



# India alumni newsletter



March 2017

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# CEO's Foreword



Dear alums,

I am delighted to be back in the KPMG family after a short spell of about three years as an alumnus. It has been six weeks since I started work as Chairman and CEO of KPMG in India, and am honoured that the partners of KPMG in India elected me to this role. I look forward to building on the records of those who served before me, and in particular of my immediate predecessor, Richard Rekhy, who led a significant expansion of the firm.

The talent of the people of KPMG in India attracted me to this opportunity. This talent and the market opportunity in India make for a potent combination – and the results are already evident in so many areas. We are seeing enormous success in winning marquee clients as the audit rotation cycle progresses, we are helping our clients prepare for GST, and we are engaged in every one of the Government of India's priority development objectives. The people of KPMG in India will be impactful, and as a firm we aim to be consequential.

At KPMG, we are proud of you, our alumni. You have, in ways large and

small, helped create the KPMG in India of today. We are grateful for your service and your continued friendship. I am touched by the number of you who tell me that KPMG will be forever in your hearts.

The purpose of this publication is to maintain our connection with you and share news of mutual interest. Our goal is to forge a meaningful relationship between you and the firm. We are currently connected to over 14,000 alumni, and would like to connect with even more of you. Please join this network and stay connected with the extended KPMG family through our various programmes. We would love to see you at our events and hear from you.

Best wishes,

Arun Kumar

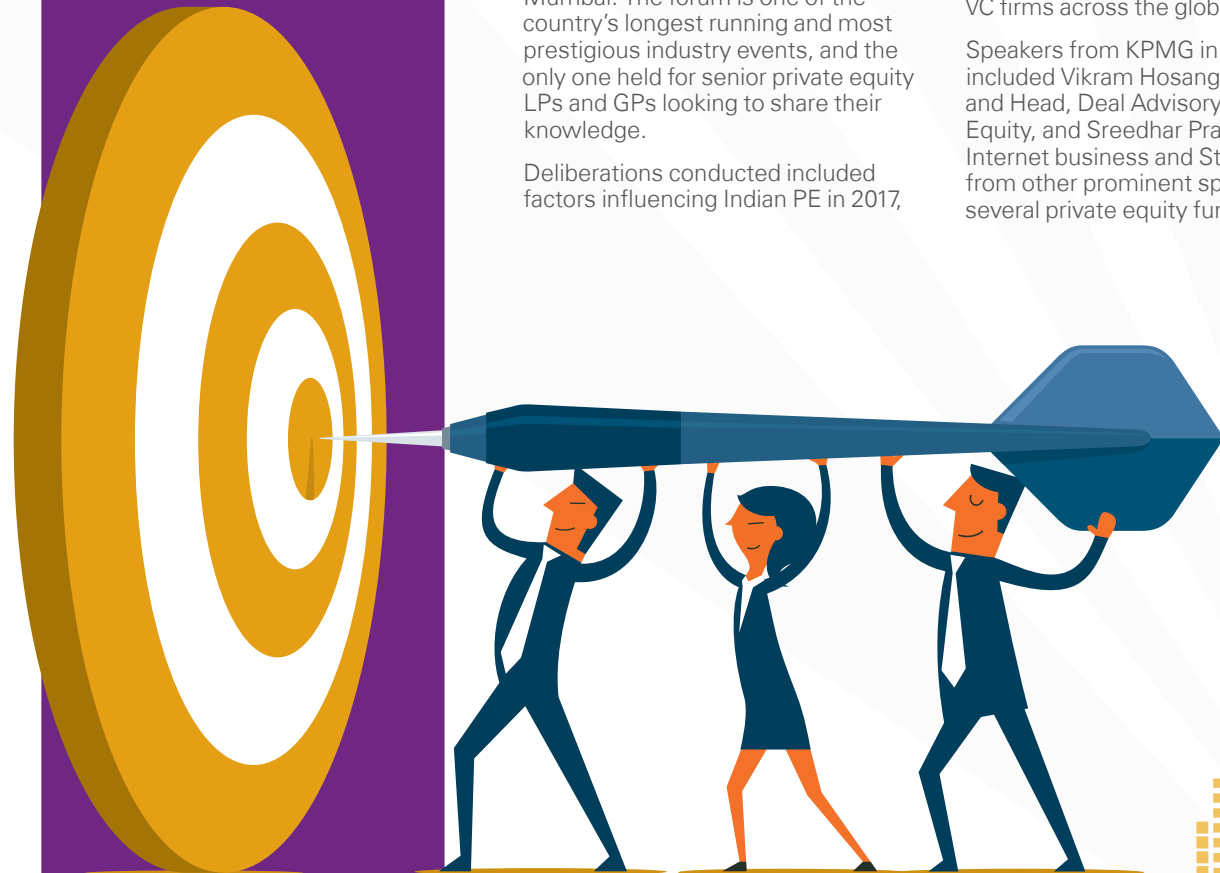
**Chairman and CEO,**  
KPMG in India

*"To improve is to change; to be perfect is to change often."*

**Winston Churchill**



# KPMG in Focus



## Events and webinars

### AVCJ Private Equity & Venture Capital Forum - India 2016

**Date: 6-7 December, 2016**

KPMG in India was the Asia Series Sponsor for the seventeenth Annual AVCJ PE & VC Forum – India, held during 6 to 7 December, 2016 in Mumbai. The forum is one of the country's longest running and most prestigious industry events, and the only one held for senior private equity LPs and GPs looking to share their knowledge.

Deliberations conducted included factors influencing Indian PE in 2017,

rise of mergers and acquisitions and cross-border deals, buy-out opportunities in India and distressed assets, among others. The forum brought together over 250 senior industry figures from leading PE and VC firms across the globe.

Speakers from KPMG in India included Vikram Hosangady, Partner and Head, Deal Advisory and Private Equity, and Sreedhar Prasad, Partner, Internet business and Start-ups, apart from other prominent speakers from several private equity funds.

### The CFO Retreat

The CFO board organised a two-day retreat held from 24 to 26 February, in Goa. KPMG in India was the knowledge partner for the event, in collaboration with 9.9 Media.

The CFO Board is India's pre-eminent body of financial leaders. Since 2014, the board has engaged in national discourse on policy making and developed a vibrant dialogue platform for CFOs. The Board has 35 of the foremost CFOs in the country as members.

The Goa Retreat, under the chairmanship of Y M Deosthalee Chairman of Larsen & Toubro Finance and member of the CFO Board at Larsen & Toubro Limited, was the first large scale outreach programme that allowed for setting the future agenda of the board amongst issues that are most important as well create both a formal as well as informal atmosphere between the CFOs and their spouses. The retreat saw over 12 CFO board members, 15 eminent speakers and over 50 CFOs. Many distinguished speakers, including Ghyandendra Nath Bajpai, former Chairman of the Securities and Exchange Board of India (SEBI) and P.K. Ghose, former Advisor to Chairman, Tata Group, shared their knowledge on subjects such as revival of investment cycle, GST, Arbitration Act, Bankruptcy Code and digitisation of finance.







### The KPMG Learning Academy launch

The KPMG Learning Academy was formally unveiled in front of eminent Chief Human Resources Officers (CHROs) and key decision-makers on 20 February 2017. The event, held in New Delhi, demonstrated KPMG in India's excellence in learning design, showcasing our innovative learning technology and presenting deep intellectual expertise. To help clients navigate the future, the academy brings together the firm's depth of subject matter expertise, combined with our learning design and technological capabilities.

The objective of the event was to co-create a learning agenda and discuss burning questions to shape the future of learning together. It showcased a buffet of learning offers and provided a platform to share our instructional design recipe for success. All service lines were represented through five broad capability clusters, with each showcasing a learning programme related to finance, digital and technology, forensic, risk, governance and compliance, performance, process, service and quality, and leadership, general management and people.

The event tabled pertinent questions around learning and several key findings from our interactions with clients were also shared.



### BlockZero - the blockchain conference

The second edition of 'BlockZero – the blockchain conference' was held on 15 December, 2016 in Mumbai. Organised by Primechain Technologies, with KPMG in India as a sponsor, the primary objective of the conference was to explore blockchain-powered solutions for a better India. Blockchain is a progressive technology that can help reduce fraud and enhance efficiency, security and transparency in supply chains, healthcare, global money systems, electronic record authentication, delivery of government services, IoT and more.

The event witnessed over 100 delegates comprising thought leaders, speakers, industry experts across the globe as well as blockchain-based fintech start-ups. Topics of discussion included blockchain basics, the global crypto-currency landscape, blockchain in government services, payment and settlement systems in India, blockchain and Banking, Financial Services and Insurance (BFSI), blockchain and supply chain management, blockchain solutions for cyber and data security, among others.





### International Corporate Governance Summit 2016

KPMG in India had the opportunity to be the knowledge partner for the eleventh edition of the Corporate Governance Summit, held on 17 December 2016 in Mumbai. Organised by the Confederation of India Industry (CII), the summit focused on the latest developments in international governance, including Organisation for Economic Co-operation and Development (OECD) principals and voluntary practices in the global landscape.

Deliberations were also held on the governance and regulatory framework in the country, as set out under SEBI regulations and the Companies Act, against the backdrop of corporate governance norms and practices being followed in India.



### Petrotech 2016

The twelfth edition of Petrotech-2016, the flagship event of the bustling Indian hydrocarbon sector, was held during 5 to 7 December, 2016, in New Delhi. Organised under the aegis of the Ministry of Petroleum and Natural Gas, Government of India, and coordinated by Indian Oil Corporation Limited, the theme for this year's conference was 'Hydrocarbons to fuel the future: Choices and challenges'. KPMG was the knowledge partner for the plenary session on natural gas at the event.

The Petrotech series of International Oil and Gas Conference and Exhibition is a biennial platform for national and international experts in the oil and gas industry to exchange views and share knowledge,

expertise and experiences and has been held for over two decades with growing participation.

The plenary session on natural gas was attended by various industry stakeholders, including policymakers and regulators. In order to enable the discussions, KPMG in India prepared a background paper titled 'Natural gas: The road towards a cleaner and prosperous future', which covered emerging trends and key developments in global gas markets, emerging small scale LNG technologies and challenges, and opportunities for the gas industry.





# In the spotlight

## When John visited India

**KPMG International's Global Chairman and CEO, John Veihmeyer's** recent visit to India was a reminder of how unity and diversity form an integral part of the KPMG way

John Veihmeyer visited India during 14 to 17 February to facilitate Arun Kumar's formal introduction as the Chairman and CEO of KPMG in India to our senior groups and partners and reiterate the role of our values and culture in directing the firm's holistic growth. On this occasion, the firm hosted town hall sessions in Mumbai and New Delhi, while also conducting close interactions with business leaders within the India firm.



### Reasserting our values, our culture

During the sessions, Arun stressed on the significance of culture, based on the essential pillars of transparency, teamwork and trust. "I have always believed that 'culture leads strategy'. Therefore, we must embrace the idea of a Higher Purpose and a culture based on **transparency, teamwork and trust,**" opined Arun.

"Promoting trust is important to every aspect in life, hence it is our responsibility to be transparent in our dealings, to share as much information as possible with our clients and vice versa. The ultimate differentiator, however, is teamwork. **A team that works together, wins together,**" he added.

### Ensuing the global vision

Communicating the global vision of 'One Firm', John emphasised the strong support of our global network for India, KPMG in India's capabilities and how the firm could be crucial to KPMG's success on the global stage. "India is truly one of the places I treasure. This is a really exciting time for the firm as the India market is very dynamic and is as competitive as any other place in the world," John said.

"Arun and I have worked closely on many initiatives. He has been hailed for creating a sense of ownership, transparency and inclusion in his organisation in the Obama administration. We expect him to actualise the same ideals here as

he takes on this important role," he remarked.

Both leaders initiated a dialogue with internal stakeholders of the firm and took on queries dealing with the challenges faced by teams or individuals. While Arun highlighted his proposal to create opportunities for the firm by influencing culture, behaviour and attitudes, John urged the formation of a more respectful, accountable and responsible approach towards work and our colleagues so that every individual feels valued.

### The KPMG Story – our heritage

John also laid emphasis on the role KPMG's people play (individually and together) in bringing the KPMG Story to life and commended our efforts to bring together the elements of the story. "There are 185,000 people who are living the elements of our story, our values and our Brand Promise through our passion and by honing our expertise. The aim here is to unify culture such that you always feel as if you are working at the same firm, wherever you go," John stated.

Arun concurred, relaying his own experience of being a part of the KPMG family, "When I returned to KPMG, I felt a sense of belonging – it felt like I was coming back to friends, like I was coming home. We need to carry that feeling forward and work for 'One Firm' rather than one team or one partner. If we make this happen we will be much stronger than before."

### For the leaders of today and tomorrow

Upon being queried about the biggest challenge that leaders will face in the coming years, John singled out **technology** as likely to have the biggest impact on the industry. He envisaged that as we move forward through digital transformation in the next five to 10 years, the way we are going to handle evolution of

technology and its impact on service delivery will be crucial to industry, especially paired with the universal ambition to be different.

John also stated that one cannot bet too big on investing in technology as it is changing too rapidly and becoming too expensive. Ergo, it is more beneficial to have a strong alliance with a big organisation than owning an entire capability. "Technology can be utilised best by marrying it with our industry expertise. For instance, we have alliances with IBM Watson and Microsoft, companies that innovate technology, and are investing over USD100 million over the next few years with the latter. Because of this and many other developments, many in our competition would want to be in our position today," he elaborated.

Adding to that, John expressed his belief that considering the global flux in policies, political uncertainties, unrest or disruption, it becomes hard for leaders to succeed if they do not have self-awareness – one of the most crucial characteristics of leadership. "It is the acceptance of expertise or non-expertise and I lack of ego which allows them to say 'I'm not sure' and seek more inputs that defines an encouraging leader. Leaders need to remember that there are a lot of people they can lean on and that it is alright to not always have the answers."



### Being the 'clear choice'

For now, the leadership considers change management to be crucial for the firm to move forward, while also identifying better ways to measure success and facilitate mobility within the network. A huge part of this would be to identify talent and acquire capabilities to grow globally. "KPMG cannot be the 'clear choice' if KPMG in India is not the 'clear choice'," John asserts. "We are connected to the rest of the network in an era where collaboration is the key word. We have forged different relationships globally, taking bilateral relations to a different level and I am very proud of that. This way, India can be a talent solution for many practices around the world," he added.

One of the real strengths of KPMG is how close we can get to the marketplace and how closely we can work with clients. The leadership believes that we can go about achieving this by being clear about our expectations from our people, what fits best in the culture, what is in the people's best interest, and what more can be done to make them grow.

John's visit presented a great opportunity to bid adieu to our former leader, Richard Rekhy, and commemorate him with a token of gratitude for his untiring efforts in strengthening the global foothold of the India firm and being a 'People's Champion'.

Arun acknowledged Richard's vision, leadership and contributions and lauded the growth the firm has witnessed over the past four years and wished him the best for his journey after KPMG. "Richard lived and breathed the firm and has set the tone for its people to aspire for greatness. The future will be built upon the tremendous legacy left behind by him," he concluded. The sessions were well appreciated by all attendees and were tremendously successful in highlighting our purpose for the coming years.



# Citizenship at KPMG

## Empowering the next generation leaders

We believe in empowering the next generation's leaders to advance in their learning, education and career through supporting programmes at schools and colleges. Our partners and staff contribute to our Lifelong Learning programmes through volunteering opportunities such as mentoring students under the Aspire programme – conducting reading and storytelling sessions under our KFFL programme and cataloguing books in libraries at schools we work with.



An Aspire mentoring session in progress at The Vidya School, Delhi



Volunteers accompany children under our Empowerment through Education programme for an educational visit to the National Railway Museum in Delhi



Volunteers conduct reading sessions for students at The Vidya School, Delhi



Volunteers accompany students from Shishu Mandir, Bengaluru, for an educational visit to Belur and Halebidu





### Celebrating Christmas with Om Foundation School by making a difference

Through our focussed programmes at schools, we help provide a foundation of Lifelong Learning. In December, volunteers celebrated Christmas by conducting reading sessions, making cards and decorating Christmas trees with students from the Om Foundation School, Noida, Delhi-NCR.



### Corporate Citizenship Annual Report 2016

Our Corporate Citizenship programme works towards sustainable development in communities and brings about a change by working with schools, colleges and organisations that align with our focus on Lifelong Learning.

To learn more about the difference we are making in our communities, download our **Corporate Citizenship Annual Report 2016**.



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





# Welcome to our Partners and Directors

## Partners



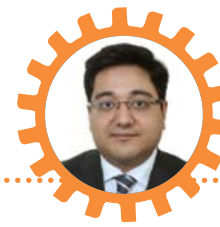
**Samiron Ghoshal** is a **Partner** in the **Markets division** in **Gurgaon**.

Samiron joins us with over 25 years of technology and business consulting experience across energy and utilities, manufacturing, consumer packaged goods, eGovernance and financial services sectors.

Prior to joining us, Samiron was a founding member of EY Global Technology Advisory. He has also been an advisor to large organisations on business/IT connect, digital, SMAC/ Internet of Things (IoT) and SAP.

Samiron is a member of Confederation of Indian Industry (CII) - Internet, Telecom and Digital committee, a regular writer and speaker in events on digital, SMAC/ IoT technologies and Indian offshoring industry. He is also a visiting faculty at Management Development Institute (MDI), IIT Delhi and IIM Kashipur.

Samiron holds an MBA from XLRI and is a Mechanical Engineer from IIT, Roorkee. He likes to travel and play golf in his leisure time.



**Mohit Prabhakar** is a **Partner** in the **Telecom practice** and the **Risk Consulting practice** in **Gurgaon**.

Mohit joins us with over 16 years of experience in revenue assurance, fraud management, internal audit and risk advisory services. His experience spreads across telecom, manufacturing, FMCG, auto, ITES and hospitality sectors. He is a telecom sector expert and has worked with major telecom clients across India and West Africa.

He has also pioneered several business process improvement, strategy and cost reduction projects for his clients across industries.

Prior to joining us, Mohit was with EY, Nigeria where he led the Telecom, Media and Technology (TMT) sector for West Africa. In the past he has worked with EY (India), PwC, Axis Risk Consulting and Bharti Airtel.

Mohit has completed his Master of Business Administration from FMS and is a mechanical engineer. During his spare time, he enjoys playing tennis and chess.



**Rahul Sachdeva** is a **Partner** in our **Strategy and Operations team** in **Bengaluru**.

Rahul joins us with over 16 years of consulting experience in strategy, risk, business solutions, talent and organisation consulting across industries.

Prior to joining us, Rahul was with LNB Group where he was the Chief Strategy Officer and was responsible for transforming and managing scalability and other strategic initiatives across group companies. In the past he has been part of the Advisory teams at KPMG, Hewitt, EY and Andersen.

Rahul is a Commerce graduate and an MSc. in Engineering Business Management. During his spare time, he enjoys writing, reading, listening to management books and podcasts.



**Siddharth Suri** is a **Partner** in the **IGH practice** in **Mumbai**.

Siddharth has over 17 years of experience in the area of debt advisory, restructuring, project and structured finance. Prior to joining KPMG, he was a Managing Director at Avista Houlihan Lokey, a boutique investment bank and closed a number of transactions in the infrastructure space.

In his earlier stints, Siddharth has worked with Rothschild India, Infrastructure Development Finance Co. (IDFC) where he played a key role in the syndication of project finance loans aggregating over INR140 billion across sectors, and Kotak Mahindra Bank in debt capital markets. He started his career with Heinz India in corporate finance.

Siddharth has a Bachelor's degree in Commerce from Delhi University and holds a Post Graduate Diploma in Management from IIM-Kolkata.

In his leisure time, he enjoys watching films and documentaries as well as reading books, especially non-fiction.





**Ajay Mehra** is a **Partner** in the **Tax practice** in **Mumbai**.

Ajay joins us with over 23 years of experience in markets, business development and tax consulting. Prior to joining us, Ajay was a co-founder and senior partner at BMR & Associates. He also was the indirect tax practice leader both at EY and Arthur Andersen, Mumbai.

Ajay is an expert tax advisor to multinational and domestic companies across a range of industries. He was nominated as one of India's leading indirect tax advisors in a survey run by the International Tax Review. He is also a Council Member of the European Business Group in Mumbai.

Ajay holds a Bachelor of Commerce degree and is a Chartered Accountant. He enjoys learning classical music and gardening in his leisure time.

## Directors



**Seema Rajan** is a **Director** in the **Risk and Legal team at KGS** in **Gurgaon**.

Seema is a seasoned leader with over 20 years of experience in core Risk and Compliance, Legal and HR functions. She has had extensive exposure to multiple aspects of risk and compliance policies, operations, international commercial arbitration, and drafting and vetting of legal documents.

Prior to joining KPMG, Seema was working with EY Global Delivery Services as part of its Risk Management team. Earlier in her career, she was associated with Deloitte Canada, Thunderbird Industries India Limited, Kachwaha & Partners (a law firm), Supreme Court of India, Alcatel India Limited and PwC.

Seema holds a Bachelor's Degree in Arts from Delhi University, an MA in English from Annamalai University and Bachelor's Degrees in Law from Delhi University and the University of Ottawa.

Seema enjoys reading, writing and painting.



**Vibhor Sharma**

is a **Director** in the **Deal Advisory team** in **Gurgaon**

Vibhor has over 15 years of experience in Assurance and Advisory services, with considerable experience in transaction services. This would include financial due diligence for domestic, cross border and private equity transactions; preparation and review of business plans, post transaction support to facilitate integration and transition, and valuations. Vibhor focuses on fundraising transactions for venture capital and private equity houses, public companies and corporates.

Vibhor has led transactions across India, Singapore and cross border transactions in the U.S., Canada, U.K., Ireland, Germany, Sweden, Spain, Netherlands, Norway, Sri Lanka, China, Japan and Latin America.

He has advised a cross-section of Indian as well as international funds and companies across varied sectors like industrials, consumer and retail, IT/ITES, hospitality, education, media and entertainment, real estate, etc.

In his previous roles, Vibhor spent over nine years at Grant Thornton, India, as part of their Corporate Finance practice, including a recent short-term stint as Head – Corporate Finance at Grant Thornton, Singapore and over six years with KPMG in India.

He is a qualified Chartered Accountant and also holds a Bachelors of Arts degree from St. Stephen's College, University of Delhi, India.

In his free time Vibhor likes to play football and basketball and is interested in photography.



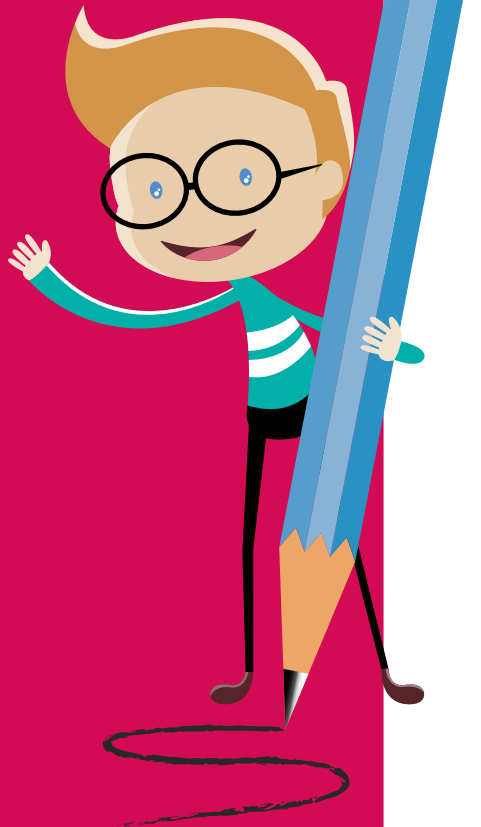
**Ravi Kant**

is a **Technical Director** in the **Advisory practice** in **Bengaluru**.

Ravi has an overall post-qualification experience of 11 years in handling SOX compliance, internal audits, risk assessments, forensics and data analytics. He has worked for BSR & Co. for six years and Altisource Business Solutions Pvt. Ltd. for five years.

During his free time, he loves to explore nearby areas nearby with his wife and daughter. He also loves watching movies, reading books and listening to music. He is currently learning golf and trying his hands at photography.

# Straight from the heart



## Alumni Speak

### Vignesh Poojari

**"My stint at KPMG has been instrumental in shaping my professional life"**

*Vignesh Poojari, Senior General Manager, Reliance Industries Limited, traces his professional path and recalls some fond memories at KPMG.*



My professional journey has been challenging and full of uncertainties. We live in a VUCA world now, where dealing with volatility, uncertainty, complexity and ambiguity is the new normal. In my last 15 years of working, I have learnt that VUCA world is not just applicable to your client's business or your company, but also to your own journey (professional and personal). The journey will never be straight and the destination will never be clear if you do not have the right attitude and perseverance to forge ahead and see clarity as you progress.

Post KPMG I switched to the industry for the first time in my career and I experienced a complete change of culture, dynamics, working style and way to apply self. The shift from being a compliance guy to strategy to execution was completely alien to me. Understanding the VUCA in a new area of projects, connecting with the larger organisational strategy and delivering the result in line with a shared vision of the company is what made me a value creator in the organisation.

## Memories at KPMG

'Work hard, party harder'. My stint at KPMG has been instrumental in shaping my personality and approach towards my professional life. A classic memory in my book while I was at KPMG was my transition to Manager from Assistant Manager. It was the first time that I got a taste of general management versus being an individual contributor, leading one's team.

## Those I admired

We see the world as we are and where we aspire to go. I would prefer to pick a few good leaders rather than picking one individual if I were to thank someone for my experiences. Starting with earliest days to later days in my KPMG stint:

- **Sreeja Marar:** The iron lady who defies the limit of stretched working hours even when she was expecting and post maternity. Hats off.
- **Koosai Lehery:** One of the quickest and neutral minded individuals who can go on working and deliver results in the shortest possible time. I still want to become like him in terms of ability to read fast, to understand and summarise. I still enjoy listening to him on Ind AS webcasts.
- **Balasubramanian Sundaresan:** The strongest ever iron man who can crack the toughest of technical matters in a matter of minutes (if not seconds). He has excellent articulation, power and wealth of knowledge in accountancy. Without acknowledging his credit in shaping my transition years from Assistant Manager to Manager, this write up is incomplete. Take a bow.
- **Sumit Seth:** A man of details who sticks to his stand, whatever the situation. He has been the youngest Partner with whom I worked and I really enjoyed it.



## Success mantra

My success mantra is simple. Accept the VUCA world as the new norm, align yourself to the organisational strategy and keep creating value for yourself and your organisation. After all, we have more people and less resources in our country.



## Pearls of wisdom

Invest wisely in yourself (self-development, learning, and networking) and you shall reap the benefit in the later years for sure. This is the safest and best bet you can make while you have time and energy.





## Pankaj Bhatia

### “I strongly believe that learning never stops”

**Pankaj Bhatia, Director, Honeywell** speaks about his professional voyage, his days at KPMG in India and how he maintains his work-life balance as he climbs the ladder of success.



As soon as I qualified as a Chartered Accountant (CA), I joined KPMG in the tax and regulatory practice. Being my first job, with a new team of people, I managed to work on a number of assignments with some key clients in the areas of company law, taxation, exchange control regulations and other regulatory aspects. After nearly a six-year stint with KPMG, I joined Accenture and set up the Global Mobility function for their South Asia operations. I then worked with Genpact as the Vice President, Global Mobility Services where I led the finance, HR, Immigration and Tax functions for their globally mobile population.

I have been working with Honeywell for the past nine years and have handled a variety of roles since then. Currently, I lead the global strategy for short-term business travellers and

immigration. What I have loved about my career is that I have been a part of the finance, legal and HR functions in the organisations that I have been associated with and have learnt a great deal.

#### Memories at KPMG

The learning and mentoring which I received from my seniors and the excellent working relationship with my peers is something I will always remember. I still recall our weekly knowledge sharing sessions. Of course there was a lot of hard work that went into the day-to-day work. I recollect one particular day (in my second year at KPMG) where I was working on an assignment in the office till 5:00 am, after which I had just one hour to get home, freshen up and head for a client meeting at the other end of town.

Another strong memory I have was when I was part of the KPMG Delhi cricket team (Although, I sat out as an extra more often than actually playing!). While playing with a client we got the captain of their team (An ex-Ranji player) caught and bowled by bowling a leg-spin. All in all, it was a time I will always cherish, especially as KPMG provided me the opportunity to kick start my professional career.



#### Work-life balance

While it has been very difficult to do maintain a work-life balance, especially since I start early, working with our Australia teams, and then ending my day late working with the U.S. folks, I have still tried to take up time for what I like to do personally. I love travelling and generally take a short weekend break/holiday every quarter with my family. We love to take long drives.

In addition, I try and make sure that I am getting time for physical exercise – I started running around five years back and since then have completed many 10K runs, half marathons and full marathons. During my first run, I was lucky to have spent some time with the Olympic champion Linford Christie, where he gave me some useful tips. Since then I have kept my motivation up and I make sure I run at least once or twice in a week.

Even when I am travelling for business I am on the lookout for running opportunities. I have so far run in many cities, including New York, New Jersey, Perth, Sydney, Kuala Lumpur, Delhi, Bangalore, etc. I try to squeeze in a game of squash each weekend as well. I also love playing the guitar and have been taking lessons. I have recently taken up cycling and am training to complete a Himalayan cycling expedition from Manali to Leh (approximately 600 km) in June 2017.



#### Success mantra

I strongly believe that learning never stops. So, all throughout my career I have been trying to learn something new – be it academically or otherwise. I completed my Institute of Cost and Works Accountant of India (ICWA) along with my graduation (At that time graduation was a pre-requisite for one to pursue CA). I then completed my Master's Degree in Commerce from Delhi School of Economics. Post that I did my CA and also completed the Company Secretaryship course.

I also did a Special Programme in Management from IIM Kolkata while I was with KPMG, followed by my CPA (U.S.) while I was working with Accenture/Genpact, and then I completed my Bachelors of Law (LLB) degree while I was working with Honeywell. I had been wanting to learn French for a while, so I am currently learning the language. Like I said, my hunger for learning continues to this day.



#### Pearls of wisdom

Like I mentioned there is never an end to learning. As Henry Ford put it, “Anyone who stops learning is old, whether at 20 or 80. Anyone who keeps learning stays young. The greatest thing in life is to keep your mind young.” With technology, learning opportunities are there at one's fingertips. One can do it anytime, anyplace. I try and keep myself posted by attending knowledge sessions held by consulting firms or by attending conferences.

One other thing I strongly believe in is networking. I think it's very important to continue to maintain contact with fellow professionals – I have, with most of the people I have worked with, including my manager, senior manager and partner from KPMG 15-20 years ago. Finally, I feel it is very important to pursue a hobby – something anything you enjoy doing or something you have thought of doing for a long time. It is never too late to start!





## Shubhra Chadda

**"Confidence and passion will take you to places"**

**Shubhra Chadda, Co-Founder at Chumbak Design Pvt. Ltd** talks about her short stint at KPMG in India and how it propelled her to seek inspiration and establish foundational strength.



I worked at KPMG in India as a Staff Accountant for a year (2000-2001). This was my first job right after college and I was extremely eager to learn and absorb as much as I could about how businesses functioned. While at KPMG and being part of the audit team, I received the kind of exposure that people don't get at an early stage in life - I learnt how to deal with varied people as individuals and in teams, was exposed to working with senior management very early on, travelled across the country to client locations, and learnt the nuances of different functions of businesses. This helped me understand the big picture very early in my career.

### Carving her own niche with Chumbak

Like I had mentioned previously, it was really about understanding the different functions of a business that helped me understand how processes work, how departments are inter-dependant, the importance of people, how to optimise resources, and so much more. This contributed to my foundational learning of how to make a business work.

### Striking the perfect work-life balance

Since this was my first job, the focus was always on career and not so much about a work-life

balance. The environment at KPMG accommodated all kinds of people so it was great to meet people from different parts of the country with disparate personalities and skills. I got to learn a lot from them. A lot of my colleagues were of similar age and we got along well at work, sharing great moments of friendship and camaraderie and didn't mind stretching the hours.

### Any message to working women or those who aspire to start their career?

Confidence and passion will take you to places.



# Welcome back



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

## Ganapathy Subramanian Venkatarama Subramanian

Manager, Risk Consulting



### What brings you back to KPMG?

- Authority and responsibility at work – As a manager, I feel more empowered in doing the right things for our clients here than in most other firms I've worked in. This could be as simple as innovating things for better delivery to proposing/executing new strategy, to build teams and more businesses.
- Your organisation is as good as your manager: This holds true in many cases. True mentorship and guidance can provide real value to your career. The feel good factor of working with globally experienced leaders is something that brought me back here.

### Tell us what you missed most about KPMG?

With everything else in place, it is the people-centric culture that I missed at the other firms, and that brought me back to KPMG.

### Do you have a message for our readers?

Yes, I do. It is very simple and straight forward and I say this with over 14 years of experience across multiple verticals behind me.

A good organisational culture can help shape your career much better, and definitely KPMG has one of the best cultures; it's a place to respect an individual's value and contribution. Always factor this in your score sheet while evaluating employers.

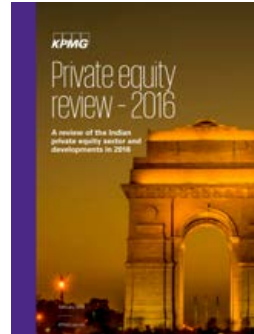




## Our thought leadership publications



**Entrepreneurship, Growth and Opportunities – 2017**



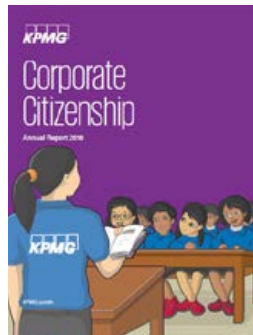
**Private Equity review - 2016**



**Capitalising on green governance in retail supply chain**



**India's CSR reporting survey 2016**



**Citizenship Annual Report 2016**



**Digital- The new normal of marketing**



**Interdependence of emerging technology on next-generation banking**



**Impact of internet and digitisation on SMBs in India**

To know more about our publications, you can download them from our [website](#).

If you are interested in hard copies of the reports or would like to be included in the firm's external initiatives, you can write to [in-fmkpmgalumni@kpmg.com](mailto:in-fmkpmgalumni@kpmg.com)

## 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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