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PMI INDIA PROJECT MANAGEMENT
REGIONAL CONFERENCE
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In this Issue



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Dear Practitioners,
The fourth Project Management Regional Conference on 10 March 2018 was a proud occasion for us. Hosted by PMI Pune-Deccan India Chapter for the second time, it crossed our expectations at various levels. With over 400 delegates from across western India, it was the largest regional conference till date. Experts and senior practitioners from a wide range of industries spoke at the conference, thus broadening the knowledge base of the delegates. There were a host of networking and engagement platforms that added to the experience.

The conference theme, “Achieving Business Transformation through Project Management,” was timely for project managers as they find themselves in the midst of large-scale changes in their organizations and the industry.

Within the span of a day, delegates learned about transformation initiatives and change management adopted by different industries. They also found inspiration in the stories of entrepreneurs and social change agents in the country.

Once again, PMI India volunteers displayed immense passion and creativity in the planning and execution of the conference. They brought in new ways to engage delegates. For the first time, there were interactive corners on five areas of wide interest – project management, design thinking, mind map, agile, and health. Each of these stalls provided immense opportunity for delegates to gain knowledge on trending topics in fun and exciting formats, viz. games, quizzes, and apps.

I’m delighted to present to you this special issue on the regional conference. Enjoy reading.

Warm regards,

Raj Kalady
Managing Director, PMI India



Greetings from PMI Pune-Deccan India Chapter!

PMI Pune-Deccan India Chapter successfully hosted the Project Management Regional Conference for the second time. The organizing committee, our volunteer

teams, and the PMI India team worked very hard to offer one of the best possible conferences on project management. We wanted to project the conference as a project management utsav (fair). True to the vision and theme of the conference, “Achieving Business Transformation through Project Management,” all speakers, activity corners, and volunteers helped us to make it possible.

The conference lived up to the expectations of the 420-plus delegates who attended it from all over India.

Our chapter has always been at the forefront of innovation and has been introducing more contemporary delegate experiences. Further to the successful introduction of the “agile corner” at the 2016 Project Management National Conference, we introduced three more activity corners in this conference.

This conference had some excellent keynote speakers such as Anand Kumar who introduced the Super 30 Programme, and Suresh Naik, former project director of the Indian Space Research Organisation, besides speakers from diverse industry segments.

As a member of the organizing committee, it gives me a lot of satisfaction to receive motivating feedback from our speakers and delegates.

Overall, we have set a new benchmark for PMI conferences. We will be looking forward to taking a much more significant challenge in hosting another conference for PMI.

Warm regards,

Rajarama Rao Bannengala, PMP

President and CEO, PMI Pune-Deccan India Chapter



Dear Practitioners,

When the regional conference came to PMI Pune-Deccan India Chapter again after three years, we took it as a challenge to make it better than the benchmark we had set in 2015. The 40-member volunteer

team was divided into sub-teams, and a project management office was set up to coordinate among the teams, the PMI India team, and other stakeholders. With a vision to provide value for money and time to delegates, we decided to do a single-track event with representation from various industry sectors. We added five activity corners to make this event the project management utsav (fair) of the year.

The team hand-picked speakers from diverse industry segments. We had representation from education, travel and logistics, IT, healthcare, consumer packaged good, manufacturing, construction, and space research. Each of the sessions had specific takeaways for the delegates. The panel discussion on “Acquiring and Nurturing Talent for Business Transformation” provided an opportunity to listen to senior HR executives.

Stephen Townsend, director of network programs, PMI, spoke about the importance of transformation, while serial entrepreneur Revathi Roy spoke about disrupting through gender-diversity-focused initiatives. Sriram Narayanasami, vice president, commercial, Maersk, provided food for thought on business transformation and exponential growth. The session by P.G. Waray, executive director, engineering and project execution, Thyssenkrupp Industrial Solutions, had interesting learnings from the manufacturing industry. An award-winning case study presentation from Tata Housing provided delegates useful insights on managing challenging projects.

Encouraged by the overwhelming response from the entire community, PMI Pune-Deccan India Chapter is now looking forward to hosting a bigger conference.

Regards,

Amit Jain, PMP

Conference Director and Vice-President – Corporate Outreach, PMI Pune-Deccan India Chapter



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PUNE EVOKES STRATEGIES FOR BUSINESS TRANSFORMATION

CHAMPIONS OF BUSINESS TRANSFORMATION TAKE THE STAGE, URGE PROJECT MANAGERS TO EMBRACE LEARNING TO STAY RELEVANT IN TODAY’S DISRUPTIVE BUSINESS ENVIRONMENT

RAJESH RAO



Stephen Townsend lighting the lamp that marks the conference inauguration. (right) PMI leaders Amit Jain, Rajarama Rao B, Girish Kadam, Stephen Townsend, Tejas Sura, and Raj Kalady take part in the inauguration ceremony.

Project management techniques can help organizations in this age of business disruptions to yield better results and make a stronger impact. This was a recurring thought expressed by industry leaders and senior project practitioners at the fourth PMI India Project Management Regional Conference in Pune on 10 March. Hosted by PMI Pune-Deccan India Chapter, the conference attracted over 400 delegates from across the region and was the region’s largest such event so far. The theme of the knowledge-enriching one-day event was “Achieving Business Transformation through Project Management.”

Raj Kalady, managing director, PMI India, said, “My mantra to be relevant in the disruptive world is to be a life-long learner. That’s the key to survive any transformation or disruption.” Concurring with these views, Rajarama B. Rao, conference chair and president and CEO, PMI Pune-Deccan India Chapter, said, “At PMI, we believe that to stay relevant we need to change. The PMI community is working with others in the ecosystem to achieve this.” He added that the chapter has introduced several innovative membership services and has localized content to engage the community, practitioners, consultants,

industry and academic institutes. Girish Kadam, region mentor and past president, PMI Pune-Deccan India Chapter, expressed satisfaction over the way the regional conference has shaped up. “We started the conference as a platform to help practitioners from the region connect with industry leaders. It has helped the project management community here to learn from these leaders,” he said. Seven visionary keynote speakers from diverse industries shared their knowledge and thoughts, with an emphasis on the conference theme of how business transformation has become imperative for survival. Suresh Naik, director, Popular Space Science, also chairman of International Space Society, and president, Vijnan Bharati, Pune, gave an inspiring talk on program management during the Mangalyaan Mission (Mars Mission) of the Indian Space Research Organisation (ISRO). Naik was ISRO’s group director at the time of the Mangalyaan Mission. Anand Kumar, mathematician and founder of Super 30 Programme, provided a glimpse of his life story and his relentless effort to coach and mentor young minds from underprivileged backgrounds for the highly competitive entrance exam for the Indian Institutes of Technology. Milind Mutalik, vice president - HR, Desai Brothers Ltd. of the popular Mother’s Recipe brand, shed light on how business transformation can be made easy through project management. Stephen Townsend, director, Network Programs, PMI,



A section of the audience at the conference.

spoke passionately about the need for project managers to be transformers for change. Revathi Roy, founder and CEO, Hey Deedee, a serial entrepreneur who has launched India’s first all-women logistic services company, provided food for thought to aspiring entrepreneurs in her talk on how she converted her passion for driving, into a business. Sriram Narayanasami, vice president - commercial, Maersk, and founder, Sublimecauses.com, spoke about achieving exponential growth by riding the digital wave. P.G. Waray, executive director - engineering and project execution (Network of Excellence), Thyssenkrupp Industries Solutions (India), presented some practical ideas from the hydrocarbon industry that is experiencing transformation. The conference had a panel discussion on “Acquiring and Nurturing Talent for Business Transformation” and a case study presentation. The case study was on Tata Housing’s Myst housing project in Himachal Pradesh that won the PMI India Project of the Year (Small) award in 2017. [MI](#)



(Left) Long-standing members of PMI Pune-Deccan India Chapter with PMI leaders. Revathi Roy (third right) Raghvendra Bisen (fourth right) and Sriram Narayanasami (second right) with chapter volunteers.

MANGALYAAN MISSION: AN INSPIRATION IN FRUGAL ENGINEERING

SURESH NAIK, DIRECTOR, POPULAR SPACE SCIENCE; CHAIRMAN, INTERNATIONAL SPACE SOCIETY; AND PRESIDENT, VIJNAN BHARATI, PUNE



Suresh Naik

Suresh Naik took the audience through the glorious journey of over 50 years of the Indian Space Research Organisation (ISRO) and the factors that have helped the agency achieve success and global recognition.

In his 30 years of service at ISRO, Suresh Naik played an important role in more than 18 satellite programs of the country. He was instrumental in establishing its world-class facilities in Ahmedabad. Having retired from ISRO, Naik has devoted 18 years to popularizing space science. He has published more than 450 articles and given several talks in India and abroad.

Speaking on ISRO’s mission to Mars, or Mangalyaan, he said it was the first time that a country had achieved success in its Mars mission at the maiden attempt. Of the 51 Mars missions in the world till 2013-14, only 21 were successful, which is a success rate of just 40 percent. The United States had launched 30 Mars missions, of which 22 were successful and Russia had launched 18 missions, of which only two were successful. Naik said ISRO’s organizational structure has its advantages, where the combination of a vertical reporting structure and a matrix management system helps in the maximum utilization of key resources.

ISRO had commenced a feasibility assessment of the Mangalyaan project two years before the mission work started. Once the project started, ISRO had only 15 months to complete it. In comparison, the project duration for the American mission was five years. “Our motto was schedule-driven to the extreme and being time-effective. Besides the major technological challenges, we faced enormous risks, a hostile space environment, pressure on the time schedule, severe cost constraints, and reliability and quality requirements,” said Naik.

ISRO’s Mangalyaan success on a shoe-string budget has won global accolades. Naik said there were various reasons behind the success, including choosing an effective schedule, cost and quality controls, collective results, team work, and an effective review mechanism. “ISRO also enabled the smooth exchange of innovative ideas and trusted the abilities of its scientists. The organization assigned its scientists challenging responsibilities and instilled in them national pride in whatever they were doing,” he added.

He believes Mangalyaan has inspired new thinking on the lines of frugal innovation and management across the country. [MI](#)

PASSION TURNS INTO A SUCCESSFUL BUSINESS

REVATHI ROY, ENTREPRENEUR AND FOUNDER & CEO, HEY DEEDEE

Revathi Roy, who has pioneered Asia’s first women’s taxi service, is a serial entrepreneur who has converted her passion for driving, into a business. With job creation as her mission, Roy has facilitated the training of thousands of women as four-wheeler drivers, helping them secure financial independence.

Her first two ventures, Forsche and Viira Cabs, were both all-women cab services. Her present venture, Hey Deedee, has created an all-women courier service. All the young women in the group, who deliver parcels on two-wheelers for both e-commerce companies and private individuals, are from underprivileged families.

Amazon has just signed a deal with Hey Deedee to use the services of one lakh delivery women trained by Hey Deedee in the next five years. Currently, about 3,000 women are undergoing training and over 200 are already on the road.

Roy, a winner of multiple awards including Niti Aayog’s Women Transforming India Award 2016, is soon launching Hey Deedee Cabs and has signed a contract with Uber to train 50,000 women drivers in the country.

Her education has nothing to do with her entrepreneurial ventures, said Roy, who holds a master’s degree in economics. “I started the first company as I have always been very fond of driving and always wanted to do something with driving. So, I thought of converting this passion into a business, which became a real project for me,” she said.

On her first mission to empower women as cab drivers, she said, “I realised there was potential, but I didn’t know how I was going to do that. I decided to contact an advertising agency to help me create a brand. And thus started Asia’s first all-women cab service, which we called ‘Forsche,’ pronounced ‘for she’.”

She exited Forsche in 2009 and started Viira Cabs. Two years later she quit that business and co-founded Zaffiro Learning, followed by Hey Deedee, both in 2016. Zaffiro Learning is a training firm that provides training to girls before they join Hey Deedee.

“Every entrepreneur has an element of complete insanity when they start a business — because they start with just an idea. To develop that idea and execute it is a marathon task,” she added. [MI](#)



Revathi Roy

TRANSFORMATION IN THE HYDROCARBON INDUSTRY

PG WARAY, EXECUTIVE DIRECTOR - ENGINEERING AND PROJECT EXECUTION (NETWORK OF EXCELLENCE), THYSSENKRUPP INDUSTRIAL SOLUTIONS INDIA



PG Waray

PG Waray, who has led several mega projects in Thyssenkrupp, the 200-year-old German engineering company, spoke about the lessons the project team has learned from the company's transformation journey.

The company was facing several challenges including the unavailability of qualified engineers and demands of high and fast returns from investors. With shrinking project values and schedules, and a strain on engineering talent, the company launched a program called 'Envisioning.' It was aimed at helping Thyssenkrupp transition into the new market realities and improve its project execution.

The program gave both experienced and young engineers access to project management tools to share ideas and work out solutions. The company analyzed aspects like business strategy, organizational structure, operational and functional excellence, behavior and cultural aspects. This was followed by improvement projects across the organization with clearly defined activities, schedule, and cost. The company has achieved several benefits from this exercise such as cost management, reduced project cycle time, cash flow management, and change management.

Waray said, "Change is inevitable in life, whether you are in the engineering industry or the IT industry. How to drive this change in the organization is very important — only then can your organization get benefits from the transformation." [M](#)

PROJECT MANAGERS AS AGENTS OF CHANGE

STEPHEN TOWNSEND, DIRECTOR OF NETWORK PROGRAMS, PMI, USA

Stephen Townsend called on project managers to become agents of change and seize the opportunity to bring about a transformation in how their organizations deliver their strategy. "It starts with how you think about yourself. You are not project managers—that may be your title—but you are transformers. For us change is natural, transformation is natural, so we shouldn't be afraid of transformation or change—it's what we do, it's how we live, it's who we are," he said.

With 30 years of experience in non-profit leadership and management, Townsend has worked with PMI since 1999 in the areas of member services, chapter and community relations, business and government relations, and PMI's global development activities. He also worked with PMI's U.S. government relations team for the implementation of the Program Management Improvement Accountability Act.

Townsend said that being an effective transformer starts with how one begins to adopt agile tools and techniques into one's work. "The key principle is to start with yourself. You have to adopt an agile mindset. Agile is about a set of values and principles that form your behaviour. It helps change your mindset, allowing you to use the tools and techniques in a right way," he explained.

Next is about the way a project manager thinks, behaves, and leads, and how he or she will truly become a transformer. "Using the tools and techniques of project management effectively will prove you to be a successful project manager. But to be a successful transformer, change the way you think," he added.

He asked project managers to become systemic thinkers. "Systemic thinking will help



Stephen Townsend

you envision your project or program as you move forward and allow you to think out-of-the-box, in terms of the risks or opportunities that can help you deliver the results," said Townsend.

He urged organizations to create a system in which people can collaborate effectively and there is open communication. "It is about building a culture in which projects and programs operate, and you and your team function. So, when you can create that system, you enable rapid and effective decision-making," he said. [M](#)

BUSINESS TRANSFORMATION FOR EXPONENTIAL GROWTH

SRIRAM NARAYANASAMI, VICE PRESIDENT, COMMERCIAL – MAERSK, AND FOUNDER, [SUBLIMECAUSES.COM](#)



Sriram Narayanasami

The world has come a long way in the past 100 years. Global literacy has improved to around 85 percent and global poverty has dipped to about nine percent. Today, there are 123 democracies in the world, compared to only 16 over a hundred years ago.

A proponent of digital and disruptive change, Sriram Narayanasami believes that the next round of change will come with

the convergence of technologies. Besides the corporate world, Narayanasami spends time working on his other passion — social causes. He recently founded Sublimecauses.com to support a number of social causes and organizations.

On the technology front, Narayanasami says there is higher value now for companies not in the mature phase, but those that are doing R&D, making disruptive changes, and developing new business models and products. “Companies like Amazon and Tesla, who are not in a mature but an earlier phase, are digitally strong companies that are valued much more than companies that have been around for a long time such as Ford or General Electric,” he said.

The requirements of the market are different, and it values a different set of business models. This is a market where digital natives are thriving. These companies are now moving into areas that were the stronghold of established companies and challenging their survival. He pointed to Amazon buying physical assets and challenging traditional logistics companies such as UPS and Fedex. “As digital natives move into physical assets, traditional companies are starting to have a more significant digital presence. If they don’t, they will perish,” he said. He said the next decade will be full of extraordinary opportunities, but to seize those opportunities will require a different set of skills.

According to him, the dominant skills that will be in demand in the future are customer obsession (goal orientation), design thinking and innovation, agility or the ability to take risks, collaboration, and being tech savvy. [M](#)

MAKING A DIFFERENCE THROUGH TEACHING

ANAND KUMAR, MATHEMATICIAN AND FOUNDER, SUPER 30

Anand Kumar is best known for Super 30, a highly successful, free coaching service for talented students from underprivileged backgrounds who aspire to enter the Indian Institutes of Technology (IITs). Kumar’s life story has now inspired Bollywood to make a biopic on him.

“Times have changed. Today every parent in our country wants his or her child to have an education. Even a poor farmer in a rural area is ready to part with his piece of land to finance his child’s education, so he/she grows and has a better life,” said Kumar.

A program that started 15 years back in a rented classroom and two students, has now sent 396 out of the 450 students coached, to the IITs. Kumar is in the *Limca Book of Records* for his contribution and *Time* magazine included Super 30 in its Best of Asia 2010 list. He has been awarded the Rashtriya Bal Kalyan Award by the President of India. Kumar proudly said that he does not take any financial support for the program from any government or private agency, nor does he accept donations for it.

Pointing to the inadequate learning environment in rural India, he said, “There are so many bright children, who just need an opportunity. They can then do wonders and succeed in life.”

Talking about his humble beginning, he said as a child he had dreamed big and wanted to become a teacher and mathematician. His papers on mathematics solutions were published in foreign magazines even before he had completed his graduation. He was accepted at Cambridge University for post-graduate studies but he had to let go of that opportunity since his family couldn’t afford to pay for his flight ticket. Nobody came



Anand Kumar

forward to fund it. And then with the sudden death of his father, his dream of going to Cambridge ended. He and his brother started selling papads to support the family.

In 1992, Kumar started a mathematics coaching center in Patna. In 2002, he started the Super 30 program. His wife, who is an IIT graduate, left a software job in Bangalore to teach chemistry at the center. “Now many from the government and private sector offer me donation, but till now I have not taken any donation. We fund the program through what we earn in the coaching center. My life goal is to keep on teaching,” he added.

Kumar’s mantras for success are: tremendous trust in the goal to be achieved, positive thinking, continuous hard work, and great patience. [M](#)

BUSINESS TRANSFORMATION CRITICAL FOR SUCCESS

MILIND MUTALIK, VICE PRESIDENT - HR, DESAI BROTHERS LTD. (MOTHER’S RECIPE)



Milind Mutalik

‘Transformation’ is a corporate watchword today, and Indian companies must be ready for constant changes in an increasingly disruptive business environment. Milind Mutalik, who has worked for several years in the IT industry before moving to the consumer packaged goods industry, believes the ability to conduct business transformation effectively is the key to survival.

In his 25 years of industry experience, Mutalik has experienced the importance of change management in aligning a business to new market realities. “Business transformation is taking place all around us. Google is now into driverless cars and Amazon is into cloud computing. Be it finance, procurement,

inventory, selling, hiring, training, or vendor management, technology has a part to play,” he said.

Mutalik said digitalization is impacting not only business but also almost every aspect of an individual’s life, be it communications, relationships, banking, travel, or education. In each of these, there is a learning curve for each user or provider. Pointing to research from McKinsey, he said Indian organizations were not realizing the need for change and not responding swiftly enough. “They have to accelerate the pace of change to match what is changing around them. There needs to be transformation in their capabilities and solutions,” he said.

To achieve the winning lead, Mutalik recommended working on five interconnected themes: serving informed and empowered customers; creating flexible and adaptive operating models; drawing on non-traditional resources and partnerships; adopting a growth and innovative mindset; and focusing on accountability, integrity, sustainability, social impact.

He also spoke about what he called the “Change of three” or the “3Ws.” The first pertains to changes in the workplace, where there is transformation in work delivery, i.e. the use of freelancers or remote workers. The second is change in work processes due to the adoption of technology. The third is change in work resources, as organizations now must consider different needs of different age groups of people working in the company. [MI](#)

TATA HOUSING’S MYST PROJECT – A HIMALAYAN EXPERIENCE

RAGHVENDRA SINGH BISEN, HEAD – PLANNING, PROJECT MANAGEMENT & CONTROLS, TATA HOUSING

Tata Housing presented a case study on its real estate project, Myst, in the Himalayan foothills in Kasauli, Himachal Pradesh. The project had won the PMI India Project of the Year (Small) award in 2017.

Raghvendra Singh Bisen laid out the objectives the company had set for the project, how they achieved those, the challenges they faced, and how project management helped the company overcome those challenges.

Among the key objectives was to strike a balance between project profitability and conservation of the local flora and fauna. The project faced a number of challenges such as the hilly terrain, unpredictable weather conditions, health and safety of workers, and adhering to the company’s zero-harm policy. The location of the project made it difficult to acquire skilled manpower; besides, the project site was not connected to municipal services.

“To design the project masterplan, we chose one of the best consultants who had the required expertise and had conducted a lot of research on the environment. The design plan set the tone for the project development,” said Bisen. Tata Housing conducted an aerial survey of the site to understand the extent of forest cover. Once the project was completed, they doubled the green cover.

All the design parameters and specifications were set according to the gold certification standards of the Indian Green Building Council. There was a conscious effort to choose local material.

To minimize work disruption due to the fast-changing weather in the hills, the project team used a weather monitoring system to measure weather conditions frequently so that project activities went on as planned.

Tata Housing also took a number of steps



Raghvendra Singh Bisen

to ensure the safety of workers at the site. It used nets on the slopes to ensure there were no landslides. To reduce worker attrition, the project team conducted a root cause analysis to understand the main issues. Based on the findings, the team set up a workers’ camp with safe drinking water facility, a crèche and health screening.

“We created a strong project management framework that covered the business plan and the project development plan, and clearly laid down project challenges. Within the project execution plan, we carved out the baseline schedules, cost schedules, the construction phase, and the recovery plan, in case it was required,” said Bisen.

He added that though each project is unique, some factors remain the same. “What remains constant across projects is the expectations of project delivery and the role of project management. The challenge is to create a balance in cost, time, and quality. If you focus more on time and cost, it hampers quality and safety. Focus more on cost and quality, then time suffers; and if you focus more on time and quality, the cost suffers,” he said.

He said the answer lies in planning. “What gets planned, gets measured, and gets done. Keep the processes simple and align them to your project goals,” he added. [MI](#)

ACQUIRING AND NURTURING TALENT FOR BUSINESS TRANSFORMATION

Moderator:Karthik Ramamurthy, author, founder and principal consultant, KeyResultz Ventures

Panellists:Ramam Atmakuri, executive vice chair, L.V. Prasad Eye Institute

Ketan Kapoor B, co-founder, Career at Top Consultancy Services

Milind Mutalik, vice president – human resource, Desai Brothers Ltd. (Mother’s Recipe)

Ramamurthy: Why is it important to acquire the right talent?

Atmakuri: You can have all the great tools, but ultimately you will need people to do the work. Acquiring talent starts with the right qualities in people, whether it is the desire or passion to get things done, hunger to learn, make big things happen, work in teams, or have communication skills.

Mutalik: Talent management is about talent acquisition, talent retention, and rewards. As we go along, we will find there are going to be changes in team structures and job roles. Instead of job descriptions, there will be more of assignments and tasks. Flexibility will be high on priority when it comes to talent. Rewards will be based on outcomes and reputation, rather than seniority in the organization. Obviously cultural aspects will also change. There is also change in the talent market, with more short-term contracts and freelance work, as opposed to permanent jobs. And lastly, machines and technologies are coming together. So, what we expect in talent is going to be different from what it was earlier.

Kapoor: In hiring and nurturing, we want people who are more in sync with business. The person should be nurtured in a way that he or she brings the best to a process. There are many companies where people stay for long—adding more verticals to a position, so the person can bring more value to the company.

Ramamurthy: What do you look for when you hire a person?

Kapoor: Being in sync with the mind of the business of the company.

Mutalik: In the current scenario, we need skills like rapid learning, the ability to be innovative, adaptability to culture, domain skills, and so on.

Atmakuri: I generally look for someone who is enthusiastic to learn new things, hungry to do new things, and the remaining ones I think can be bridged.

Ramamurthy: How does HR manage when project managers want all the best resources for all the roles, in every project?

Mutalik: Quite obviously the demand for talent is high; you will always want the best in everything. You may get the best in skill but then if you find out that there is an attitude issue, there could be problems. When HR tries to intervene, it gives rise to misunderstandings. The point is that all project managers want the best of the resources, and HR also wants the same. The job becomes easy where there is collaboration and understanding between the two.

Kapoor: It boils down to ownership. If the person shows ownership, the management should recognize the value of the person and encourage him or her for that.



Moderator Karthik Ramamurthy (second left) with panelists Milind Mutalik, Ramam Atmakuri, and Ketan Kapoor B.



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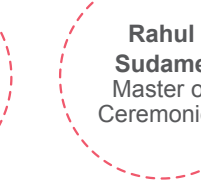
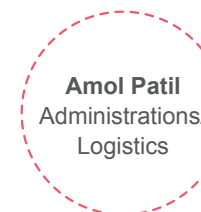
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CONFERENCE VOLUNTEERS



TRACK LEADS



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