



# India alumni newsletter



December 2016

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# CEO's Foreword



“ Be the change you want to be, for time and tide wait for none. ”

**Mohandas Karamchand Gandhi**

Dear all,

I am proud to present the second edition of KPMG in India's alumni newsletter. For the 12,000+ alumni who we have connected with, and also the many more we will connect with in the near future, this is a testimony to the bond of trust we share.

We are one of the best consulting partners in the market, driven by amazingly talented and driven individuals who have contributed to KPMG in India's growth story. With client-centricity, as a strategy and as an exercise, we have won big mandates in the past, and will continue to do so going ahead. Having been ranked No. 5 in 'LinkedIn's Top attractors' list' for job seekers clearly reflects our firm's philosophy, 'Inspiring confidence, empowering change'.

We have significantly increased our brand presence and created many such milestones along the way. And we will continue to do so by leveraging our strength to serve our clients better, make it a great value proposition for them in terms

of solving their issues, predicting trends and ensuring we enhance their brand value. This is the key differentiator to being the 'Clear Choice' in the market.

Our focus is on forging relationships. So I urge you to join this network and stay connected with the extended KPMG in India family through our various programmes and activities. This newsletter will keep you abreast of all our initiatives and achievements and further strengthen the bond.

Let's all collaborate and work together to ensure that we grow our capabilities and eventually empower the industry in this dynamic business landscape.

As we step forward as 'One Firm' to achieve our growth vision, the KPMG story continues to bind us together in the spirit of a shared past and the excitement of a successful future.

Best wishes,

**Richard Rekhy**

## The KPMG Story - Our Purpose, Values, Vision, Strategy and Promise

The infographic is a vertical strip of seven panels, each with a different background color and theme:

- Panel 1 (Light Blue):** 'This is why we're here' (Inspire Confidence, Empower Change). 'This is our Purpose.' (A lighthouse). 'This is how we want the world to see us' (A sun). 'This is our Promise' (A rocket).
- Panel 2 (Dark Blue):** 'This is what we believe in' (Lead by example). 'We respect the individual' (Two people shaking hands). 'We work together' (A pizza). 'These are our Values.' (A magnifying glass).
- Panel 3 (Medium Blue):** 'We act with integrity' (A heart). 'We promote our communities' (A wind turbine). 'These are our Values.' (A magnifying glass).
- Panel 4 (Purple):** 'This is what we want to be: The Clear Choice' (A superhero). 'Our clients see a difference in us' (A group of people). 'This is our Vision' (A group of people).
- Panel 5 (Dark Purple):** 'This is how we'll get there' (A plane). 'Display globally our highly talented people' (A group of people). 'Measure a passionate focus on our clients' (A target).
- Panel 6 (Teal):** 'Bring insights and innovation' (A person with a laptop). 'This is our Strategy' (A person with a laptop).

# KPMG in Focus

## Events and webinars

### ENRich 2016: KPMG in India's Annual Energy Conclave

The seventh edition of ENRich, KPMG in India's annual energy conclave, was held on 15 November in New Delhi. The event progressed with an elite set of panellists and delegates who debated on some of the most topical issues and challenges that are being faced by the energy sector in India. The deliberations were based on the theme of 'The energy sector undergoing unprecedented change and transformation: Decoding the future from India's perspective'.

The conclave was attended by over 250 delegates, including policy

makers, regulators, government representatives, developers, investors, financiers, private equity firms, trade bodies and sector leaders. It also witnessed the release of five Point of View (PoV) publications, authored by our Partners from the Energy and Natural Resources sector practice, based on session themes.

For the first time, the firm's strengths with respect to the ENR sector were showcased through the 'Energy Zone', where our wide range of service offerings, marquee projects and recent thought leadership reports were displayed.

Additionally, we deployed a Twibbon microsite to promote the event and ensure maximum outreach for ENRich 2016 on social media, garnering over 125 supports to #ENRichIndia for an #EnergyEfficientTomorrow. The inaugural session and keynote address were streamed LIVE on the microsite, and our Twitter handle also came alive with broadcast quality coverage of the event via Periscope, Twitter's new live-streaming app, engaging over 270 followers as viewers.



Vikram Singh Mehta, Chairman, Brookings India addressing the audience at ENRich 2016



Release of POVs at ENRich 2016: KPMG in India's Annual Energy Conclave



Manish Aggarwal moderating a panel session





## KPMG Invitation Golf Tournament 2016

With an aim to further enhance client relationships, KPMG in India hosted its third Annual Golf Tournament with clients from the Indo-Japan corridor. The initiative was led by Ravi Shingari, Partner-Tax, who also heads the corridor. Held on 13 November at the Jack Nicklaus designed Classic Golf & Country Club Resort in Gurgaon, the tournament witnessed a huge participation of 80 top management level Japanese clients, along with senior partners and members from KPMG in India and KPMG in Japan.

Akhil Bansal, Deputy CEO, KPMG in India, extended a welcome note to the participants. Towards the end of the game, Nitin Atroley, Partner and Head, Sales and Markets, KPMG in India, thanked the participants followed by performances from a Japanese drummer, a percussionist, and felicitations and prize distributions.



**Akhil Bansal**, Deputy CEO, KPMG in India extending a welcome note to participants

**Nitin Atroley**, Partner and Head, Sales and Markets, KPMG in India, sharing his note of thanks

Participants at the KPMG Invitation Golf Tournament 2016



KPMG Invitation Golf Tournament 2016

## HR Round Table conference

Our People and Change (P&C) Advisory organised a breakfast round table conference titled 'Disruptive HR – The Digital Wave', which was well attended by HR leaders from around the country on 9 November. The round table conference deliberated on the promise of Robotic and Cognitive Automation (RCA) to unlock value and release bandwidth for higher value-adding work, leading to sustained cost management and reduced errors. Additionally, it initiated discussions on the capability of Powered HR to enable organisations to unlock the true value of HR by helping achieve faster results at lower costs. The event also witnessed the release of KPMG International's 'HR Transformation Survey Results' for 2016.

Robert Bolton, Global Partner, HR Centre of Excellence was the keynote speaker for the event. The conference saw Richard Rekhy, CEO, KPMG in India; Vishalli Dongrie, Partner and Head, P&C, KPMG in India; Sally Edwards, COO, Global Partner, HR Centre of Excellence; and other Senior Partners and Directors from KPMG in India.



Discussion around possible future, probable future, preferable future and unpredictable future



**Robert Bolton**, Global Partner, HR Centre of Excellence, talking about the future being lousy or lovely



## Forbes India Leadership Awards 2016

With the crème-de-la crème of corporate India attending in full strength, the sixth Forbes India Leadership Awards (FILA) 2016, was a proud celebration of excellence, innovation and transformational leadership in the country.

The glittering ceremony, held on 8 November, in Mumbai, acknowledged the outstanding contributions of CEOs, entrepreneurs and business leaders across nine categories. These included achievers who have built enterprises that have created a deep

and enduring impact on the economy as well as the wider society. The 2016 awards jury was headed by Harsh Mariwala, Chairman, Marico. The other members of the jury were Sanjay Nayar of KKR India, Noshir Kaka of McKinsey India, Zia Mody of AZB & Partners, Roopa Kudva of Omidyar Network and Manish Sabharwal of Teamlease Services. The process started almost six months ago, with extensive research along qualitative and quantitative parameters. KPMG in India, Forbes India's knowledge partner for the event, helped with the nomination process.



Winners of the Forbes India Leadership Award 2016  
(Image courtesy Forbesindia.com)

## ICBC Annual National Convention 2016

The Indo-Canadian Business Chamber organised its Annual National Convention 2016 on 22 October, in collaboration with the Ministry of External Affairs (ITP & ES), Government of India, and The High Commission of Canada in India. KPMG in India was one of the knowledge partners at the event.

The convention was hosted with the idea of providing an ideal platform where business relationships and new initiatives can be developed across several business sectors

between India and Canada. The themes for deliberation included, 'Positive developments and opportunities in the energy sector of India', 'Opportunities in the Indian infrastructure landscape' and 'Financing options and models available to Canadian businesses in India'.

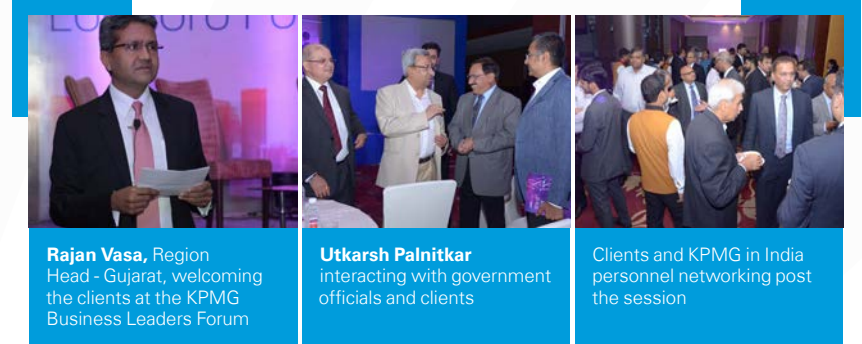
The convention also incorporated topical sessions based on finance, with special focus on familiarising Canadian businesses with appropriate financial options in India. The sessions also created awareness of FDI in India, the economy, IPR policies, bankruptcy laws and codes, masala bonds, etc.



**Manish Aggarwal**, Partner and Head, ENR, KPMG in India, moderating a session on energy

## Business Leaders Forum held in Ahmedabad

In order to form a deeper connect and demonstrate our commitment to our clients, KPMG in India organised a Business Leaders Forum in Ahmedabad on 14 October. The event comprised of a panel discussion on the India CEO Outlook 2016, which was moderated by Richard Rekhy. It also provided us an opportunity to thank our clients in Gujarat as our Ahmedabad office completed five years of operations. Over 100 delegates, including CEOs and CFOs from leading companies from Gujarat, attended the event.



**Rajan Vasa**, Region Head - Gujarat, welcoming the clients at the KPMG Business Leaders Forum

**Utkarsh Palnitkar** interacting with government officials and clients

Clients and KPMG in India personnel networking post the session



Richard Rekhy along with the panel





## Launch of KPMG Board Leadership Center

Engaging with the director community and building lasting relations with them is an imperative for our continued success. It was towards this end that we had started the Governance Institute in India, which has now been globally rechristened as the 'KPMG Board Leadership Center'.

The centre was launched in India on 5 October 2016 on the sidelines of the India Economic Summit of the World Economic Forum, with an insightful session on 'Building a great board', attended by marquee independent directors as speakers and about 50 leading corporate directors as participants. The programme included two panel sessions – one on 'Value of diversity on board' and 'Imperatives of high performing board'. The panelists at these sessions included eminent names such as Naina Lal Kidwai, G.N. Bajpai, Kiran Karnik, Rama Bijapurkar, Shailesh Haribhakti, Anita Ramachandran and Manisha Girotra.

The panel sessions were highly interactive and the experiences shared were mutually beneficial to both the attendees and speakers.



Richard Rekhy, CEO, KPMG in India addressing the audience at the launch



Leading corporate directors at the event



Panel discussion at the launch

## Snapshot of events



KPMG in India collaborated with AIMA to present the fourth edition of Management Capability Index Report 2016 at NMC 2016



Nitin Bawankule, Industry Director, Google India and Sreedhar Prasad, Partner – E-commerce and Startups, KPMG in India at the launch of 'Digital classifieds in India 2020' whitepaper



Praful Patel, President, All India Football Federation, released the KPMG-CII report 'The business of sports' at the Summit on Business of Sports and Entertainment



## Come and visit the KPMG India Alumni website

We are very happy to share with you that we have launched the KPMG India Alumni website with new designs and features. We believe the website will be a good forum for all of us to connect and strengthen the relationship that we have built and nurtured over the years. Apart from relevant KPMG in India updates, the portal also provides access to a full view of our sectors and service-line related news, events and publications, as well as alumni stories, career updates and several corporate social responsibility activities that you may be happy to participate in.

You can use your LinkedIn username and password to sign in to the alumni website. We will continue to add more interactive and value-adding features on a regular basis. Please access the website on <http://alumni.in.kpmg.com/Home.aspx> or send your details to the [Alumni team](#), and they will get in touch with you.



## India CEO Outlook Survey webinar

KPMG in India organised a live webinar on 7 September 2016, where Nitin Atroley, Partner and Head, Sales and Markets, KPMG in India, discussed key takeaways of the 'India CEO Outlook Survey 2016' report. The webinar got an overwhelming

response from our alumni. We had over 80 alumni registrations, with participants from around the globe. The one hour session was informative and interactive with a pool of questions being addressed by the speaker. The webinar archive link along with a copy of the report was shared with all registered alumni.

## KPMG in India Alumni Survey 2016

We would like to thank everyone for the astounding response we have received on the India Alumni Survey, administered by KPMG in India in October 2016, as part of the alumni initiative. We contacted our alumni via e-mail, requesting their participation. A total of 3,000

alumni responded to the survey over an additional window of 10 days, considering the active participation and positive feedback received.

The purpose of the survey was to get an overview of ways to improve alumni satisfaction, prioritise our alumni engagement activities and identify the preferred mode of alumni communications. In

accordance with the report, 72 per cent of our alumni would be happy to actively engage with the firm through workshops and seminars. In our continuous efforts to nurture our relationship with all current and former employees, we are happy to share that 90 per cent of our alumni would be delighted to be associated with the firm again.

# Did you know?

**Close to 100 alumni**  
have re-joined the Firm  
over the past 6 months.

**It's great to have them back!**





# Partner Notes

## Demonetisation - Changing the rules of the game

Girish Vanvari  
Partner and Head  
Tax  
KPMG in India



When Prime Minister Narendra Modi promised to deliver a corruption-free government, and also to bring back unaccounted money into the mainstream economy, it was no secret that he had a tall task at hand.

The recent move to demonetise currency notes of INR500 and INR1,000 denomination seeks to put into action the aforementioned intent and was welcomed with great euphoria initially, but was also criticised subsequently for the manner in which it was being implemented. It was well-known that the move was likely to cause some immediate hardship, considering that these high denomination notes constituted around 86 per cent of the currency in circulation, and could take some time for people to accept the fact that they were not valid anymore, especially in the unorganised sector.

Although it may be difficult to quantify the potential economic impact of the move on the economy, considering that the overlap between the organised and unorganised economy is significant, limited availability of cash is anticipated to result in a decline in the overall spending by people (especially discretionary spend) resulting in slower growth across sectors for the next few quarters.

Sectors such as gems and jewellery, consumer durables may be most affected since a majority of the purchases in these sectors are still largely cash driven and discretionary in nature.

Also, the real estate and allied industries, such as cement and steel, could witness a slowdown and property prices are expected to soften due to the unavailability of the cash component, which had become the informal norm for the industry.

At a macro level, one can expect the inflation levels to cool down, considering the overall lower demand.

However, in the long-term, the hope is that much of the unaccounted money becomes a part of the banking system, thereby lowering the interest costs and making available low-cost funds for industrial growth.

The demonetisation move, coupled with the Income Declaration Scheme (IDS) that just concluded, could give a significant boost to the tax collections for FY 17. The government has already stated its intent to subject the unexplained deposits to tax and also levy a penalty of 200 per cent. There has been considerable debate on the modality of levying the penalty in the present framework of law, and one can

expect the government to come up with enabling provisions to give effect to the aforementioned intent in the upcoming budget.

Buoyant tax collections, coupled with lower oil prices, could give the government the fiscal room to increase its spending on sectors like infrastructure, which should bring back the growth and increase employment and income prospects, thereby reviving the economic cycle in the country.

The move is likely to also have a deterrent effect on people seeking to hoard unaccounted money, thereby widening the tax net and ensuring better tax compliance. If this happens, one can also expect the tax rates to soften in the next two to three years.

With cash spends on hold, demonetisation is expected to give a fillip to digital payments and bring in more people within the banking system. Whilst urban India may be digitally savvy to adopt cashless transactions, much more needs to

be done for its adoption in rural India, which is where initiatives such as the Jan Dhan Yojana can contribute. The government realises that the hardship faced by the common man cannot be undermined, and is taking iterative steps to contain the same.

If one takes a holistic view of the government initiatives, the demonetisation move, coupled with reforms such as the Black Money Act, IDS, Goods and Services Tax (GST), re-negotiation of the India- Mauritius and Cyprus treaty, and Information Exchange Agreements, seek to drive the nation towards a more transparent and citizen-friendly governance regime.

Whilst all of the above sounds like a plan on paper, 'execution' would be the key to determine the extent of its success. Can we as a nation, collectively rise above the trappings of political compulsions and vested interests to embrace all the change that is happening around us? Only time will tell, and if it does, that would be transformational!



# Impact of demonetisation on consumer markets

Rajat Wahli  
Partner and Head  
Consumer Markets  
KPMG in India



The demonetisation step announced on 8 November 2016 has had an immediate deflationary impact on major consumer segments in India. The Nifty FMCG index witnessed the second-biggest fall, after the Realty Index, since the announcement of demonetisation — decreasing by more than 6 per cent over the past week.<sup>1,2</sup>

The move is expected to result in liquidity and discretionary spending constraints in the near term, adversely impacting the brick-and-mortar outlets. The rural and semi-urban markets, which are mostly cash-driven, are anticipated to bear a

pronounced impact as well. Similarly, liquidity constraint would also weigh down on the luxury goods segment as consumers would refrain from spending on non-essential luxury products.

Demonetisation is also likely to significantly impact the unorganised jewellery market. However, cashless transactions may lead to an increased use of plastic money and mobile wallets, eventually boosting the markets through e-commerce channels, albeit Cash-on-Delivery (CoD) payment model being discontinued by major e-commerce players, as witnessed recently.

1. "Nifty FMCG", Moneycontrol, <http://www.moneycontrol.com/indian-indices/cnx-fmcg-39.html>, accessed on 17 November 2016

2. "Demonetization effect trumps Trump impact on markets", LiveMint, <http://www.livemint.com/Money/dhuyqUJDNRiTaWXqzJLtyL/Demonetization-effect-trumps-Trump-impact-on-markets.html>, accessed on 16 November 2016

Although, it is too early to accurately envisage the long-term effect of the demonetisation move on several consumer sectors, it is expected to positively impact the organised markets. The long-term impact on durables, e-commerce, traditional retail, etc., is expected to be limited.<sup>3</sup> The demand for apparel, automobiles, hotels, etc., could see a boost once cash circulation is normalised. In the long run, the move could also lead to an increase in foreign investments, as it would be seen internationally as a viable option to curb the black money issue in the country.<sup>4</sup>

3. "Winners and losers from demonetization", ValueResearchOnline, [https://www.valueresearchonline.com/story/h2\\_storyview.asp?str=32446](https://www.valueresearchonline.com/story/h2_storyview.asp?str=32446), accessed on 14 November 2016

4. "Demonetisation impact decoded: Gainers and losers", The Economic Times, <http://economictimes.indiatimes.com/wealth/personal-finance-news/demonetisation-impact-decoded-gainers-and-losers/articleshow/55348597.cms>, accessed on 10





# Citizenship at KPMG

On 17 September, our staff and alumni supported our goal to be environmentally sustainable by volunteering for a tree planting drive at the Biodiversity Park in Gurgaon.

Our support to the park includes a drip irrigation project that irrigates 30,000 plants, which is estimated to save six million litres of water annually. We also sponsor a nursery that helps preserve 150 indigenous flora that require less water.

## Addressing the challenges we face due to climate change by increasing urban green cover



## Volunteers celebrate Diwali by making a difference



We encourage and help increase the avenues through which our staff can utilise their time, skills and knowledge to benefit our communities. On 22 October, volunteers accompanied by KPMG in India alumni, celebrated Diwali by painting diyas with students from Shishu Mandir, Bengaluru.

## Volunteers celebrate Diwali by making a difference



By undertaking various initiatives, we aim to build the capacity of educational institutions to help them improve the reach and quality of their programmes. Our support at Shishu Mandir includes the establishment of an English language centre, several activities under our Aspire programme, a nutrition programme, provision of teachers' salaries, teaching assistants through the British Council, infrastructure support, as well as solar and water conservation projects.



**Celebrating Diwali with The Vidya School**



We endeavour to provide a foundation of Lifelong learning through our focused programmes at schools. On 22 October, volunteers and alumni celebrated Diwali by organising a carnival where they played games and distributed prizes to students from The Vidya School, Gurgaon.

Our programme at The Vidya School includes the establishment of a computer lab, a library, an English language centre, provision of teachers' salaries, a nutrition programme, teaching assistants through the British Council and infrastructure support.

**Celebrating Diwali with The Vidya School**



KFFL seeks to promote and improve literacy in local communities, and reaffirms our commitment to youth and education. Our staff and their families read to students on a regular basis to enhance their spoken English and life skills.

On 28 September, KFFL mentors read to students from Shishu Mandir, Bengaluru, with an objective to improve their reading skills, after which a craft project, based on the theme of the book was organised.

**KPMG's Family for Literacy programme (KFFL)**



To know more on how you can volunteer, please write to [ifoundation@kpmg.com](mailto:ifoundation@kpmg.com)



# Partner-Director Hires



## Partners

**Sadashiv Ramachandra Hegde** is **Partner and Head of Management Consulting** for **KPMG Global Services (KGS)** in **Bengaluru**.

Sadashiv is a seasoned management consulting leader with over 24 years of professional experience, spanning across products, service operations, markets and new generation technologies.

He joins us from the PwC Service Delivery Center in Bengaluru, where he was designated as a Managing Director. He has also been associated in the past with KPMG in the U.S., BearingPoint US, Oracle and Tata Consultancy Services.

He is a Computer Science engineer from SSIT. When he is not working, he enjoys reading Kannada literature and watching drama.



**Tapan Goel** is **Partner and Head of Risk Management** for **KGS** in **Gurgaon** and is a part of the **KGS Leadership Team**.

Tapan has over 18 years of experience in operational risk management, including business advisory, process reviews, process reengineering, risk assessments, Sarbanes Oxley (SOX) advisory/compliance delivery, risk-based internal audits and development of policy/process manuals.

Prior to joining KGS, he was at Barclays Shared Services, heading risk and governance and, subsequently, HR. Earlier in his career, he has been a part of the KPMG family in Management Advisory Services and Internal Audit Services – both in India and in the U.K.

He is a Chartered Accountant and holds a Bachelor's degree in Commerce from Mithibai College, University of Mumbai. He is a sports enthusiast and an avid badminton player. He also loves watching Marvel, DC and animation movies.





## Directors

**Amit Dutta** is a **Director** in our **IGS practice in Mumbai.**

Amit has an advisory experience of 12 years and has vast knowledge of multiple areas, including strategy and program management for large government and private sector, social sector, particularly in skill and economic development. He has also worked on key engagements with International Financial Institutions (IFIs) such as Asian Development Bank, International Finance Corporation, World Bank, Department for International Development, multiple state governments, across education, hospitality, life sciences, IT, automotive and manufacturing sectors.

Prior to joining us, Amit was with EY wherein he was leading the Social Sector (rural livelihoods, skills and agri-business) practice for western and southern markets.

Amit is an MBA from ICFAI Business School, Hyderabad. During his spare time, he enjoys reading books, listening to instrumental music and inspirational talks, playing tennis and cycling.



**Samit Jain** is a **Vice President** in the **Finance** team at **KGS in Gurgaon.**

Samit is a Chartered Accountant and a graduate from SRCC, Delhi University.

He has over 16 years of rich experience in financial planning, controllership, consolidation of financial and management reporting and strategic support to the leadership team. In addition, he has won several accolades for his contribution in winning deals and pricing decisions in his prior role with HCL. He has also played a crucial role in the IPO and listing of Genpact at NYSE as part of global controllership team.

Prior to joining KGS, Samit worked with HSBC and was responsible for initial setting up, growth and transformation initiatives for the Global Finance Centre. He led the initiative to plan the business case for offshoring and set up a mechanism to track the benefits thereof and was responsible for streamlining the organisation structure and re-engineering at HSBC.

He takes keen interest in cricket, local and global economics, and politics.



**Kanchan Tomar** is a **Director** in the **Managed Services** team in **KGS in Gurgaon.**

She has a diverse experience of more than 15 years that spans across industries such as financial services and outsourcing. She has held various leadership roles in companies like Barclays Shared Services, Convergys and Global Vantage.

Kanchan holds a Bachelor's degree in Business Administration from Institute of Management Studies, Ghaziabad.

In her leisure time, she enjoys travelling and watching movies.



**Neeraj Kumar Singh** is a **Director** in our **ITA Technology Enablement** practice in **Gurgaon.**

An engineering graduate from the National Institute of Technology, Jamshedpur, Neeraj began his career with ITC Infotech and went on to serve the organisation for a stellar period of 14 years. He then moved onto L&T Technology Services where he was the Head of its Product Lifecycle Management (PLM) practice for Europe.

Neeraj has managed consulting engagements in the areas of PLM, alliance management, account management and strategic consulting. He comes with a wide cultural exposure across Japan, India, the U.K., France, Finland, Germany and the U.S., along with strong industry expertise across sectors such as automotive, industrial equipment, oil and gas, retail, apparel, medical devices and packaging.

In his leisure time, he enjoys table-tennis, art and painting, and has been a part of various social activities through NGOs.







## Directors

**Shankar Ganesh** is a **Director** in our **Tax-Mergers and Acquisitions (M&A)** practice in **Chennai**.

Shankar has over 11 years of tax and regulatory experience in the field of M&As and restructuring, and has also assisted in advisory on acquisition structuring, pre-IPO restructuring, corporate restructuring, internal reorganisations, divestment/hive off, tax planning strategies, etc.

His core expertise is in identifying and finalising structuring strategies, which are tax efficient and regulatory compliant and implementation of shortlisted option, which could involve obtaining stock exchange/SEBI clearance, shareholders' approval, regulatory, etc.

Prior to establishing his association with KPMG in India, Shankar was associated with PwC. He is a Chartered Accountant by qualification.



**Raghunath Krishnagiri** is a **Technical Director** in our **IGH-Government Advisory** practice in **Gurgaon**.

Raghunath has over 19 years of experience in multiple engagements in private and public sector, including strategising for eGovernance at state level, IT strategy for government departments, ICT implementation, Enterprise Architecture (EA), project management, system architecture design and database management.

He will be a part of the Government Digital Transformation team responsible for managing large delivery engagements. Prior to joining us, Raghunath was with Accenture wherein he handled program management of e-governance projects. In the past, he has been associated with PwC, EY and Siemens.

He has done his Master's in Financial Services Management from Alkesh Dinesh Modi Institute for Financial and Management Studies, Mumbai.

During his spare time, he enjoys cooking with his children, listening to music and reading articles.



**Anuj Vadehra** is a **Director** in our **Tax practice** in **Gurgaon**.

Anuj has over 11 years of experience in marketing, strategy and business development, and has worked across geographies including the U.K., India and South Asian region. His core expertise is in developing new markets, approaches and service lines and has worked across sectors.

He is now working closely with KPMG in India's Tax Leadership on national strategy, select tax priority accounts and the U.S. corridor.

Prior to establishing his association with KPMG, Anuj was associated with the British Council as Regional Director - Partnerships. He holds a Master's in International Business from Nottingham Business School, the U.K. and Fore School of Management.

Anuj loves to travel, considers himself a food enthusiast and is an avid music buff.



# Straight from the heart



## Alumni Speak

### Suneet Saxena

**'Working at KGS has been a great learning experience'**

***Suneet Saxena is a Senior Business Analyst at Evalueserve GmbH***

*He shares with us his favourite memories and learnings from his stint at KPMG Global Services.*



The firm took a lot of effort to inculcate the value of acting with integrity, transforming us into professionals who always respect data privacy and security. The fact that I am open and honest in my communication helps me scope projects better, setting up the right expectations so as to deliver the best quality services to every client. Leading by example and working together are facets, which have been of great value while working within a team, especially while taking up projects as a Project Manager. It has helped me interact better with people from diverse cultures and backgrounds.

### Recollections

Working at KGS has been a great learning experience. My tenure at the firm covered a large part of my initial professional life and its culture has left a deep imprint on my personal values and working style. I can still recall instances from different projects (and with teams) where we worked collectively with a purpose of delivering our best, the fun we had while working together through thick and thin, followed by a celebration, to unwind.

The best memory, according to me, would be of the offsites and fun (PML) events, which helped the team transform into a big family – well-knit and still together.

### Personal journey

Having moved up the ladder by becoming a senior analyst, I am getting more responsibilities and a lot of opportunities to interact with the client on a day-to-day basis. This is helping me evolve in the industry. What used to be a simple deliverable has turned into a meaningful research assignment, where my thought process is in sync with the client's mind. Not only has this helped me in making the research more focused, but motivates me to deliver better value to the client.

### We shall overcome

As every responsibility comes with its own challenges, deciphering the exact client requirement in a short-term project sometimes becomes a challenge. My experience of working on a diverse range of projects in KGS has immensely helped me overcome obstacles, turning me into a quick learner and providing me with the skills to plan out project timelines while ensuring quality.

### DISCLAIMER:

The views and opinions of the interviewees are their own, and do not reflect the views and opinions of KPMG in India.

Suneet with Forensic Team



Tree Plantation Drive

Fun at KGS







## Sandeep Sahdev

### 'It is important to set realistic targets for yourself'

**Sandeep Sahdev is the Head of Human Resources at Sagitec Solutions LLC**

*He traces his journey as an HR professional and shares a few gems on finding the right work-life balance.*

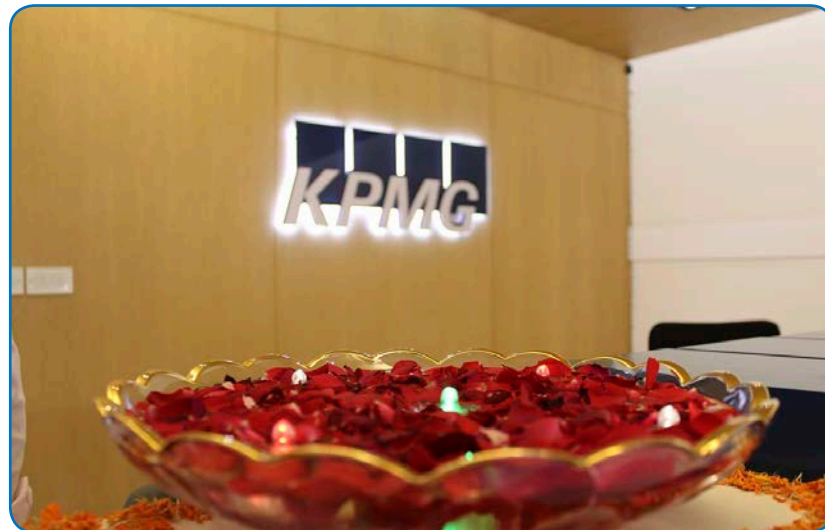


I started my career with an HR role in a company and seriously repented my decision to join the field due to a lot of politics, laid back attitude of HR personnel at senior levels, centralisation of power with the owners, etc. As I moved to my next organisation, Zensar, my whole perspective of HR changed. It was here that I met Sanjay Bhasin, a very dynamic manager, who believed in work-life balance and smart working. After that, there was no looking back.

Later, I joined KPMG in India, and things really worked for me as I learned a lot. I loved my tenure of almost three years at the firm, starting from taking responsibilities under my Manager, Abhishek Tiwary, to my colleagues, Aniruddha Deshpande, Rahul Kalia, Ankit Mishra, and many more.

Today, I find myself growing alongside my current firm, Sagitec

Solutions, which was in its infancy when I joined.



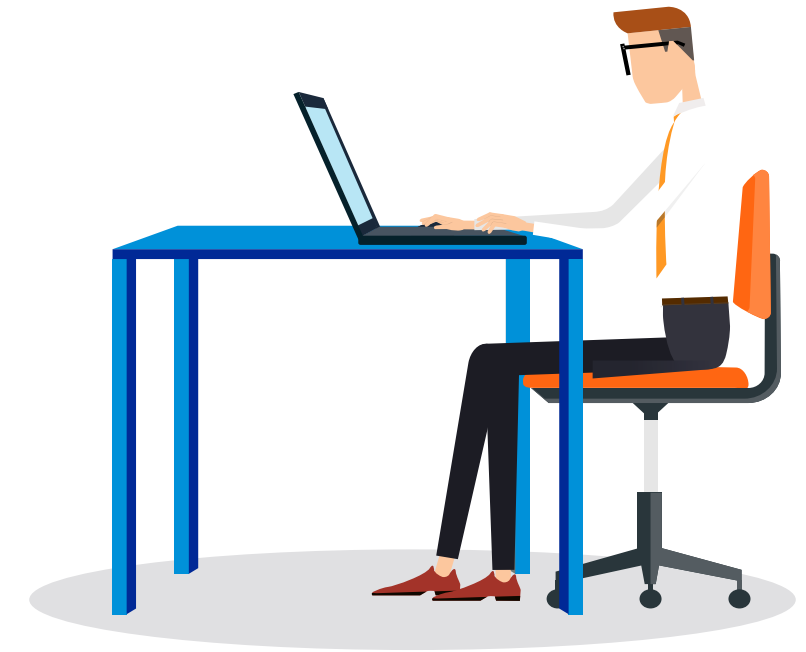
### Work-life balance

Being a part of the HR team means being there for the employees anytime they need you. I feel it is very simple to navigate if you know how to prioritise things at work; you just have to be smart to manage things. Bifurcate things into three levels of priorities - high, medium and low. It also helps if you try to start early at work. Technology too has made things simpler; by downloading my emails to my mobile, I ensure that most of the replies are sent before I actually reach office.

### Pearls of wisdom

There are a few principles that one must establish to survive and thrive. Steer clear of any political activities and have faith in yourself, for it is you who can bring about good changes in an organisation.

Being in HR requires us to always try and bring a human angle to everything we do, which is why you must also always try to play your role to the truest of your spirit and intentions. It is important to set realistic targets for yourself that will help you in achieving whatever you aim for. But most importantly, you must not forget to have fun and enjoy what you do.



#### DISCLAIMER:

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# Welcome back



**The adage 'Life comes full circle' holds true for both our professional and personal voyages. Meet few of the many who have found their way back home to KPMG.**

'The brand value that KPMG in India has to offer is like no other'

Mubin Shaikh

Director - IT Advisory (West)



### What brings you back to KPMG in India?

What brings me back are those countless opportunities that KPMG provides its employees with. Be that as it may, I would never say that work pressure did not get to me, ever. Certainly, it did. But with that level of stress always came along a sense of responsibility that kept me on my toes all round the clock and made me realise how important my work was to KPMG and my clients. That instilled a sense of accomplishment in me every hour of the day. The brand value that KPMG has to offer is like no other.

We, as KPMGiites, believe in delivering excellence, at par. Now, we cannot stay away from a firm like KPMG for too long, can we?

### What did you miss most about being here?

While I was away, I missed the sense of contentment that one gets after working long hours at KPMG and realising that all of it has contributed positively in solving our clients' problems. Even more so, when you know that the ideas and approaches that you suggest to your clients are the ones that really make a difference to their professional life once they implement them. I have

always been fascinated by the talent that KPMG has among its employees and, from the way I look at it, it could not get any better.

KPMG keeps its employees engaged in some or the other activity like occasional cultural events, team outings and visits to NGOs, all of which fills me with immense excitement; not to mention, my ITA team. Last, but not the least, working in collaboration with your peers and yet emerging out distinctively recognisable when

challenged with opportunities galore, is any day worth reminiscing.

### Any message for our readers?

If I were to impart my insights into this matter, I would say, first of all, we all are really lucky to be a part of this big and reputed firm. Furthermore, we all know that there are times when the firm goes through some ups and downs, some of us might have been there during those times, others not. Regardless of how new we are to

the firm, we should not forget that people whom we are working with are important and the faith that we have in each other holds us up in times like these. Take pride in being, or having been, a part of this firm which recruits and retains the best of the talent.

On the same note, I would like to conclude by saying that clients are like our relatives and it is our onus to tend to them and deliver to them the best by cooperating with each other, just like a family.

'There are a lot of opportunities to grow and learn at KPMG in India'

Neeraj Nangia

Manager, Markets



### What brings you back to KPMG in India?

KPMG in India truly lives by its promise of seven values. In my past stint with the firm, I found the culture really conducive for personal and professional learning. At all times, I found the Partner of my practice really approachable, helpful and leading by example in difficult situations.

### What did you miss the most about KPMG in India?

I really miss the combination of professional, yet friendly, working environment, where an individual and his/her opinions are respected. Also, to add, KPMG in India's policies are cutting edge and its people are friendly, which is necessary for a good work-life balance.

### Any message for our readers?

There are a lot of opportunities to grow and learn at KPMG in India. One must explore them before even thinking of venturing out.

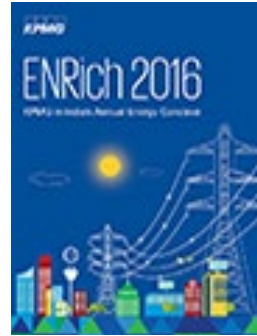
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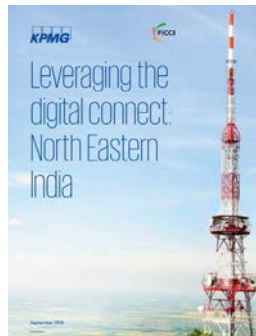
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**Building the Digital State**



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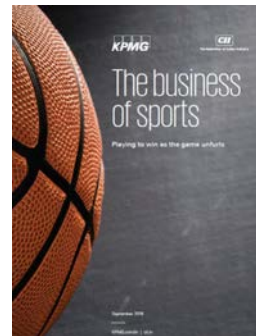
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## Join KPMG in India's alumni network

Our flourishing alumni network not only helps you in establishing contact with your former colleagues, friends and KPMG in India, but also keeps you abreast of our alumni programmes, news and events, as well as latest services and offerings.

### Our alumni website

Registrations continue to pour in for our alumni website - a forum for ex-KPMGiites to connect with each other and the firm!

[Visit the Website](#)



By registering with the network on our [Alumni portal](#), you can also actively participate and contribute to our [Citizenship programme](#) and other initiatives of the Firm, wherever you are based.

We hope your continuous relationship with the firm will serve as a cherished source of inspiration in all your future endeavours.



## KPMG in India contacts:

### **Nitin Atroley**

#### **Partner and Head**

Sales and Markets

**T:** +91 124 307 4887

**E:** [nitinatroley@kpmg.com](mailto:nitinatroley@kpmg.com)

### **Shalini Pillay**

#### **Partner and Head**

People, Performance and Culture (PPC)

**T:** +91 80306 54500

**E:** [shalinipillay@kpmg.com](mailto:shalinipillay@kpmg.com)

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