



THE NAND & JEET KHEMKA FOUNDATION

# Khemka Forum on Social Entrepreneurship

*...accelerating the business of social change*



Indian School of Business, Hyderabad  
17th & 18th November 2011



FEATURED EVENT OF  
GLOBAL  
ENTREPRENEURSHIP  
WEEK

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## **Introduction and Background**

After two successful years of building the Forum to co-create strategies for 'scale' and 'innovation', the third edition of the Khemka Forum on Social Entrepreneurship, held at the Indian School of Business on 17th and 18th November 2011, turned the spotlight squarely on 'ecosystem'. Social entrepreneurs and other thought leaders gathered together to deliberate on what it takes to build an ecosystem that supports social entrepreneurship in the country and how they could work together in a collaborative and cooperative way to advance social impact for the underserved. Social entrepreneurs from India, Africa and Pakistan joined the Forum to share their experiences and how they leveraged difference points within the ecosystem.

Through sector specific discussions we dived deeper into different sub-ecosystems, such as affordable housing, renewable energy, health, and skill building and employability, to explore the interaction between various players in these sectors. On popular demand, this year we conducted consultancy clinics on both days of the Forum. The clinics discussed a wide range of issues that social entrepreneurs face on daily basis.

This year, the Khemka Forum on Social Entrepreneurship was also featured in Global Entrepreneurship Week, which covers about 48,000 entrepreneurship events in 120 countries. The Forum was selected as one of the featured 20 events out of these 48,000 covered events.

The Forum brought together over 150 delegates from all over the world which included representatives from investment firms, social entrepreneurs, donor agencies, academic community, Government departments, and media. Leading International and national organisations partnered with the Foundation to put together a rich, topical and meaningful agenda. The partners brought their extensive knowledge, rich experience and expertise.

The following 14 organizations partnered with the Foundation.

Accenture, Acumen Fund, Centre for Emerging Markets Solutions (CEMS) at the Indian School of Business, Centre for the Advancement of Social Entrepreneurship (CASE) at Fuqua School of Business, Duke University, CII-ITC Centre for Excellence for Sustainable Development, Dasra, EdelGive Foundation, Elevar Equity, FSG Social Impact Consultants, Impact Investment Partners, International Finance Corporation (IFC), Intellectap, Kauffman Foundation and The PPractice. In addition, Development Alternatives lent their expertise in designing the session on Affordable Housing which was convened in partnership with FEM S3.

We were privileged to hear Usha Thorat, Director, Centre for Advanced Financial Research and Learning; Suneet Singh Tuli, CEO Datawind, World cheapest



*Delegates at the Forum*



tablet computer-Akash; Asher Hassan, Founder and CEO, Naya Jeevan, Pakistan; Dilip Chenoy, CEO and MD, National Skill Development Corporation (NSDC), Arnab Roy, Executive Director, National Housing Bank, GV Ravishankar, Managing Director, Sequoia Capital, Sandeep Farias, Managing Director, Elevar Equity; Arun Gore, Managing Director and Principal, Gray Ghost Ventures; Sagarika Ghose, Senior Editor, CNN IBN; Dr. Vivek Desai, Managing Director, Hosmac; Karan Verma, Business Manager, South East Asia, GE Healthcare; Rajeev Kher, CEO & Founder, 3S Shramik; Dr. Sabahat S Azim, Director, Glocal Healthcare Systems; Abhishek Sinha, Founder and CEO, EKO India Financial Services Pvt. Ltd.; Gyanesh Pandey, CEO, Husk Power Systems ; Vikas Shah, Chief Operating Officer, WaterHealth India and many more participated at the Forum.

### Overview of the agenda

Through plenary discussions, small interactive sessions, consultancy clinics and sector specific sessions we turned the spotlight on what it takes for social entrepreneurship efforts to move from 'being islands of excellence' to 'ecosystems of change?' The following session snapshots provide an overview on the session topics and content which were discussed at the Forum.

### Plenary-

#### Opening Plenary-

- **In conversation with Suneet Singh Tuli: Is sky really the limit?** – Suneet Singh Tuli, CEO of Datawind – the maker of world's cheapest tablet joined the Khemka forum to share with the delegates the highs and the lows, the pulls and pushes and the 'romance of making it in India'
- **Building ecosystems of Change** – Apart from India the global social entrepreneurs from Africa and Pakistan shared their experiences – how they are leveraging the different points in the ecosystem.
- **Microfinance plenary – Learning's from India's microfinance fallout** – The most inspirational, oft quoted story of scale and impact – microfinance, has found itself in the eye of a storm recently. The rates of interest charged to the poor, the collection methods, and remuneration packages to top line management have been making headlines and various new regulations have added to the crisis. But despite all the rumblings, there is no denying that microfinance as a strategy to meet the credit needs of the poor is a powerful tool. In this plenary the discussion focussed on what other social enterprise sectors can learn from the Microfinance crisis.
- **Closing Plenary – Next Generation in Advancing Social Impact – Philanthropy and Investment Joining Forces** – This session focussed on how the combined efforts of policy, investment, philanthropy and market forces can be better aligned to support social entrepreneurship.



## Parallel Sessions

- **Large Corporations and Social Entrepreneurs...building alliances** – In this session corporate and social entrepreneurs who are working together discussed that key to the success of their relationship is working on strengths of both without compromising on their own values.
- **Negotiating the relationship minefield** – Social entrepreneurs and investors discussed what practical steps have been taken to build alignments between expectations and goals.
- **Leveraging the Demographic Dividend** – According to the National Skill Development Policy, 2009 “India has set a target of building skill of 500 million people by 2022, however the current capacity of the skill development programme is just 3.1 million”. In this session the speakers discussed the hows of ensuring effective collaboration between all players, so that India reaps the benefit of this demographic dividend.

**Consultancy Clinics (CC's)** – The consultancy clinics were the most popular session at the Forum. On popular demand we conducted the clinics on both the days of the Forum. The clinics discussed a range of real time issues that social entrepreneurs face on a daily basis and were very well received by the delegates.

### Day 1 – CC's

- **Navigating the Legal Maze** – This year, we adopted a new strategy to co-create the legal clinic with the delegates, so that it would be tailored specifically to meet their needs. Before the Forum, the legal experts asked delegates who signed up for the clinic to send their most pressing legal issues. The clinic focussed on providing solutions to challenges faced during the session.
- **It's all about people, people, people** – Accenture team facilitated the Human Capital clinics at the Forum. The focus of the session was methods to address key talent management challenges faced by organizations: from recruiting, to branding to keeping talent engaged and motivated.
- **Bridging the gap between theory and practice** – The academics, social entrepreneurs, and other stakeholders joined the session to explore strategies that could be adopted by universities and practitioners in order to work together to inspire, motivate and enthuse the next generation of social entrepreneurs?

### Day 2- CC's

- **New Media and Social Change** – Activists have effectively used technology to create new online communities and mobilized them to create social impact, for example – social media (including mobile) helped the Indian Anti-Corruption Movement, the uprising in Egypt and many other social movements. In this clinic, experts engaged the audience in new ways to use social tools to effect social change.



- **Demystifying term sheets** – In this clinic, Sandeep Farias from Elevar Equity tried to simplify the language of investors and investments – particularly when it comes to term sheets and investment documents.
- **Your people – your competitive advantage** – The Accenture team looked at how organizations can manage performance, while retaining the existing passion for the vision of the enterprise. Issues central to structuring the enterprise in its different growth phases were also be deliberated at the clinic.

### Sector Specific Sessions

- **Micro-Franchising: A Scale-Up Strategy?** – By drawing on the experiences of many renewable energy entrepreneurs and other industry leaders, in this session we explored franchising and organic growth models and discussed the benefits and challenges of each as a means for expansion.
- **Public Private Partnerships: Ensuring a Healthy Balance** – Experts from the healthcare sector joined to discuss how social entrepreneurs working in the space can partner with the Government to create a win-win Public Private Partnership (PPP) model that could potentially bring India at par with international benchmarks in healthcare.
- **Affordable Housing: A Long Way Ahead** – In this session, hosted by Fem Sustainable Social Solutions, corporate houses, banks, housing departments, and NGOs joined together to create unique partnerships in order to develop sustainable solutions, including the concept of green technologies in the affordable housing space.

### An evening with Media

- The media is a critical partner in building the agenda for social change is a well established fact. Compelling narratives and effective story telling as we know can move the needle on pressing social issues and become a catalyst for systemic change. But the media has its own compulsions – it has to follow the 'story of the day', 'breaking news' with politics and cricket dominating the headlines. In a fiercely competitive world where grabbing eyeballs, ensuring TRP's (television rating points) and mass readership is critical to survival, how do we, as practitioners and supporters of social entrepreneurship engage the media as a formidable ally? How do we move beyond stories of a 'few good men' to mainstreaming issues of economic and social justice, so that through this increased awareness we can attract resources, talents, and attention? These questions are many more were some of the key points discussed with representatives from major media houses such as CNN IBN, Times of India, Business today and the social entrepreneurship community.



### Forum Highlights

- Ajit Rangnekar, Dean Indian School of Business (ISB), in his opening remarks stated that ISB sees India as a great laboratory, there are varieties of problems in the country, and fortunately there is the required talent and enthusiasm to solve these problems. He opened the proceedings with cautionary note for the delegates, “the major problem that all social enterprises will face in the future is the problem of scale. In a country like India we cannot do mini projects and be satisfied. We have to create a huge impact and therefore scale is imperative. To scale up we need funds, and those funds will come only if the projects that we talk about are attractive. When the projects start to look attractive, a lot of undesirable people enter into the sector and someone will do something that is not appropriate. The political machinery, media will come into the act and there will be an outcry about social goods v/s excessive returns. The key would be how to maintain balance between social good and maximising profits. From the microfinance crisis, we should learn a lesson and find an answer”.
- Suneet Singh Tuli is the inventor of the worlds cheapest tablet computer priced at Rs. 3,000. In conversation with Lalitha Vaidyanathan he shared his views and stated that even though most people believe that the “bottom of pyramid” does not need the internet, this is untrue. Internet has become an integral part of life. In fact, the power of the internet is so significant that anyone who tried to undermine it is naive. The phone is no longer a communication tool; in fact it is a commerce tool, and the internet is also going to be used for this purpose as well. The opportunities are still so large, yet industry experts fail to see them.

While answering the question ***“what is the technical or supply chain aspect that is unique about the device?”*** Suneet said that the secret is that 900 million mobile phones exist in India with network access.

Therefore, people are willing to pay a certain price for a communication device, as long as it meets their needs. The device must be something that can be carried in a pocket, have a broad screen, be easy to navigate, and have a high resolution. With this vision, Datawind created its own virtual LCD manufacturing company, using excess capital to create touch panels. The mobile phone has had a huge impact on economy of India, every strata of society is using it not only for communication but also for commerce. The real impact of Datawind tablet is therefore significant as the future will be based on knowledge-based economies. India’s advantage is demographic, with 100 million active internet users (someone who uses at least once a month) and 48 million people who use internet every other day. India will not grow because of resources or imperialism, but rather through empowering poor people who are more resourceful than the rest of us; for 90% of people in India who are poor are smart and can find ways to make technology most useful.



**Suneet Singh Tuli, CEO Datawind**





- For the opening plenary on Building Ecosystems of Change, social entrepreneurs from Africa, Pakistan and India discussed their learning and experiences through their work in various sectors from different parts of the world. The panelists also shared how relationships / actions have helped to facilitate their work and heighten their impact.



*Opening Plenary Speakers*

Asher Hasan, Founder and CEO Naya Jeevan spoke about collaborating with corporations to access and enrol informal workers or employees working up and down the supply chain within the corporation to provide them with healthcare insurance policies. By operating through this supply chain Naya Jeevan has been able to access populations never before protected under a healthcare insurance policy. Naya Jeevan leverages the

platforms provided by these corporations as hubs for opportunities. Additionally, along with the healthcare policy provide other services such as financial literacy programs and education initiatives with the hope of eventually raising a community out of poverty. Nalini Gangadharan from CAP foundation spoke about surviving in an ecosystem and how to leverage the multifaceted framework to work towards eradicating poverty. Nalini discussed CAP foundation's work towards the rescue and rehabilitation of child workers and youth that need additional support for education.

Key recommendations shared by panellists for building *ecosystems of change*

- **Partnerships are key**- recognize key stakeholders across sectors, constantly innovate and reach out to different partners, find reinforcement in favourable ecosystem components, and utilize these components to overcome challenges.
- Innovation should always be at the forefront
- **Leverage, leverage, leverage**- Operating in a cross-sector environment and using knowledge and access from other sectors will expand organizations reach and impact.

- Don Mohanlal, President and CEO of Nand and Jeet Khemka Foundation, moderated the closing plenary titled Next Generation in Advancing Social Impact – Philanthropy and Investment joining forces. Don Mohanlal opened the proceeding with an African proverb “If you want to go fast, walk alone; if you want to go far, walk together”. He said we convene this panel as none of us have enough wisdom, expertise, know-how, resources to build the ecosystem alone. This session will discuss and attempt to answer – what it takes to create an ecosystem of social entrepreneurship in the country and how various stakeholders – government, investors, academic, corporation and social enterprises can work together to create a sustainable social infrastructure?





Mrs Usha Thorat shared, financial sector Interventions tried out in India for creating enabling environment for growth of social enterprises

- **Priority sector lending-** 40% of bank loans are to be given to the priority sector- broadly priority sector includes social enterprises, small scale enterprises, small agriculture businesses. Government has mandated banks to allocate credit for underprivileged sections of the society where maximum employment can be generated through priority sector lending. Further, there is an element of subsidization which allows banks to charge affordable interest rates.
- **Credit Guarantee-** It has worked very well without diluting other underwriting standards and ensuring that lending to the poor is linked with an identifiable source of livelihood and cash flows
- **Unique Identity for the poor** facilitates access for various public services
- **Credit bureau** which looks across the underserved parts of society and also enable creating a conducive credit culture and sustainable credit system

Mrs Usha Thorat, Director, Centre for Advanced Financial Research and Learning said, when we talk about the subject of ecosystem it is not only one aspect of public policy that helps in facilitating the enabling environment for ecosystem. In fact it is a gamut of public policy that needs to be looked into, such as taxation accounting regulatory, legal. Mrs Thorat talked in great detail regarding role of regulation particularly how financial regulation from a broader financial sector policy can be an ally of social enterprise.

She said, in developing countries like India where large section of population are poor, the government has taken inclusive growth as an explicit objective of financial sector policy. Even in developed market it is apparent; movements like “occupy Wall Street” demonstrates concerns of growth particularly employment driven growth. Crisis has also brought light to the fact that financial sector is relevant only as long as it meets the needs of the poor. The way one has to look at creating ecosystem for social enterprises from financial sector point of view is how state intervention can create an enabling environment for growth of social enterprises.

Sonal Shah, Former Deputy Assistant to the President, United States Director, Office of Social Innovation and Civic Participation, United States shared her point of view on “What needs to be done in building the ecosystem?”

- **Philanthropy and business need to focus on testing new ideas** and bring out analysis on what works and what does not for policy makers. Government can then play a role in scaling up new ideas that works.
- **Build leadership** – Sonal said it is important to see how we contribute in creating leaders in

sector, as we tend to pick winners and then are afraid to let other people come in the space.

- **Focus on results and Outcomes** – We need to ask ourselves are we achieving the outcomes and is the change that we are working towards really taking place?

**Ability of the sector and ecosystem to allow failure to happen** – In business when company's fail they innovate and look at failures as sources of learning. However in the social sector we hesitate to talk about failure.

### **Key feedback from the delegates**

- Khemka Forum provided an excellent opportunity to network, exchange ideas and encourage open conversations
- Consultancy clinics were praised by many delegates as the most useful session at the Forum
- The delegates appreciated the range of topics covered at the Forum
- Quality of speakers was very good, it contributed to the richness of the discussions
- Choice of new topics like – New media and social change was appreciated by the delegates
- Logistically the Forum was very well planned and managed

### **Moving Forward**

Khemka Forum on Social Entrepreneurship, we see it as a hub to bring different stakeholders together. Renewable Energy working group (REWG) emerged as an outcome of Khemka Forum on Social Entrepreneurship, 2010. It is set up to act as representatives of enterprises in India delivering clean and sustainable energy solutions to the poor. REWG is focussing on developing a baseline of knowledge and network of renewable energy enterprises which can make coordinated efforts to address key challenges facing the sector.

Some of the important lessons that have emerged out of delegate feedback and internal reflection of the team that we would strive to incorporate for the 2012 Forum:

- Utilize seasoned moderators for discussions – Delegates felt that in some sessions moderator could have played more effective role in bringing the focus back on the topic so that the quality of the session is not diluted
- Sessions to be crisply planned with definite outcomes – It was suggested that to minimize deviations during the sessions. Definite expected outcomes and takeaways planned in advance for every session
- Circulate the speakers profiles and session description in the delegate kit
- Following topics were suggested for next year – Agriculture enterprises, water security, rights of Tribal population, producer owned enterprises, Indian social enterprises and its replicability in other parts of the world
- Invite more speakers from the corporate world – Anu Aga, Ex- chairman Thermax, Anand Mahendra, Mahendra group



## **Snapshots of the interactive group sessions at the Khemka Forum on Social Entrepreneurship, 2011**

### **Consultancy Clinic: *Navigating the Legal Maze***

**Key Discussants:** Pankaj Jain, Principle, Impact Law Ventures; Ekta Bahl, Partner, Tatva Legal; Karthik Mahalingam, Partner, Amarchand Mangaldas & Suresh A. Shroff & Co

Pankaj Jain introduced the third legal consultancy clinic held at the Khemka Forum in as many years by saying that building bridges between law and social enterprises is the objective of this clinic. In 2011 a new strategy was adopted to co-create the legal clinic with the delegates, so that it is tailored specifically to meet their needs. Before the Forum, the experts asked delegates who had signed up for the clinic, to send their most pressing legal issues. The intent was to take up all those questions and provide answers. Pankaj started the clinic by sharing some disclaimers with the delegates in order to set the expectations right:

- Consult professionals beyond this clinic and do not take any advice given here as binding – Law is a very fact specific science like medicine. It is important to understand the fact in its entirety; it is extremely symptom and circumstance driven.
- For any tax related matter, tax consultants should be approached. The panellists present today do not have the tax expertise

The session was conducted in an interactive manner. Following are the key outputs of the discussion:

1. Relevant restrictions in India an investor before structuring deals or investments in order to get capital in India which is in consonance with the legal framework of India
  - Ekta Bahl said “first, entrepreneurs need to do their homework to see whether the enterprise is eligible for funding or not? Study sector specific caps available with Foreign Exchange Management Act. Second, entrepreneurs should be aware about certain specific local regulations/ act which vary from State to State and industry to industry in India. Third, how the business is legally structured – Is it a non-profit, partnership, proprietary and so forth. The structure will determine the type of investment that can come in the organization”.
  - Karthik Mahalingam emphasised that “there are foreign exchange implications” when money comes into the country, and hence it is important for the foreign investors to keep in mind some of the salient points. Reserve Bank of India expects to fulfil certain reporting requirements when money comes to India. When money is utilised there are certain times you need to report back to RBI – mentioning how the money was utilised, if there is any residual amount left, and for what purpose is it to be used later. Some reporting requirements are for later periods too. Please keep reminders



to ensure all these requirements are fulfilled. Statutory organization looks at your track record and if it finds organization compliant it will work in your favour as there are going to be slip ups from time to time”

2. Can there be a model where fees for the legal due diligence could be loaded on the investor than the entrepreneur-Pankaj Jain shared that typically legal due diligence costs and documentation costs are passed onto the entrepreneur. Ideally, it should be split 50-50 between entrepreneur and investor. If it's a small deal (100,000 dollars) it should not be levied on to the entrepreneur, as usually big investor would have a law firm on a retainer basis, which could be used for legal due diligence. Also, there are times when investor asks for travel cost of their directors to be reimbursed if they are coming for the board meetings, if the deal is small you cannot expect entrepreneurs to reimburse for travel cost. Lawyer needs to work on pushing back these small costs in favour of Social Entrepreneur.
3. Type of legal due diligence done by the investor before investing
  - Investors look at corporate governance of the organization,
    - How they are maintaining minutes,
    - Filing with the RoC on time
    - Types of contracts organization has entered into
    - If the contracts require organization to perform certain compliances, is the organization following those compliances?
    - If there is a litigation- proper filing and following up on the litigation is taking place
    - Is it a random litigation or company is defaulting periodically
  - Further Ekta Bahl suggested, when doing due diligence it is better not to let investor point out issues to you. If you are aware issues will take time to resolve, bring it up on the table and it will help in negotiation, final documentation & valuation.
  - Pankaj Jain said “the investor and entrepreneur relation should be based on over communication, over communication never hurts”
  - Also, during due diligence legal counsel provides checklist to entrepreneur, go through the checklist and prepare report according to it. It makes easier for the advisor to flag out the issues.
4. What would be the best visa category for fellows who come to India to work? IDEX fellowship is a programme where young graduates interested in social enterprise space in India spend 10 months in an enterprise in India. The fellows come from all over the world - UK, US, Australia and other countries. They get stipend in US but work in India. They cannot come on working Visa or a tourist visa.



Speakers gave following advice –

- Understand local consulate or high commission practice. Speak to the authorities to know what is the appropriate form of visa and use their guidance to structure
- Organizations which do this very often and at scale like IDEX fellows should outsource it to immigration consultants. They do it on day in and out basis, understand local practices.
- IDEX could also explore volunteer visa category as your payment is being made outside.
- Further, Pankaj Jain suggested based on experience that if you have foreign employees, paper work should be in right order. There are some tax liabilities which should be complied to. Avoid any discrepancies in paper work.

5. Key points to be kept in mind if foreigners want to start enterprise in India?

- First understand as an entrepreneur what are the compliances that need to be taken into account
- Set up a legal entity, get PAN, TAN and other compliances in order for the enterprise
- Understand immigration related challenges- what type of visa is needed?

6. What are the key issues that a start-up entrepreneur should focus on in the beginning?

The panellists shared that as an entrepreneur,

- It is important to understand the legal regime impacting your industry/ sector.
- Put legal structures in place, registrations including PAN, TAN and so forth. Keep aside at least five to ten percent of your time to maintain the legal compliances.
- In the beginning as the social entrepreneur spends most of their time on working in the field, usually compliances take a back seat. To be regular for compliances as a governance practice, appoint an in-house person for compliance check, who reports back to the board on regular intervals. Maintaining a folder or finder for marking deliverables very month in advance is also helpful.
- Pankaj Jain said the most important point is to 'talk it out' prepare a magic list of 10 questions which you should answer. For example
  - Who you are?
  - What do you want to do?

- Where do you see enterprise going?
- Are you investing in it? How much is founder's equity?
- What is a lock in period?
- Are operational roles clearly defined?
- Bring in strong board of advisors who help in your entrepreneurial journey
- Also, some of the online blogs are helpful too for example – Head Start, Hyderabad Start- up, Delhi Start- up, OCC start- up, and many more. You Beneficial information could be found on the internet but it is always best to calibrate with actual legal counsel
- Impact Law Ventures, Khemka Foundation and Amarchand Mangaldas are working together since last three years on a legal tool kit. The content is prepared. An editor is working to liven up the document and add real time stories and experiences of the entrepreneurs.

### **Parallel Session: Large Corporations and Social Entrepreneurs...building alliances**

#### **Hosted by EdelGive Foundation and FSG Social Impact Consultants**

**Session Chair:** Lalitha Vaidyanathan, Managing Director, FSG Social

**Speakers:** Abhishek Sinha, Founder and CEO, EKO India Financial Services Pvt. Ltd.; **M. K. Prasad**, Deputy General Manager, Rural Business Alliances, State Bank; **Karan Verma**, Business Manager, South East Asia, GE Healthcare; **Esha Tiwary**, VP, Marketing and Business Development

#### **Session Background**

Large Corporations and Social Entrepreneurs...building alliances was put together by FSG Social Impact Consultants and the EdelGive Foundation. The corporate and social entrepreneurs who are working together joined and discussed challenges large corporations face in exploring and pursuing opportunities in this space? What are important factors key to the success of their relationships, thereby ensuring a win-win for both corporate and social entrepreneurs?



### Market opportunity for Corporate

Lalitha Viadyanathan, session moderator opened the session by asking representatives from corporate sector on the panel what type of market opportunity is present in the Bottom of Pyramid segment – Karan Verma, Business Manager, South East Asia, GE Healthcare said that if companies like the size of GE have to grow, they cannot ignore the BoP market. The bottom of the pyramid market is seen as a non consumption or low cost competition market. Today, GE is discussing how do we find a profitable ways to access the rural segments? How do we change our business models? Do we need to change our strategies- do we need more dealers, more products, do we need to have different products i.e. one tenth of the cost of lowest product that we have? How do we get that product?

Karan Verma shared that GE is looking inwards as well as outside to see how we play in those segments, which have been ignored till now. GE would not like to ignore rural markets anymore as (a) it's a good business (b) gives GE the needed growth (c) good for society and strata that we operate in.

M. K. Prasad, Deputy General Manager, Rural Business Alliances, State Bank, gave the perspective of the nationalised bank. State Bank of India was originally created to provide formal credit opportunity to the rural people and by partnering with organizations like EKO financial services we are realising our original mandate.

### How does SBI and EKO collaboration work?

EKO financial service provider is a branchless banking service provider, a business correspondent to SBI since 2009. In 2006, RBI defined the business correspondent (special agents) which can acquire and service customers on behalf of the bank beyond the physical premises of the branch. Eko, started with the aim to democratise access of financial service. Through its business model, EKO tried to capture the market by availability of cell phones in everybody's hand. Eko leveraged small retailers- shops selling food, medicine, electrical goods and many more. A person can walk into the retailer store, branded business correspondent of SBI, retailer helps the person in filling up the account

## SBI-Eko Collaboration

**Digitization of a transaction**

Missed Call | Only Numbers | Works on Ultra-low cost handsets | FREE





opening form. Collect photo, proof of identity, and proof of address and in 10-15 minutes the person can walk out of the retail store with a bank account.

EKO with the help of cell phone is able to convert the retail shops to ATM++ without downloading any application or form. EKO SBI branded retail shops provide various services including deposits, withdrawals, and other services like microinsurance. SBI is the enabling platform and EKO is the agent of the bank. Abhishek Sinha shared; we deliver two services to the SBI (a) Last mile distribution of financial products and services to the poor (b) Low cost transaction processes with the help of cell phones. With the help of a basic cell phone by dialling your number the financial transaction can be done in a secure manner. EKO has duplicated the usage of cheque on cell phone. EKO used the three key components of a cheque- client's name, amount and signature. On a cell phone EKO uses short code, followed by mobile number which is the alias to the SBI account number, the amount, followed by ten digits one time password which helps the customer to ensure that transaction happens smoothly and securely.

Mr. Prasad said due to our partnership with organizations like EKO, SBI business has grown. Through business correspondent model SBI scaled up faster, the costs of operations are one tenth in comparison to branch banking. Since SBI has been set up it managed to open only 14,000 branches, however, in last 4 years SBI has opened up 25,000 business correspondents to service the clients. Further, SBI outreach has also increased- through BC channel SBI acquired 6 million customers till now as compared to 4 million through the branch banking. Another, advantage for SBI has been that it managed to capture approximately 6% of the remittance market share. Before the business correspondent regulation the remittance transaction were taking place through informal means. The regulation provided security and reduced the cost of sending money home for the migrant workers. It assisted SBI in acquiring customers from rural areas, who are keen to open bank account to receive remittance by means of formal channels.

#### **How does Embrace and GE Healthcare collaboration works?**

Embrace designed an innovative, affordable infant warmer for premature and low birth rate babies. Product is a low cost, which is a fraction of any existing device. Through this product Embrace has tried to isolate one of the biggest causes of neo natal mortality which is hypothermia i.e. new born babies not being able to stay warm. Embrace Thermpod is a low cost and context appropriate solution to the problem. It is affordable, easy to use and carry, easy to clean.



Embrace started out in 2008, launched their first product in Karnataka in 2011. Embrace is partnering with GE Healthcare in India for distribution, regulation and engineering as well. Explaining why GE healthcare decided to partner with Embrace on this product. Karan Verma, shared firstly GE Healthcare identified with the product need, it is estimated that 25 million babies are born in India every year out of which 5 million require hospitalization due to various reasons, predominantly for thermoregulation. It is a major cause of infant mortality and neo natal mortality among infants, as new born babies are not able to regulate body temperature well resulting in other complications and often death.

The representatives from GE- Embrace shared that we leveraged the strength of each other for the collaboration, which includes

- Embrace being a small organization, brings ability to think new ideas, innovate, undertake rapid prototyping. The present version is 67<sup>th</sup> version which was perfected after taking constant feedbacks from the customers.
- Large corporations like GE have strong processes, experience in regulation, market access and infrastructure for high distribution.

GE-Embrace : The Collaboration Matrix		
KEY SUCCESS FACTORS	embrace	GE Healthcare
1. Specific Market Insight (BoP)	++++	++
2. Motivation to Invent	++++	++
3. Disruptive Innovation (Design)	++++	++
4. Flexibility & Speed of Product Adaptation	++++	++
5. Quality Management System	++	++++
6. Experience with Regulation	++	++++
7. Breadth & Depth of Market Access	++	++++
8. Product Messaging/ Value Prop	++	++++
9. Resources Available/Volume Commitment	++	++++
10.Brand Recognition & Reliability	++	++++

#### The panellists shared the Key learning from their partnerships –

- Building partnerships between large corporations and social enterprises takes time, often small companies underestimate the time commitment required for building the partnerships
  - Abhishek Sinha shared his experience that building strong partnerships of such nature takes time. In large corporations organization decisions are substantiated with lots of data, you need to work towards gathering that data.
  - Finding and approaching the right department to discuss your idea is the key
  - Mr. Prasad said that since SBI was created we were doing banking through our branches; therefore working with agents for banking was a completely new concept for us. We took a great leap of faith in trying this new concept.
  - Esha Tiwary from Embrace shared that we were speaking to GE Healthcare for two years. It was only after a year we started talking about



partnership and alliances. Last year has been about ironing out issues, getting processes aligned. As a small company you have to commit lot of resources to make a partnership work- difficult decisions are - should you be spending those high critical resources on product development, market research or should you be directing towards ironing out issues, managing partnerships which may have long term future. Those are some of the trade-offs that have to be made by small organizations.

- For a social entrepreneur it is very important to find right department to partner within huge network of the large corporation
- Partnerships between a social entrepreneur and large corporations are unique due to the mismatch in terms of size, strength, different internal cultures. During the relationship building process both partners need to keep reminding each other that it is a partnership and not a contractual relationship.
- Champions who are passionate about the cause, push through the hurdles and could make it happen are needed on both the sides, particularly when there is no precedent in the past.
- Data which articulates the business feasibility is very useful for a social entrepreneur to convince a large corporation to partner with them – what is the market need, how the solution will solve the market need, how it could be scaled up, can we service the market need profitably.

### Current Focus – low income/affordable housing

	Urban	Rural
Income bracket	> Rs. 7000-20,000/month	> Rs. 150,000 per annum
Housing Cost target	3 lakhs to 15 lakhs (Rs. ...per sft)	45,000 – 1,50,000 (Rs. 450-600 per sft)
Client target	Regular income with pay slips	Bpl / Small and marginal farmers/ trades people with land papers
Area	~600 sft	250 – 450 sft built area
Amenities	2 Living rooms, kitchen, bath and toilet Plus electricity, water connections, sewerage	1-2 living rooms, cooking space, bath plus toilet, no electricity, no running water, independent waste management
Key Drivers	Developers, govt.(JNNURM/RAY)	Govt. (IAY / state schemes), international donors
Critical Supporting Players	HFI, HMFI, NGOs,	NGOs, RRBs and other banking institutions (MFI?)

### Sector specific discussions: Affordable Housing: A Long Way Ahead

**Hosted by Fem Sustainable Social Solutions; Co-hosted by TARA**

**Facilitator, Shrashtant Patara**, Vice President DA Group and CEO TARA

**Speakers: Arnab Roy**, Executive Director, National Housing Bank; **Zeenat Niazi**, Senior Program Director, Development Alternatives Group; **Vishnu Swaminathan**, Director- Housing for all, Ashoka India

Zeenat Niazi from Development Alternatives set the stage for discussion by providing a lay of the land in affordable housing sector in India. Affordable Housing is synonymous with low-income housing for the poor living in urban or rural areas of the country. Most of Indian population is rural and



70% of the poor (225 million) live in villages (1). A National Family Health Survey, conducted in 2000 by the Indian government, reveals that only 19% of the rural population lives in pucca (strong) houses, while the remaining live in kaccha (weak) and semi-pucca houses with mud walls and thatched roofs. 87% of homes in the villages do not have toilet facilities (2). Cooking is usually done inside the house under inadequate ventilation with biomass such as dried cow-dung, fire wood, dry weeds or crop residue, exacerbating the risk of tuberculosis.

It is difficult to find reliable figures regarding urban poverty in India, but no doubt that its scale is striking. A survey conducted by the National Sample Survey Organization's in 2002 showed over 42.6 million people live in 52,000 slums, representing 14% of the total urban population. The slums are developing due to a combination of rural-urban migration, natural population growth, and structural transformation of previously rural areas. As cities grow, increasing pressure is put on urban infrastructure and services, and the lack of affordable accommodation forces the urban poor to reside in unsanitary and hazardous environments, lacking access to even basic facilities. Only 15% of slum dwellers households in India have drinking water, electricity and latrines in their premises. Less than 25% of them have sanitation systems. The above table captures the rural and urban scenarios of current aspects of Affordable Housing in India.

## Key Outputs

### 1. Biggest challenges facing the affordable housing sector-

- Arnab Roy executive director National Housing Bank said that the biggest challenge to the sector is emerging from the growth of supply side i.e. issues like affordable land, infrastructure, efficient governance, security of title.
- Vishnu Swaminathan from Ashoka gave urban housing perspectives. He expressed that, major impediments in looking at market based solutions for urban areas are; (a) Availability of money at various levels for example to acquire land - small and medium developers need money, also they need access to working capital. Similarly, availability of money for the customers who do not have income statements and getting loans through retail banking sector becomes a challenge for them. National Housing Bank has been supporting few organizations but large banks have largely been out of the picture. He urged the forum to raise the question of "How do you encourage large banks to come become active? (b) Another challenge is the time taken to get government approval to construct homes. The government approvals can range between 90 days to 360 days. The land prices constantly fluctuate in urban areas; till the approval is obtained, the land price appreciates to couple of times.
- Zeenat Niazi from Development Alternatives provided rural housing perspectives, she said the need is to work towards aggregation of customers, aggregation of services in one area so that banks start getting interested in rural customers. Even for rural banks the cost of



transaction is very high and due to which they are not interested in servicing this market.

## 2. New ideas and innovation which are being explored in the sector.

- Different segment of people at the BoP need different kinds of housing solution. Vishnu shared that, in Ashoka's experience, we realised it is not one flat structure. There is a base of pyramid within base of pyramid. When we talk of BoP we would consider the migrants migrating from rural areas to urban areas and people who have stayed there for 5-6 years but do not have a proper house. Another category includes people who are willing to move to a new house, but they are not able to move to a new house because supply doesn't exist. The people who do not earn more than 50\$ a month as household income in India need different models like rental transitional housing. Further, there are people who earn 100-200\$ a month need home improvement solution or progressive housing. The need for this segment is how you improve the condition of existing housing? Therefore, when we design a housing solution we need to be clear in our mind about which is the target group we are looking at.
- There is a market based model possible for middle and top layer of bottom of pyramid segment but may not be possible for population at the base of the pyramid. Vishnu also shared an example of home improvement or, in Ashoka terminology, the progressive housing in Columbia. Ashoka work in slums of favela's of Bogota, where women wanted to buy new ceramic tiles to improve the condition of their toilets and bathrooms. The problems these women faced were (a) they could not afford what was available in the market (b) No bank would give them loan to buy tiles. Ashoka approached a large tile manufacturer in Colombia called Coal Ceramics. Company created a new brand of tiles for the low income community. Company also distributed these tiles only through Ashoka network i.e. Ashoka fellow trained 280 women, who would become promoters of these tiles in the slum. The company said we would give out the loans. 280 women distributed tiles for one year in 2008-2009. In the first year they made sale of 12 million dollars. Next year they touched 25 million dollars. Now they are becoming a financial company to give out loans for these buyers. Innovation helped us in unlocking a new market potential.
- Vishnu also shared Ashoka's experience on how to move people from informal nature of employment to formal nature of employment. Many of these people are informally employed, how to make sure their document is secured to get a housing loan. Ashoka worked on technology solution for this to collect the documentation much quicker and pass it on the housing company.
- How to foster and empower communities? - Ashoka is working towards creating affordable housing standard, can developers apply for certification for affordable housing. The four criteria for certification includes-
  - Construction quality
  - Energy and environment



- Involvement of community in this criteria
- Involving community in developing financial mechanisms

### 3. Gaps in replicating the innovations at much larger scale-

- Identifying local entrepreneurs who can play a role in replicating.
- Public private partnership must also increase. As an experiment in Rajasthan- National Housing Bank with government of Rajasthan and IFC are working to create some financial mechanisms for affordable housing sector.

### 4. Title innovation taking place in India.

- Zeenat Niazi shared that, in rural affordable housing sector some innovations are taking place in securing title, which could provide lessons for urban sector. Rural people may have their own land; but they might not have the title documentation for it. For bank it becomes difficult to prove till a proper documentation is present. Therefore, it is a common practice in rural areas - panchayats and sarpanch signs off saying particular size of land belong to the family. At urban level too, rural land could be used as collateral by banks for providing loans.
- Arnab Roy also shared that in some states lease deeds or pattas have been made mortgage able, therefore banks are lending against these lease deeds. But only few progressive states are enacting these innovations.

### Consultancy Clinic: New Media and Social Change

**Speakers: Shubhomoy Sengupta**, Digital Consultant, Integrated Marketing Council at Coca-Cola; **Ravi Sundarajan**, Vice President, Marketing, SMS Gupshup

### Session Objectives

Shubhomoy Sengupta and Ravi Sundarajan engaged with the audience to discuss new ways to use social tools to effect social change. Discussion points focussed on following objectives:-

- Social media tools for social change

### The New New

#### COMPARING TRADITIONAL MEDIA TO SOCIAL MEDIA

Traditional Media	Social Media
Fixed, unalterable	Immediately & easily updateable
Commentary is limited and not real-time	Unlimited real-time commentary
Limited, time-delayed bestseller lists	Instant popularity gauge
Archives are cumbersome to access	Archives are easy to access
Limited media mix	All media can be mixed
Commissioned publishers	Individual publishers
Restricted	Unrestricted
Sharing not encouraged	Sharing & participation encouraged
Control	Freedom
Higher carbon footprint	Lower carbon footprint
Space-greedy	Space-saving
Vulnerable to loss or damage	Easily backed up & stored

*Source: some of these comparisons are derived from eMarketing: The essential guide to online marketing <http://www.quirk.biz/emarketingtextbook/download>*



- Mobile technologies – using voice and text to enable grassroots activists exchange information, mobilise opinion and build communities.
- Formulating an actionable roadmap for greater collaboration through social media: amongst co-workers, and the public.

Shubhomoy Sengupta shared why social media is the New New???. He said, traditional media is largely broadcast but social media is about engagement. Through social media you are reaching a new audience, deepening your relationship with your existing audience. A conversation is taking place, people are talking amongst themselves and the brand is built around the individual i.e. “you” by use of social media.

There is growing section of people looking for interesting content related to the kind of work social entrepreneurs do in the field. Social Media provides you an opportunity to share your story with this population as growth drivers are small towns and villages and the type of work social entrepreneurs do is the content which people would like to read about. Ravi Sundarajan said a story is what make people remember things and is a key component of engagement. Stories are something which makes the brand lasts.

Social Media is a shared participation of stories, likes, dislikes and interests. The most important aspect of social businesses is you have stories about lives you have changed, stories about impact of your work in societies and to amplify theses stories you use social media to share these stories and create a platform for all to share these stories- to take to your investors, supporters, volunteers, ministries that help you in amplifying what you do...

Shubhomoy Sengupta shared with audience how to develop a social media strategy. He said “I’m very much against creating a facebook page unless you know what is your content going to be for the next three months”.

Framework for designing the social media strategy, the key points include

- Identify your audience- There are free tools which are available on the internet that can be used to measure what are the type of conversations already active in the social media space on which you are working. . There are platforms like “Google trends” which help you understand the different type of conversation taking place on a specific topic. Another tool like “Google insights” helps you in comparing those conversations.
- Identify your objectives and content you would like to share- Focus on your content strategy, the content should not be limited to one month or two months in fact it should be for next three months how are you going to engage with your audience through the social media
- Choose the tools you would like to share the content with- internet, mobile or any other platform that can ensure outreach to your audience





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### Key Takeaways

- Focus on your story
- Social media is device agnostic
- Leverage existing platforms, don't create new ones
- Unify, don't fragment
- Don't worry about control, worry about engagement



## Annexure 1

### Forum Partners

Accenture is a global management consulting, technology services and outsourcing company, with approximately 236,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is [www.accenture.com](http://www.accenture.com)

The Acumen Fund [www.acumenfund.org](http://www.acumenfund.org) is a non-profit global venture fund that uses entrepreneurial approaches to solve the problems of global poverty. It seeks to prove that small amounts of philanthropic capital, combined with large doses of business acumen, can build thriving enterprises that serve vast numbers of the poor. Its investments focus on delivering affordable, critical goods and services – like health, water, housing and energy – through innovative, market-oriented approaches.

The Centre for the Advancement of Social Entrepreneurship (CASE) at Duke University, the Fuqua School of Business: [www.caseatduke.org](http://www.caseatduke.org) promotes the entrepreneurial pursuit of social impact through the thoughtful adaptation of business expertise. Founded by Prof. J. Gregory Dees, widely recognized as the academic pioneer of the study of social entrepreneurship, CASE develops and disseminates knowledge on the concept and process of social entrepreneurship, economic strategies for social impact, scaling social impact, social venture business models, corporate social entrepreneurship, and entrepreneurial philanthropy. CASE provides courses, service-learning opportunities, speakers, career planning support, and financial aid for Duke MBA students, including scholarships for incoming students who intend to pursue careers in the social sector

Centre for Emerging Markets Solutions, CEMS at The Indian School of Business [www.isb.edu](http://www.isb.edu) is recognized globally as amongst the top 15 global B schools. It evolved from the need for a world class business school in Asia. Its founders--some of the best minds from the corporate and academic worlds--visualised the leadership needs of emerging Asian economies. They recognised that the rapidly changing business landscape would require young leaders with an understanding of evolving economies, but also with a global perspective. The ISB is committed to its role in creating such leaders through its innovative programmes, outstanding faculty and thought leadership.

The CII-ITC Centre of Excellence for Sustainable Development: [www.sustainabledevelopment.in](http://www.sustainabledevelopment.in) is an institution that creates a conducive, enabling climate for Indian businesses to pursue sustainability goals. It creates awareness, promote thought leadership and build capacity to achieve sustainability



across a broad spectrum of issues. A pioneering effort by CII, the Centre is the fountainhead of ideas and practices to promote Sustainability. It enables Indian businesses become sustainable, and channels the potential of Indian industry to power India's agenda for inclusive growth and sustainable development. It enables businesses transform themselves by embedding the concerns of sustainable development into their own strategies and processes.

Dasra [www.dasra.org](http://www.dasra.org) which means 'enlightened giving' in Sanskrit, is India's leading strategic philanthropy foundation. We create collaborative giving platforms for high net-worth individuals through detailed sector mapping, intensive managerial support and rigorous impact assessment. We also enable non profits and social businesses to maximize impact by providing them with training, mentorship, managerial support and funding through our networks. Dasra's comprehensive approach of creating knowledgeable philanthropists and efficient entrepreneurs provides the thought leadership, interventions and resources required to move more people out of poverty faster.

EdelGive Foundation: <http://edelgive.org/> provides strategic direction to the philanthropic activities of Edelweiss (a leading Indian financial services firm) and its employees. EdelGive's mission is to leverage the resources and skills of the for-profit world to empower social entrepreneurs and organizations. This is with a view to achieving systemic change and sectoral impact. Currently, EdelGive supports over 30 organisations across 7 states in India in the sectors of education, livelihoods and women empowerment. Apart from grant making, we also provide capacity building support in areas like strategic and financial planning, impact studies, HR and technology support which is delivered through our employees at EdelGive and Edelweiss. You can read more about us at [www.edelgive.org](http://www.edelgive.org)

Elevare Equity: <http://elevareequity.com/> seeks to challenge discrimination and democratize the distribution of services to poor communities by delivering innovative, market-based solutions that foster economic development. They provide long-term equity capital to high-growth companies, which deliver "high volume and low cost" financial and other life-changing services that result in both social and economic returns and create open access for everyone. Elevare Equity backs entrepreneurs who understand that focusing on customer needs, innovation, growth, and profitability combine to create opportunity and prosperity in local communities.

Impact Investment Partners (IIP): <http://www.impactinvestmentpartners.com/> invests in critical goods and services businesses in emerging markets that deliver significant social impact at scale. IIP is currently raising a \$100 million India-focussed healthcare fund that will invest \$5-15 million in highly scalable, business-to-consumer and business-to-business companies serving the Indian mass market. Attractive sectors, identified as offering high returns and high social impact, include healthcare services (hospitals, skills training centers, and diagnostic centers), and healthcare products (diagnostic



equipment, medical devices, and health information technology). IIP India Health Fund I will specialise in SME growth equity, off-market proprietary deal structuring - through PPP's and JV's, and cross-border transactions to drive regional expansion.

Intellectap: <http://intellectap.com/> is a global advisory firm. We provide intellectual capital to catalyze businesses with positive social and environmental outcomes. Intellectap offers Investment Banking and Business Consulting to clients positioned at the intersection of inclusive and mainstream sectors, including agriculture, food and rural business; clean energy; education; financial inclusion; healthcare and technology for development. We build sector knowledge and nurture networks through thought leading forums, publications and content management services. We also initiate and lead solutions to development issues and incubate new development ideas and innovations. Intellectap's clients span the inclusive business spectrum. We serve the needs of entrepreneurs, investors, financial institutions, market builders and corporations by demystifying the complex interplay of inclusive and mainstream. Simultaneously, we work with governments, developmental, financial, and social institutions, bringing sound business understanding to issues concerning development.

International Finance Corporation, IFC : <http://www.ifc.org/> a member of the World Bank Group is the largest global development institution focused exclusively on the private sector. We help developing countries achieve sustainable growth by financing investment, providing advisory services to businesses and governments, and mobilizing capital in the international financial markets. In fiscal 2011, amid economic uncertainty across the globe, we helped our clients create jobs, strengthen environmental performance, and contribute to their local communities—all while driving our investments to an all-time high of nearly \$19 billion. For more information, visit [www.ifc.org](http://www.ifc.org).

The Ewing Marion Kauffman Foundation: <http://www.kauffman.org/> was established in the mid-1960s by the late entrepreneur and philanthropist Ewing Marion Kauffman. Based in Kansas City, Missouri, the Kauffman Foundation is among the thirty largest foundations in the United States with an asset base of approximately \$2 billion. Our vision is to foster "a society of economically independent individuals who are engaged citizens, contributing to the improvement of their communities." In service of this vision, and in keeping with our founder's wishes, we focus our grant making and operations on two areas: advancing entrepreneurship and improving the education of children and youth. We carry out our mission through four programmatic areas: Entrepreneurship, Advancing Innovation, Education, and Research and Policy. Please visit us at [www.kauffman.org](http://www.kauffman.org) for more details.

The Nand and Jeet Khemka Foundation: <http://khemkafoundation.org/>, one of the fastest growing private foundations in India, it represents the philanthropic interests of the SUN Group of companies. Their mission is to develop and promote institutions and initiatives that make a substantial impact on poverty, deprivation and degradation of human and natural environment through an approach which is long term, strategic and leveraged. The



foundation is heavily invested in the key areas of climate change, development infrastructure and civic engagement. Leverage being one of our key strategies, they partner with the likes of Ashoka – Innovators for the Public, Bertelsmann Foundation, Schwab Foundation for Social Entrepreneurship, Rockefeller Brothers Fund, The Synergos Institute, Ford Foundation, Kellogg School of Management, London Business School, Public Health Foundation of India, and the Government of India.

The Practice: <http://the-practice.net/> is a Public Relations firm that has worked to establish the importance of effective communication in achieving business goals through its stakeholder relationship management approach. Having gained early recognition for its work in the Asia Pacific region, The Practice currently serves as a public relations partner to a diverse customer base of entrepreneurial ventures and leading global corporations. While establishing and sustaining strong media relations is an integral part of public relations, The PRactice also believes in leveraging the power of communication in various aspects of a business – HR, Finance, Marketing, Risk Management, Policy, and more.

## **Annexure II**

### **List of Featured Speakers**

**Ajit Rangnekar**, Dean, Indian School of Business

**Usha Thorat**, Director, Centre for Advanced Financial Research and Learning

**Suneet Singh Tuli**, CEO Datawind, World cheapest tablet computer-Akash

**Asher Hassan**, Founder and CEO, Naya Jeevan, Pakistan

**Puli Kishore Kumar**, CEO and Promoter, Trident MicroFin Private Limited

**Sudesh Menon**, Managing Director, Waterlife

**Anurag Agarwal**, Co-Founder, Intellectap

**N. Srinivasan**, Independent Consultant

**Rajeev Kher**, CEO & Founder, 3S Shramik

**GV Ravishankar**, Managing Director, Sequoia Capital

**Deepak Srinath**, Director, Viedea Capital Advisors

**Dr. Sabahat S Azim**, Director, Glocal Healthcare Systems

**Sandeep Farias**, Managing Director, Elevar Equity



**Dilip Chenoy**, CEO and MD, National Skill Development Corporation (NSDC)  
**Jitendra Kalra**, CEO Dr. Reddy's Foundation  
**Sushil Ramola**, MD and CEO of B-ABLE  
**R N Mukhija**, Advisor to the Chairman, Larsen & Toubro Limited  
**Lalitha Viadyanathan**, Managing Director, FSG Social Impact Consultants  
**Abhishek Sinha**, Founder and CEO, EKO India Financial Services Pvt. Ltd.  
**Jayant K Sinha**, Chief General Manager, Rural Business, State Bank of India  
**Karan Verma**, Business Manager, South East Asia, GE Healthcare  
**Esha Tiwary**, VP, Marketing and Business Development, Embrace  
**Pankaj Jain**, Principal, Impact Law Ventures  
**Ekta Bahl**, Partner, Tatva Legal  
**Karthik Mahalingam**, Partner, Amarchand Mangaldas & Suresh A. Shroff & Co.  
**Anuradha Oza**, Vice President and Lead for Leadership Development, Accenture  
**Jayesh Pandey**, Senior Executive and Lead for The Talent and Organization Performance Practice, Accenture  
**Prof. Gaurab Bhardwaj**, Louis J. Lavigne, Jr. Family Endowed Term Chair in Strategy & Planning, Babson College  
**Sagarika Ghose**, Senior Editor, CNN IBN  
**Kingshuk Nag**, Resident Editor, Times of India  
**E Kumar Sharma**, Associate Editor, Business Today  
**Gaurav Gupta**, Partner and Regional Director for Asia, Dalberg  
**Karthik Chandrasekar**, Energy Portfolio Manager, Acumen Fund  
**Gyanesh Pandey**, CEO, Husk Power Systems  
**Vikas Shah**, Chief Operating Officer, WaterHealth India  
**Anish Thakkar**, Co-founder, Greenlight Planet  
**Jay Barrymore**, Managing Director, Impact Investment Partners  
**Anant Kumar**, CEO, LifeSpring Hospitals Pvt Ltd  
**Dr. Vivek Desai**, Managing Director, Hosmac  
**Krishna Chellapa**, Business Unit Head, B. Braun Medical(I) Pvt. Ltd  
**Shrashtant Patara**, Vice President DA group, and CEO, TARA



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**Arnab Roy**, Executive Director, National Housing Bank

**Vishnu Swaminathan**, Director- Housing for all, Ashoka Innovators for the Public

**Zeenat Niazi**, Senior Program Director, Development Alternatives Group

**Shubhomoy Sengupta**, Digital Consultant, Integrated Marketing Council at Coca-Cola

**Ravi Sundararajan**, Vice President- Marketing, SMS Gupshup

**Sonal Shah**, Entrepreneur & Innovator, Former Deputy Assistant to the President, Director Office of Social Innovation & Civic Participation

**Bharti Chaturvedi**, Founder and Director, Chintan Environmental Research and Action Group

**Arun Gore**, Managing Director and Principal, Gray Ghost Ventures

**Nidhi Reddy**, Associate Director, Centre for Emerging Markets Solutions, Indian School of Business

**Alok Thakore**, Co-founder, Journalist Mentor Foundation

**Nalini Gangadharan**, Chairperson, CAP Foundation

**Carlos Wendingoudi Yanogo**, Managing Director Airtel Madagascar





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Friday 18<sup>th</sup> Nov

Time	Session	Theme	Facilitator	Key Discussions
09.00 – 11.00	Sector-Specific Roundtables	Public-Private Partnership & Ensuring a Healthy Balance  Hosted by Impact Foundation and Partners	Jay Berryman Managing Director Impact Investment Partners	Anant Kumar CEO, Lifespring Hospitals Pvt Ltd  Dr. Vivek Desai Managing Director Hormis  Prof. Gaurab Bhargava Louis J. Savigne, Jr. Family Endowed Term Chair in Strategy & Planning Babson College  Kishore Chellappa Business Unit Head S.B. Ram Medical India
		Affordable Housing: A Long Way Ahead  Hosted by Fem Sustainable Social Solutions Co-chaired by DAA	Shashant Patani Vice President, CA group, and CEO, TARA	R. V. Verma Chairman & Managing Director National Housing Bank  Zameer Niaz Senior Program Director Development Alternatives Group  Vishnu Swaminathan Director - Housing for all Aurova India  S. Satish Head projects Mahindra Consulting Engineers Ltd
11.00 – 11.30	TD			
11.30 – 12.00	Consultancy Clinics	New Media and Social Change	Nand & Jeet Khemka Foundation	Shubhamoy Sengupta Digital Consultant, Integrated Marketing Council at Coca-Cola  Ravi Sundarajan Vice President, Marketing SMS Group
		Demonstrating our Impact	Elevar Equity	Sandeep Naras Managing Director Elevar Equity
		Your people - your competitive advantage	Accenture	Anuradha Oza Vice President and Lead for Leadership Development Accenture  Jayash Pandey Senior Executive and Lead for Talent and Organization Performance Practice Accenture  Priyanka Gulati Manager Talent & Organization Performance Practice, Accenture
12.00 – 14.00	LUNCH			
14.00 – 15.30	CLOSING CEREMONY	Next Generation in Advancing Social Impact – Philanthropy and Investment Joining Forces	Don Mukherjee President and CEO Nand & Jeet Khemka Foundation	Usha Thorat Director Center for Advanced Financial Research and Learning  Shweta Chaturvedi Founder and Director Children Environmental Research and Action Group  Anurag Managing Director and Principal Gray Ghost Ventures  Sonal Shah Entrepreneur & Innovator Former Deputy Assistant to the President Director, Office of Social Innovation & Civic Participation, United States

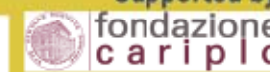
## Khemka Forum on Social Entrepreneurship

...accelerating the business of social change



FEATURED EVENT OF  
GLOBAL  
ENTREPRENEURSHIP  
WEEK

## AGENDA



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THE NAND & JEET KHEMKA FOUNDATION

### Wednesday 16<sup>th</sup> Nov

Time	Session	Theme	Session Chair	Speakers	Key Discussions
19:00 onwards	Reception and Dinner				

### Thursday 17<sup>th</sup> Nov

Time	Session	Theme	Session Chair	Speakers	Key Discussions
8:00 – 09:00	Registration	Outside Khemka Auditorium			
8:00 – 09:00	Networking Breakfast	Outside Khemka Auditorium			
9:00 – 11:30	Opening Plenary	Opening remarks and Welcome	Nidhi Reddy Associate Director Centre for Emerging Markets Solutions, Indian School of Business	Ajit Rangnekar Dean, Indian School of Business	
		In conversation with Sunnet Singh Tuli	Lalitha Vaidyanathan Managing Director PSG Social Impact Consultants	Sunnet Singh Tuli CEO Datawind	
		Is it really the best?			
		Building Ecosystems of Change – A Global Perspective	Jan Schriener General Manager, IFC Advisory Services, Africa	Ashish Hoon Founder and CEO Naya Jaavan Jasjit Chhabra-Adema Managing Director Savarna Farmers Marketing Corporation Nalini Gangadharan Chair person CAP Foundation	
11:30 – 12:00	Tea Break				
12:00 – 13:30	Khemka Auditorium	Learnings from India's microfinance fallout Hosted by Intelicap	Anurag Agarwal Co-Founder Intelicap	Pull Kishore Kumar CEO and Promoter Tribeni Microfin Private Limited Sudesh Menon Managing Director Waterlife N. Srinivasan Independent Consultant Rajeev Kher Managing Director, IS - SHRAMIK	
13:30 – 14:30	Lunch Break				
14:30 – 16:00	Parallel Sessions	Negotiating the relationship minefield Hosted by Fluor Equity	Sandeep Parias Managing Director Fluor Equity	GV Ravishanker Managing Director Sequela Capital Deepak Srivasth Director Medea Capital Advisors Dr. Subashit S Astin Director Global Healthcare Systems	
		Leveraging the Demographic Dividend Hosted by Dasa	Dilip Chaway, CEO and MD National Skill Development Corporation (NSDC)	Arjuna Kalra CEO Dr. Reddy's Foundation Sushil Ramdas MD and CEO of B-ABLE R.N. Mukhiya Advisor to the Chairman Larsen & Toubro Limited	
		Large Corporations and Social Entrepreneurs... building alliances	Lalitha Vaidyanathan Managing Director PSG Social Impact Consultants	Abhishek Shih Founder and CEO DXO India Financial Services Pvt. Ltd.	

Contd..

Contd..

Time	Session	Theme	Session Chair	Speakers	Key Discussions
14:30 – 16:00	Parallel Sessions	Hosted by Edgewise Foundation and PSG Social Impact Consultants		M. K. Prasad Deputy General Manager Rural Business Alliances State Bank of India Kavayitreea Business Manager South East Asia GE Healthcare Esha Tiwary Vij Marketing and Business Development	
16:00 – 16:30	Tea Break				
16:30 – 18:00	Consultancy Clinic	Navigating the Legal Maze	Impact Law Ventures		Pankaj Jain Principal Impact Law Ventures Bita Bahl Partner Tata Legal Karthik Mahalingam Partner, Anand and Mangaldas & Sonali A. Shroff & Co.
		It's all about people, people, people	Accenture		Anuradha Ota Vice President and Lead for Leadership Development Accenture Jayesh Pandey Senior Executive and Lead for The Talent and Organization Performance Practice Accenture Priyanka Gulati Manager The Talent & Organization Performance Practice, Accenture
	Parallel Meeting	Bridging the gap between theory and Practice	Nand & Jeet Khemka Foundation		Prof. Gaurab Bhardwaj Louis J. Lavigne, Jr Family Endowed Term Chair in Strategy & Planning Belmont College
18:00 – 19:15	Scheduled Networking Time				
19:30 – 20:30		An evening with the Media Hosted by The Practise	Sagarika Ghose Senior Editor, CNN IBN	Kingshuk Nag Resident Editor Times of India S. Kumar Sharma Associate Editor Business Today Alok Thakur Co-founder Journalist Mentor Foundation	
20:30 onwards		Hosted by Centre for Emerging Markets Solutions, Indian School of Business			

### Friday 18<sup>th</sup> Nov

Time	Session	Theme	Facilitator	Speakers	Key Discussions
09:00 – 11:00	Sector Specific Roundtables	Micro-Financing : A Scale Up Strategy? Hosted by Acumen Fund	Gaurav Gupta Partner and Regional Director for Asia Dalberg	Karthik Chandrasekar Energy Portfolio Manager Acumen Fund Gyanesh Pandey CEO Husk Power Systems Vikas Shah Chief Operating Officer Winners in India Anish Thakkar Co-founder Greenlight Planet	

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