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# Imagineering the future of HR organisation

Critical imperatives that impact organisational success in the age of rapid disruption



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# Foreword - KPMG in India

The future growth story of India looks promising with a stable GDP growth rate and implementation of several progressive policies that are forward looking and long term oriented. India Inc. has been reporting stronger growth, which is reflective of a broader economic revival. Several organisations in the manufacturing, IT and pharmaceutical sectors have shown extraordinary performance. The economy at large has been gaining momentum post GST and demonetisation, which had posed temporary hindrance to industry performance. Technological disruptions have forced several organisations to re-think their fundamental business models. The last few years have witnessed the emergence of start-ups with new and innovative ideas to solve customer problems through technology. These new age organisations not only have unique business models but have also developed a compelling employee value proposition to hire and retain top talent.

As consultants, we have observed the impetus and commitment demonstrated by several Indian organisations, including public sector enterprises, to benchmark their HR processes and policies with global conglomerates.

Given these trends in the economy and increasing competition in the marketplace, the HR function is evolving and adapting at a much faster pace to add value to business and serve employees better, faster and smarter.

A key learning from several high-performing HR functions is the transformation that the function has been able to make from being guardians of processes and policies to being enablers of large scale change. This requires a conscious shift in mindset.

We are glad to partner with FICCI as knowledge partners for the third edition of HR summit on 'New Age Human Capital Management'. This is a great platform for key stakeholders from the industry, academia and government institutions to collaborate and discuss strategies to shape the next generation HR function.

From our experience of working with several organisations at different maturity levels, we have articulated in this thought paper some critical HR imperatives that may prove effective in driving organisational success in this modern age of rapid disruption.



**Anurag Aman**
Partner
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# Foreword - FICCI

Government of India has launched several initiatives such as Make in India, Digital India and Skill India in the recent past. These initiatives are targeted towards skill upgradation and generating employment to make India a hub for global trade. Over five million young people are expected to enter India's labour force over the next decade. New technologies such as artificial intelligence, advanced robotics, 3D printing, and cloud computing among others are displacing existing jobs and work processes. Given the ambition to drive this scale of growth and development, India needs to keep producing high quality talent.

Given this context the role of HR function will need to be realigned to contribute to a greater purpose in sync with the larger vision of the country. The HR function needs to continuously invest in talent development and build capabilities for future. Skilling and re-skilling of the workforce to respond to changing job requirements is critical. A recent study postulates that 65% of children starting school today will hold jobs that do not exist yet. Learnability will thus be one of the most essential skill required for gainful employment in the near future.

India now has a very liberal apprenticeship regime which is very similar to German and Swiss vocational educational trainings to build capabilities in the workforce. National Apprenticeship Promotion Scheme is incentivizing the corporates to train and hire apprentices even in non-technical/service/staff level jobs by reimbursing 25% stipend per month per candidate (up to INR 1500/-). This helps organisations in meeting their long-term workforce requirement by creating a pool of skilled manpower across different sectors.

It gives me immense pleasure to launch the third edition of HR summit on "New Age Human Capital Management". The summit is conceptualized to discuss and deliberate ideas, thoughts and strategies on various innovative practices and policies that can be incorporated by organisations and government institutions in developing the overall HR capability to achieve the larger growth agenda of the nation.

We at FICCI are committed to work in close coordination with the Government, Industries and Academia in ensuring Rajasthan and country as a whole to be in the bright spot. We are very glad to provide a platform for effective collaboration between the three parties to develop new solutions for tomorrow's India.



**Raman Kumar Sharma**
Co-Chairman, FICCI Rajasthan State Council





# Executive summary

The business environment is becoming increasingly complex and volatile. Technology is disrupting almost every industry. Organisations from unrelated industries are competing with each other to create value in the market place. Customers have higher expectations, and are empowered with insights and information about the product and the organisation. Product and innovation cycles are becoming shorter. Emergence of gig workforce has given opportunities for organisations to tap in to resources from a much wider pool. Given all the changes and transformations that are taking place, it is critical for the HR function to change and adapt in order to respond to the rapidly changing business environment.

The journey towards developing a future focused HR organisation starts with developing a strong understanding of the business context and the workforce expectations and priorities.

The following are key enabling strategies that could help organisations progress in their journey towards creating a future-ready HR function:

- Aligning the HR architecture to business value drivers
- Supporting agility through strategy and structure
- Owning the digital agenda
- Building capabilities for future

For the HR function of the future to be successful, it needs to drive critical organisational outcomes through HR interventions, and be able to link back to business performance.

# Table of contents



01 The ever-increasing complexities in the business environment

03 The evolving role of the HR organisation

07 Journey towards a future ready HR organisation

17 Conclusion

# The ever-increasing complexities in the business environment



**The business environment has become increasingly complex and volatile. Organisations are grappling with immense challenges and issues of the rapidly changing external landscape. Globalisation, digital disruption and shift in economic pull from the developed to the emerging markets are a few aspects that are shaping the business environment. It is critical to understand the impact of the emerging mega trends in the economy and to re-organise the business models to be successful in the future.**

**Following are the macro changes occurring in many geographies that have an impact on organisations:**

## 1. Convergence of industries

The emergence of advanced technologies has redefined the boundaries that exist between multiple industries. There is much deeper collaboration and partnership established between industries to achieve a common purpose. Unrelated business are becoming rivals and are competing to create a deeper impact in the market. Technology-based aggregators are turning the fundamental business models of several industries upside down. This trend has forced organisations to think beyond their industry and develop a larger vision and purpose.

## 2. The rising power of consumers

In the previous decade, the focus of many organisations was fundamentally around production and sales as the market was open and the requirement, therefore, was to fundamentally reach the customer on time and deliver the product or service. In today's era, there is a large volume of information that is being exchanged between people across geographies. Consumers are empowered with heavy data and information about almost anything and everything in the world. Hence organisations need to ensure that the focus shifts from mere customer satisfaction to customer experience and value. Organisations are adopting design thinking and continuous innovation across the value chain to co-create the future with customers in their growth journey.

## 3. Shortening Product Innovation Cycle

Given the rapid change and disruption that is taking place in the market place organisations are forced to increase the speed to market and diversify their offerings. Organisations are adopting newer strategies that ensure a significant share of revenues come from new products and offerings. This requires organisations to be more agile and focussed on speed to ensure competitiveness. A faster rate of innovation and speedy learning are critical imperatives going forward.

## 4. Emergence of gig economy

Traditional jobs across many industries have been affected by the gig economy. Estimates in the U.S. show that 34 per cent of the workforce is engaged in gig work in some way, as the figure is expected to be 43 per cent by 2020. New forms of contingent workforce are spreading into professional domains. This complicates the planning task as the size and shape of the workforce are much more contingent on the organisation and economic choices.



- Estimates in the U.S. show that **34 per cent of the workforce is engaged in gig work** in some way, and the figure is likely to become **43 per cent by 2020.**
- **20-30 per cent of tasks** are done now in almost every category but there is a need to reconfigure work so that organisations make the most out of the human component.

**Source:** Intuit: Gig Economy is 34% of US workforce, CNN Money, May 2017

# The evolving role of the HR organisation



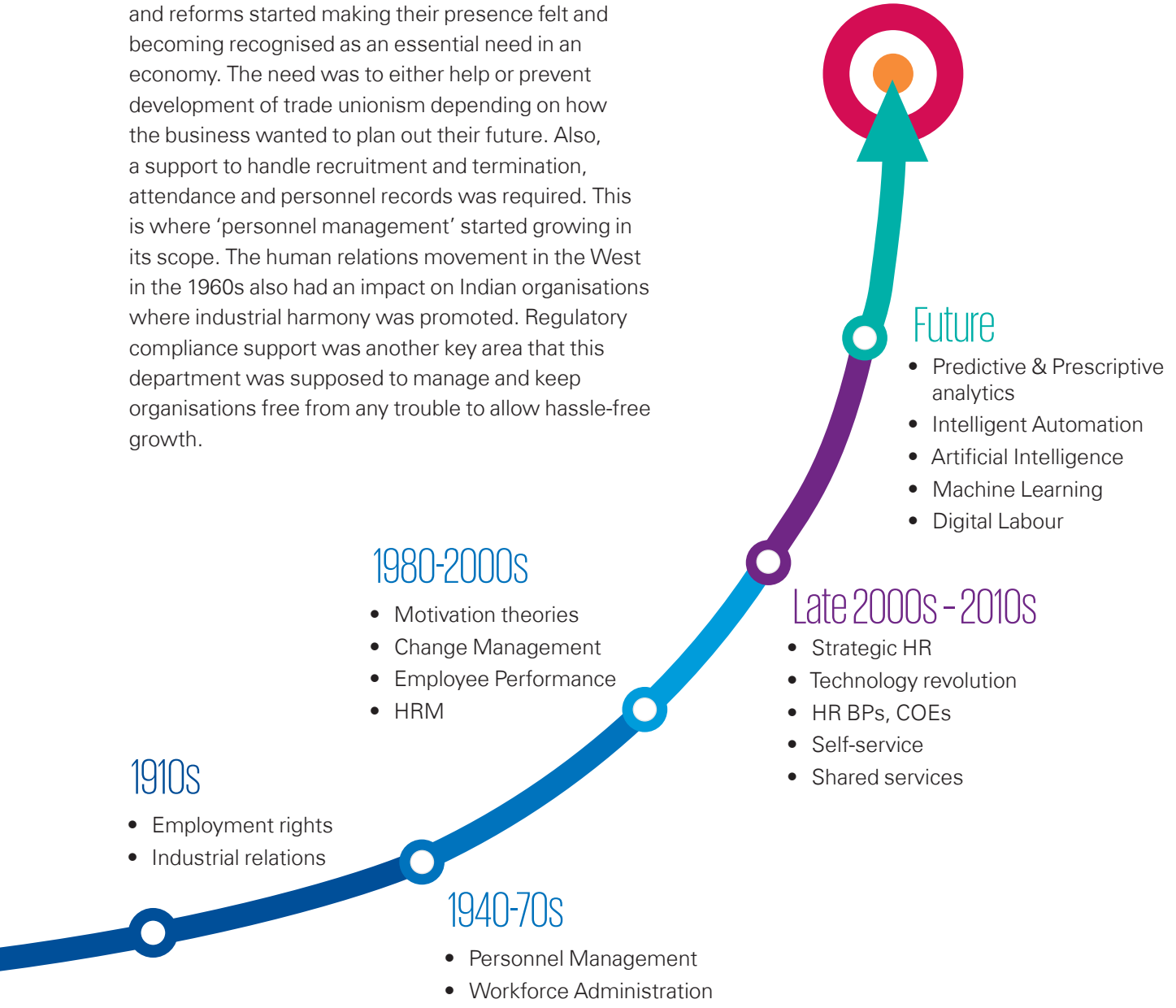
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**Given the changing business context, how should an HR organisation align itself to be able to create an impact is a question in every HR professional's mind. What should be done differently than the present way of working and thinking also needs to be addressed. Another question that comes up for the HR function at this juncture is that, has the need to align itself to the changing business needs come up only in the recent years? To analyse that, let us take a step back and see how has the journey been for the HR function so far, and how has the evolution changed expectations from them.**

It all started with the industrial revolution when 'Personnel management' as a function was created. Masses moving into the industrial era needed someone to take care of their wages and welfare measures. Personnel management was more of labour management where the labourers needing supervision also needed someone to support the supervisory department. Personnel management filled that need. The role of a HR professional used to shift between clerical and administrative tasks depending on the business reality and workforce strength. The appointment of a labour officer in 1930s is often seen as one of the early steps in setting context for the HR landscape.

With growing industrialisation, labour regulations and reforms started making their presence felt and becoming recognised as an essential need in an economy. The need was to either help or prevent development of trade unionism depending on how the business wanted to plan out their future. Also, a support to handle recruitment and termination, attendance and personnel records was required. This is where 'personnel management' started growing in its scope. The human relations movement in the West in the 1960s also had an impact on Indian organisations where industrial harmony was promoted. Regulatory compliance support was another key area that this department was supposed to manage and keep organisations free from any trouble to allow hassle-free growth.

During the late 1980s and early 1990s, India witnessed double digit rate of inflation, a high ratio of borrowing to Gross National Product and a low level of foreign exchange reserves. This called for drastic measures resulting in the liberalisation movement. The 'free market economy' was introduced as compared to the regulated philosophy earlier. It is important to make a mention of these developments because the corporate landscape in India changed drastically post that. Even the business realities of present times exist because the foundation for open global doors was laid in that era. What it meant for the HR function was a need and opportunity of resource mobilisation from new sources. The importance of HRM issues increased with




Source: Cloud HR: The future belongs to the bold report, KPMG, 2016

diversification of businesses. The task of development of local workforce to take on global challenges was handed over to the function, which now was getting transformed from personnel management to human resources management (HRM). Management theories and best practices developed in the West, which related to employee motivation, team building, individual vs group behaviour, change management, etc., created their impact in India.

Since then, the HRM or the HRD function, as it slowly started being referred to as, has been expected to drive synergy and employee contentment. As a by-product of these challenges and expectations, what also happened was that HR started earning a more coveted spot on the board table as a strategic partner. The demand from HR professionals to look beyond the conventional areas they were overseeing through the years also continued to expand.

In order to allow more strategic orientation, operating models were introduced where centre of excellence, business partnership, shared services were demarcated so that professionals can spend lesser time on transactional activities and start focusing on strategic areas.

The future of HR is being driven by enabling technology that helps drive consumer behaviour in the organisation where seeking information and insights will be just a few clicks away. Predictive and prescriptive analytics to help aid all talent related decisions – be it while recruiting the right talent or designing action planning to increase the employee experience. The rise of digital labour will warrant the HR function to effectively optimise the size and shape of the organisation through seamlessly integrating technology driven roles.

Looking at the evolution of HR, it is a fair observation that the function has always responded to the need of the business, whether it was to support growth of industrial era, labour movement, embracing globalisation or even being dynamically competitive today. It is, however, possible that the future looks more difficult than ever as it is being driven by an ecosystem, which is changing every moment. Organisations need to embark on a conscious journey to create a future ready HR organisation.





# Journey towards a future ready HR organisation



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**The journey towards building a future ready HR organisation starts with having a clear understanding of the business context and the key strategic levers that drive business success in the larger environment. While it is a good practice to benchmark the HR programmes and policies designed by several leading organisations and re-create the same, it is critical to conduct a strong assessment to check if the best practices are relevant to the business realities in which your organisation operates. Hence uniqueness to the context is a key consideration as we embark on the journey towards building a future ready HR organisation. The following are few enabling strategies that will help organisations in their journey towards creating a future ready HR organisation.**



## Aligning the HR architecture to business value drivers

In today's rapidly changing business landscape, the role of HR has been constantly evolving. HR has moved from an execution and compliance centre to a much more complex function focusing on experience and effectiveness. HR models must rapidly respond to external realities in order to be successful in the future. Hence there is no one model in which HR can fit into. The fundamental philosophy of HR needs to be driven by the industry, customer preferences and product offerings. The HR organisation needs to re-orient itself to a role that better fits the purpose and the larger business context.

It is critical that organisations reflect on the following questions before designing the HR models of the future

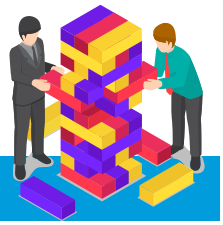
1. What is the business strategy?
2. How tis value created through people and what does the people agenda need to look like?
3. How can HR drive and enable this value?

The table below displays an ideal view of creating differentiation based on the value discipline framework. Having this view helps to establish clear linkage of the HR architecture with the larger business strategy.

| Value discipline | Business strategic value proposition | People agenda | HR architecture implications |
|---|---|---|---|
| **Operational excellence** | • Deploy Lean processes<br>• Improve cost to serve<br>• Deliver consistency and quality | • Individuals and teams deliver continuous improvement<br>• A culture of first time right<br>• Competences enable consistent quality of products and service | • HR centres of excellence and business partners focusing on learning, development and performance management<br>• HR service delivery model centres around efficiency and effectiveness<br>• Talent management focused on key roles in the value chain that drive operational excellence and continuous improvement<br>• Extensive process and outcome measurement |



| Value discipline | Business strategic value proposition | People agenda | HR architecture implications |
|---|---|---|---|
| **Customer intimacy**  | • Customer insights lead to targeted services and products<br>• Segmented service offerings require flexible and differentiated channels of delivery | • Engaged employees deliver better service<br>• Employees encouraged to deliver discretionary efforts to build rapport and deliver timely problem solving for customers | • COE and business partners focus on improving employee engagement and experience<br>• Culture of service through rewards and recognition<br>• HR service delivery designs the kind of service 'real' customers can expect from the organisation<br>• Talent management focused on customer facing roles and roles that shape customer experience |
| **Product leadership**  | • Innovation, collaboration and high performing teams across the business<br>• Extensive customer and consumer engagement<br>• Competitive advantage from ideas/innovation and from execution of new products and services | • Enable cross organisational boundary collaboration and product development teams<br>• Innovation focused and supported by disciplined execution through high performing teams | • Culture of innovation through enablement of team performance management, collaboration and employee connection to customers and strategy<br>• HR processes create powerful connections between team performance management, team reward and line of sight to the business strategy through communication and profit share<br>• Talent management focuses on entrepreneurs and key roles that ensure execution of new ideas and products<br>• Talent management focuses on teams as well as individuals |



## Supporting agility through strategy and structure:

In the recent years, we have seen the rise of agile enterprises that essentially have a stable framework and a dynamic operational capability. Agile enterprises have demonstrated significant business impact and are more productive as compared to others. Becoming an agile enterprise requires a fundamental shift in mindset. It also mandates organisations to continuously design and re-design the organisation basis the changing external landscape. Adopting agile strategies have made organisations to become a permeable workplace with a mix of several workforce segments. Agile organisations are increasingly moving out of a formal structure and have transformed into platforms where the focus is on maximising capabilities and providing autonomy directed towards achieving a common purpose. The traditional organisational pyramid is now transformed into a flexible micro-enterprise that is capable of metamorphosing itself based on the business requirements.

Agile organisations value capability over positional authority and outcome over processes and systems.

Given the uncertainty and increasing complexity in the economic landscape, even organisations belonging to the traditional sectors like banking have started to move towards an agile model.

At an architecture level, agile organisations may seem to be lacking direction and governance but at an operational level, they have a very strong alignment to business and control. The key to transform to a successful agile organisation requires an effective balance between alignment and autonomy.

There are various innovative practices and models that are being adopted by agile organisations to stay nimble footed. There is no one model or a strategy that can help transform the organisation into an agile enterprise. Organisations adopt models and strategies based on the changing business environment, value proposition they offer to their customers and the long-term vision. The strategy that organisations adopt should enable quick turnarounds and rapid transformations based on signals received from the external environment.



**HR Imperatives to Drive Agility in Organisations**

| | | |
|---|---|---|
| 1 | **Program focus to outcome focus** | HR function to be more outcome oriented and not just focus on execution and design of programs. Any HR intervention that is designed needs to have a strong linkage to business performance. The role of the HR function to become far more evolved and be a driver of business performance and not just an enabler. |
| 2 | **Alignment to purpose** | Keeping the larger purpose of the organisation intact is a key role of HR in agile organisations. Clarifying and communication of the purpose will be a key differentiator as compared to designing a strong employee value proposition. In an agile environment self-operating teams are to be given greater autonomy and power. The teams need to be bound together through one common purpose. |
| 3 | **Creating a compelling experience** | It is critical to look at employee experience as a whole as supposed to designing employee engagement interventions which address a specific need and requirement. |
| 4 | **Actualize culture** | HR process and practices to re-inforce the culture of the organisation. Making real-time feedback a reality and encouraging collaboration within and outside teams will be critical. |
| 5 | **Reward for prominence** | Agile organisations are driven by power of teams. Rewards and incentive structures to be centered on team performance and collaborative solutioning. |





## Owning the digital agenda:

Technology is the single factor in the business environment that is constantly transforming the way organisations operate. Digital technology is revolutionising all functions in the organisation. Digital transformation is not just focused on driving efficiency but also towards solving problems of the future and developing new solutions. Digital transformation includes the optimum inclusion of big data, cognitive augmentation and usage of advanced analytics that help in driving value across the organisation.

This transformation has pushed the HR function to take new responsibilities. Digital technologies will drive interactions within and outside the organisation going forward. Hence, a key role for the future HR function will be to own the digital agenda of the organisation. The journey starts with developing technological and digital capabilities within the HR function and harnessing the potential of the same to drive key outcomes.

Coming years might see a significant expansion in workforce analytics applications designed to give real-time insights into individual, team and organisation-wide performance. There are already many technology players offering various forms of wearable technology that provides data on a wide range of aspects such as health and sentiment to collaboration levels and performance focus. These technologies will be empowering to the individuals and informative to the organisations to take better decisions.

Digital HR systems can lead to improved consistency in the application of HR policies with lesser discretion Increased connectivity and faster access to data can give HR access to best ideas and solutions enabling lower qualified staff to review organisational data and perform high level HR reporting at the level that fully qualified professionals do today.

Digital labour could immediately give workers in the HR functions access to organisational data that will enable them to perform a variety of strategic actions such as identification of the most effective spend for the HR budget, use objective criteria to identify and assess the talent base and conduct succession planning, automation of communication, making performance management more effective, etc.

We believe that the HR of the future will deliver insight and analysis on people and enable them to be a source of competitive advantage for the organisation. Given this context, the digital HR architecture should aim to build capabilities on the three critical areas:

- Workforce strategy and shaping
- Workforce experience
- Workforce delivery



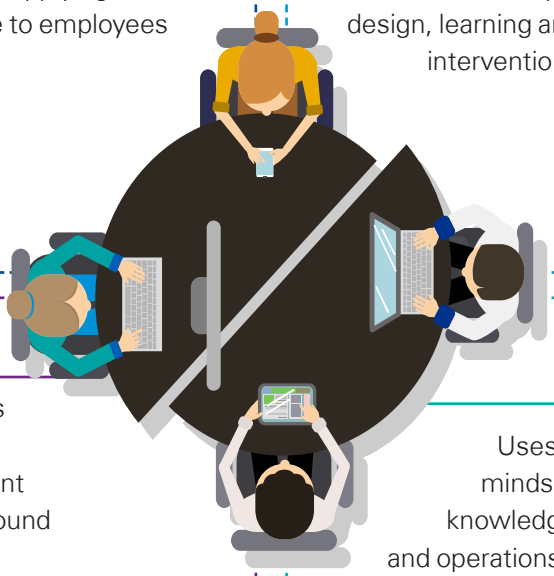
The digital HR function will also incubate new roles and capabilities that traditionally do not belong to the HR job family. These roles exist right now in a different capacity serving a very different purpose. The challenge for the HR function is to identify them and seamlessly integrate into the HR family.

### Employee Experience Consultant

Expert in understanding employee segments and determining the right approach to modifying behaviour. Gives input to engagement strategy and has the courage to give difficult messages based on data. Drives loyalty by applying the principles of consumer science to employees to drive loyalty.

### Workforce Shaper

Puts the right people in the right place at the right time, finds the optimal blend of permanent, flexible and digital talent. Determines resource and skills gaps and then works with People Architects to develop appropriate organisation design, learning and talent acquisition interventions.



### Data Modeller / Scientist

Executes complex data models and advises the business on the business impacts of different scenarios (STEM/ D&A background necessary).

### Delivery Operations Leader

Uses customer service mindset and specialized domain knowledge to deliver HR processes and operations to the organisation. Fluency in technology and automation ensures process optimization. Functional aptitude across platforms to ensure other groups have correct information at fingertips to make critical strategic decisions. Solves problem, works cases.

## HR imperatives for the digital journey

To thrive in the digital world, HR must play a central role in driving the desired business outcome

**1 Focus on the problem first**

- Utilise design thinking, taking an outside-in approach that focuses on customers and users and their specific needs.
- Combining business knowledge with an innovative methodology to deliver solutions that are aligned with the business, defined by humanity and refined by analytics.

**2 Design for people, not processes**

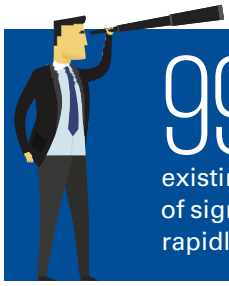
- Look beyond technology and focus on meaningful interactions between people and processes to imagine what's possible.
- Develop user personas to understand desires, motivations and experiences.
- Influence behaviours to align to business strategies.

**3 Deliver small, fast and often**

- Foster and embrace a culture of continuous improvement that drives the entire organisation.
- Focus on stakeholder needs to inform feature development.
- Test hypotheses and quickly refine them, connecting user motivations to business outcomes.

**4 Always look for improvements**

- Look to cultural shifts as the catalyst for wider organisational change.
- Provide design and architecture for solutions that are future-ready.
- Used evidence-based approach to improve solutions based on market trends and impacts.



**99%** of CEOs report taking action to develop existing or future talent in the face of significant transformation and rapidly advancing technology.[1]



**48%** of CEOs are looking to change the HR structure in order to gain efficiencies, improve quality and save costs.[2]

**85%** of the jobs that will exist in 2030 haven't been invented yet.[3]



1. U.S. CEO Outlook, KPMG, 2017
2. Global CEO Outlook, KPMG , 2017
3. The Future of Jobs, World Economic Forum, Jan 2016

## Building capabilities for the future



Future proofing through capability building is a critical expectation from the HR function. Building capabilities extends far more than just developing skills or providing continuous training to the employees. It essentially focuses on creating the foundation for the business going forward. New and innovative business models are just a means to achieve the financial objectives of the organisation. It is about having the best people and teams that help in creating competitive advantage. If talent is the competitive advantage, finding, recruiting, supporting and developing talent is mission critical work.

In the process of building capabilities, organisations create an environment in which talent excels. Using a variety of new tools, organisations customise training, compensation and career paths to fit the needs of the talent pool. In the future, adopting a one size fits all approach to capability development will not work. On a brighter note, organisations are effectively trying to individualise their efforts towards talent development just as rigorously as they personalise offerings to their customers. While the HR function is a principal architect of people, processes and systems, capability development is now one of the core responsibilities of a CEO.

Scaling individual talent is not to be viewed as a once a year function; it is never ending, never completed process best supported by ongoing feedback. The goal is to foster a workforce that is constantly adapting, improving and expanding in value. There are three steps that organisations must take to effectively scale up talent:

1. Make use of data and analytics to calibrate top talent and assign it to jobs where their skills can multiply in value.
2. Re-validate the talent development process that is viewed as once in a year activity and replace the same with a continuous process with feedback loops.
3. Revamp the technology systems to ensure that the talent in the organisation keeps learning and updating their skills.

The war for talent is getting more competitive. Organisations are no longer competing against their immediate competition for talent; they are competing on a global scale. Technology platforms have both expanded the geographic scope of recruitment, and made it easier for organisations to spot top talent.

There are a few successful strategies, which future focused organisations adopt based on their business context to build capabilities and to scale up in a rapid fashion.

**Key learning and development imperatives for the future:**

1

**Uberise the learning and development function**

With the availability of technology-enabled learning platforms, which have a wide variety of content, organisations can ideally let go of the physical learning infrastructure. AI based contextual algorithms that are present in these platforms can match the learning requirements of the user and offer a hyper-personalised learning experience. Having strategic partnerships with technology platforms provide advantage to organisations to not invest in assets yet ensure a superior learning experience. The various technical roles within the L&D function such as content/instructional designers, etc. can possibly be crowdsourced. The learning and development function with the help of technology can become 'asset-free' and agile, and hence organisations in the long run can optimise the overall spend on learning and development.

2

**Deliver on speed and stickiness**

In today's fast-paced business environment filled with multiple disruptions, the attention span of employees is much reduced. The learning interventions designed must be short but relevant. Byte sized learning through digital solutions to be offered on easily accessible platforms.

3

**Alternative formats of learning**

Traditional class-room learning methodologies have become obsolete, and don't necessarily drive the impact and experience. Innovative learning and development functions make use of theatre, music and storytelling to provide an extremely engaging and impactful learning experience. New age learning interventions must also enable participants to collaborate and learn from each other. The same is achieved through technology platforms.

4

**Measure to improve**

Organisations that are investing in learning and development will need to continuously measure and monitor the impact of their learning investments. Measuring impact starts with probing on the following parameters post launching an intervention:

- Learner behaviour post the intervention
- Changes observed in the learner's ecosystem
- Associated business metrics that are influenced.

# Conclusion:

For the HR function of the future to be successful, it needs to drive critical organisational outcomes. Irrespective of the industry and sector supporting business agility, owning the digital agenda and building capabilities for the future will be the key imperatives for the HR functions of the future. To support future growth and drive successful outcomes, CHROs will need to ensure the following:

1. **Elevating the role of the HR function** – In a recent Korn Ferry study of Fortune 500 companies, it is clear that the HR heads are undervalued, and are paid consistently at a discount to other top executives. This pay disparity can make the role of a CHRO less attractive. While ending this pay disparity is a call which the board will have to consider as vital, the HR function will need to add more business value for which the board recognises the need to compensate the function at par with others.
2. **Not being too function-focussed:** Very few CEOs of Fortune 500 companies are from the HR function. HR professionals must gain exposure in other functions like finance, supply chain and marketing to appreciate the business reality. In a time where talent drives value more than anything else, the HR function can help link talent to business performance. However, a HR professional needs to have a broad view of the business to impact the same.
3. **Re-thinking legacy processes**: Many HR processes and systems that were created in the previous decade, still continue to exist. In the present scenario, where the need to accelerate is far higher, HR processes and systems need to be equally dynamic. As the business strategy and positioning changes, HR processes and systems must change in sync.





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# Acknowledgements


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# About KPMG in India

KPMG in India, a professional services firm, is the Indian member firm affiliated with KPMG International and was established in September 1993. Our professionals leverage the global network of firms, providing detailed knowledge of local laws, regulations, markets and competition. KPMG has offices across India in Ahmedabad, Bengaluru, Chandigarh, Chennai, Gurugram, Hyderabad, Jaipur, Kochi, Kolkata, Mumbai, Noida, Pune, Vadodara and Vijayawada.

KPMG in India offers services to national and international clients in India across sectors. We strive to provide rapid, performance-based, industry-focussed and technology-enabled services, which reflect a shared knowledge of global and local industries and our experience of the Indian business environment.

# About FICCI

Established in 1927, FICCI is the largest and oldest apex business organisation in India. Its history is closely interwoven with India's struggle for independence, its industrialization, and its emergence as one of the most rapidly growing global economies.

A non-government, not-for-profit organisation, FICCI is the voice of India's business and industry. From influencing policy to encouraging debate, engaging with policy makers and civil society, FICCI articulates the views and concerns of industry. It serves its members from the Indian private and public corporate sectors and multinational companies, drawing its strength from diverse regional chambers of commerce and industry across states, reaching out to over 2,50,000 companies.

FICCI provides a platform for networking and consensus building within and across sectors and is the first port of call for Indian industry, policy makers and the international business community.

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