patients have utilized this facility. Current project is annexed to existing medical college for Covid care. Also, helped in employment creation to local work force and equipment suppliers during lockdown period. Government of Kerala was happy with the project implementation in record time and facilitated project team with appreciation during project inauguration ceremony which was chaired by Chief Minister of Kerala, Health Minister thorough VC, District collector and various eminent personalities pertaining to project site and Kerala state.

PROJECT OF THE YEAR
MICRO CATEGORY

Project Shikhar – State Bank of India

PROJECT OF THE YEAR
SMALL CATEGORY

Construction of Store Depot, Scrap Yard and associated work at Sabarmati, Ahmedabad – RITES Limited

Project Details

Purpose of Project Shikhar
- Generation of leads for Pre-Approved Credit Cards, taking into account the lead's propensity to acquire, activate and spend with a credit card, as well as his propensity to pay-back his dues
- To create a unified, ensemble model which delivers a single go/no-go signal based on all of the criteria described above
- Leads to include new-to-credit (Thin-file) customers as well, based on their transaction profile with the Bank
- Leads to include High Net Worth Customers

Achievements (Technical)
- A pioneering AI/ML project that ensembles five previously developed and successful models to generate a comprehensive score
- An industry-first holistic model that creates a single go/no-go signal

Project Management Achievements:

- Ensured collaboration between diverse stakeholders, including:
  - IT-Wing of a Fortune 500 Bank
  - Business unit & operations of a Public Sector Bank (Government owned Bank)
  - Marketing team of a leading private credit card company
- Delivered project well within cost and time constraints, utilising innovative in-house development to reduce costs and improve agility o Ensured unity of vision amongst all shareholders, thereby arriving at and delivering a common agenda

Business Achievements:
- Conversion rate of 10% achieved, generating ~4.2 million USD in fee-based income

Project Details

Bullet Train Project, a dream project of Prime Minister Sh. Narendra Modiji, with financial support from Govt. of Japan is planned. The 1st Phase of the project is going to start from Ahmedabad, Capital City of Gujarat to Mumbai, commercial Capital of Maharashtra.

For professional execution of the prestigious High Speed Rail Project, basic infrastructure needed to be prepared and old & existing Railway infrastructure & utilities needed to be shifted to create and develop space for preparation of basic infrastructure like, Terminals, workshops, etc.

National High Speed Rail Corporation Limited (NHSRCL) engaged RITES for "Shifting of existing Railway Infrastructure & other utilities in connection with Construction of High-speed Rail Projects".

Year 2020 has been a very challenging and full of Disturbance year for everyone worldwide due to Covid-19 pandemic. The work and public remained under lockdown from last week March' 20 to May' 2020. All works came to standstill. Labour movements suffered most and almost all projects in India were delayed

In this challenging period, the Store Depot & Scrap Yard Project was completed by following all prescribed protocols and safety measures pertaining to Covid 19 With the completion of this ambitious project, a modern Store Depot has been created with latest security and safety features and storage facilities along with Administrative Building for Store Depot officials & staff.

PROJECT OF THE YEAR
MEDIUM CATEGORY

Cricket Stadium Project, Motera − Larsen &
Toubro Limited, Building and Factories IC

PROJECT OF THE YEAR
LARGE CATEGORY

Goods & Services Tax −
One Nation One Tax - Infosys Ltd.

Project Details

Old Motera stadium was constructed in 63 acres land and its seating capacity was 49,000. After the demolition of old stadium L&T was asked to build stadium & increase its capacity to 1.10 lac (2.25 times higher compared to older one) keeping same footprint of 63 acres. It was challenging task to accommodate all within given land as well as GCA demanded that each spectator should have uninterrupted boundary view from any given seating point of the stadium. Inspite of the constraints, L&T successfully completed this challenge.

What's more?
Though the Stadium was planned for the seating capacity of 1.10 lakh spectators to be known as World's Largest Cricket Stadium i.e., bigger than the Melbourne Cricket Stadium in Australia, L&T managed to accommodate 1.32 lakh spectators with proper space planning which made it the World's Largest Stadium for any type of Sport ever built in the World which is again a new record.

Project has been awarded with "Sword of Honour" in 2018 by the British Safety Council and has clocked 21 million safe man-hours with zero 'Loss of Time' injury till date. State of the art drainage system to avoid long waiting period for resumption of play during interruption by rain. It is currently the only cricket stadium in the world to have four dressing rooms for the players, which makes it possible to play back-to-back games in the same day. It is the only stadium in the world with 11 center pitches on the main ground. Project was honored with "Outstanding Concrete Structure" in ICI Awards 2020 by Indian Concrete Institute. Construction of the stadium is predominantly with Precast Concrete. The project team has casted & erected 285 MT single piece precast concrete column during the course. Project received "Gold Category" award from RoSPA (Royal Society for Prevention of Accidents) for 2019.

Project Details

Goods and Service Tax (GST) has been the biggest tax reform initiative since Independence. It spans across multiple dimensions including introduction of cooperative federalism, political & administrative change, formulating law and rules and build a homogenous IT platform to cater to the vision and goal. Infosys implemented the transformation program end-to-end on a turnkey basis − the scope of work included program management, infrastructure procurement & set-up, participation in formulating business process, application development, training and operations & maintenance.

The business objectives of the program encompass:
• To implement One Nation, One Tax to provide taxpayers a uniform online experience across the country and subsume individual taxes into one single tax
• Provide a homogenous and robust IT Backbone for smooth functioning of GST regime for taxpayers and tax officials
• Build robust program governance framework
• Provide an online platform to taxpayers to prepare and file returns, make payments and do other required compliances
• Integrate GST system with the systems of multiple other Government agencies, thereby, creating an efficient and user-friendly GST Eco-system
• Implement the project in 'Build, Operate & Transfer' model using AGILE framework
• Infosys demonstrated strong Governance and flexible Implementation in managing stakeholders and addressing volatile requirement within the stringent framework of a Government Contract, improving time-tomarket and pre-emptive course correction
• Considering the scale, complexity and performance parameters, GST will act as Reference Architecture for future implementation in Open Source Stack leveraging Microservice & API
• The system is capable to handle 300K users concurrency with an average response time of 2 secs and processing 50,000 transactions/sec
• Revenue Increase: 461.1 Billion USD (till 04-Apr-2021) (1 USD = 70 INR) collected as revenue with a Y-O-Y increase compared to erstwhile regimes
• Compliance Improvement: 95% increase in registered taxpayer (6.5 Million to 12.7 Million), 641.7 Million Return filings till Mar'2021 with an average compliance of 80%
• Reducing Tax evasion through business intelligence and fraud analytics • Ease of doing Business for taxpayers due to: - 100% online facility - Businesses across the nation are able to file tax returns, get refunds and reconcile their transactions for validity and consistency to the minutest details electronically.

Conference Volunteers

Chapter SM Team
1. Prateek Sharma
2. Agasthiyappan A
3. Ashok Choudhury
4. Shwas Tikoo

Chapter Essence Team
1. Somashekar Topannavar
2. Shashank Hebbani Sudhindra
3. Chankit jain
4. Indupriya Sasidharan
5. Roona Shree
6. Nikita Pareek

Chapter Tech Team
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2. Krishna Rao

Chapter Conference Support
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2. Smita Joshi Pant
3. Ravinder Singh
4. Vignesh Sundaram

Conference Speaker Coordination
1. Sundar Raghavan
2. Jagadish Koodiyedath

Chapter Academic Outreach
1. Bhaskar Jaganathan
2. Srikanta Konanur

Others

PMI Bangalore India Chapter office Staff
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2. G V Ranganatham
3. Shobha Umesh
4. Sivaraman

PMI South Asia
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2. Priya Awasare
3. Roger Rodrigues
4. Jacob Varghese
5. Suvarna Naik Desai
6. Devika Puri

Regional Mentor
1. Girish Kadam
2. Prasanna S

Emcees for the Conference
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2. Monika Muddamshetty (PMI Hyderabad Chapter)
3. Koushik Srinivasan (PMI Chennai Chapter)

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2. P S Somasunder
3. Sadashiv Baligar
4. Uma S Nair
5. I. V. Sarma
6. Mallikarjun Swamy
7. S Sankar
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TESTIMONIALS

Lee Lambert
Founder, Lambert Consulting
A Founder of the PMP & A PMI Fellow

This has been one of the best conferences I have attended in years. Congrats to the organizers and all of the speakers. It is worth waking up at 4 am in Ohio. Thanks for including me.

Ramkumar Narayanan

VP Technology and Managing Director, VMware India

It was my pleasure to address the group and thank you for the invitation. I am very thrilled to see the gift of trees and appreciate the gesture immensely. Keep up the good work!

V S Ashok

Chief Human Resources Officer Bluestar

Thanks for all the help in making this session go thru flawlessly, as well as the patience in explaining to me.

Thank you for the plant as well- it is very thoughtful. Thanks to Mr. Basu for introducing me to IMA. Thanks to Kartikeyan, Mukesh and Sachin as well. Wish you all and entire PMI Bangalore chapter a merry X Mas and a very happy new year 2022! It was a pleasure to speak at PMI and also listen to many eminent speakers
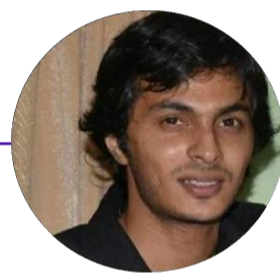
Srinivas K Pai

Co-Founder & CEO, PaceRobotics

It was an honour and privilege to be a part of the event and participate in the discussion. I would like to Thank You, Palash and the entire team at PMI for this opportunity. Looking forward to actively associating with PMI on our path towards growth and achieving our goal of making construction more efficient and sustainable.

Prof. Satya Chakravarthy

Professor. Aerospace Engineering, IIT Madras & Co-founder, ePlane

I could see a lot of appreciation for my talk as I was talking. That was quite encouraging to have such an enthusiastic audience. It was a pleasure giving the talk that I did at PMI's South Asia Conference.
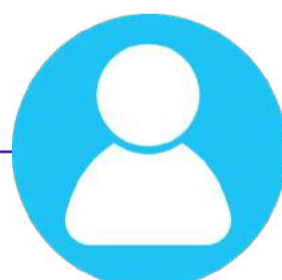
The conference was well organized, albeit online, and the coordinating team was very professional. Congratulations on a successful event!
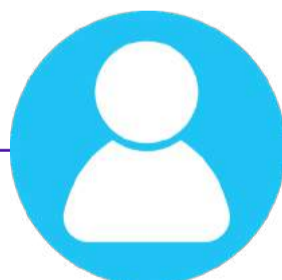
Harish Raghupatruni
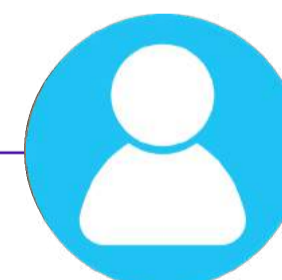
Senior Portfolio Manager

Kudos to the organizers, speakers, sponsors and audience for a great 2 day event!

Sivanaresh Pochamreddy

The Company Pvt. Ltd. Consultant

Great job by each and every one of the volunteering team. Amazing organizational skills to conduct at this scale and being on time

Umashankar Gotrappa

Project Manager Yokogawa

PMI Bangalore………Thanks for the 2 days sessions….Many takeaways from this sessions. Wonderful & Hats off to PMI Bangalore Chapter

#PMSAC21

Thank You Note by

Sachin Sood,
Secretary and Treasurer,
PMI Bangalore India Chapter

Good day readers.

On behalf of the PMI Bangalore Chapter and the executive committee, our heartfelt thanks and gratitude to all the delegates, speakers, volunteers & partners in supporting and encouraging us to make this conference an insightful and memorable one.

Theme of this year's conference was Project Management: Embracing the New Normal and we have been fortunate to have some of the eminent people from the industry sharing their insights with us over the last 2 days.

Diverse topics, different perspectives, best practices, thought provoking discussions were the hallmark of this conference and I am sure it has inspired each one of us to embrace change and thrive in this challenging environment.

Thanks for Leadership Team for awards – Vikram Kumar, Visukumar Gopal, Shyam Prakash Agarwal, Lakshmi Pritha Hari. I would also like to thank all the Chapter leaders from all PMI R11 Chapters from India, Bangladesh and Sri Lanka.

Lastly it was our pleasure to host the 2021 PM South Asia conference and the time has come for us to pass on the baton to the next host – PMI Mumbai Chapter. We hope to see you in person next year @ Mumbai for the 2022 PM South Asia Conference.

Happy reading
Thank you

Sachin Sood
Secretary and Treasurer,
PMI Bangalore India Chapter

See you next year in Mumbai