

THE GATEWAY

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Rotary
Club of Bombay



PRESIDENT'S MESSAGE



Fellow Rotarians,

Very Warm
Greetings!

Last week we were
fortunate to have
with us (on our web
meeting), Mr. R.
Gopalkrishnan. His

talk on "THE SHAPER – how the shaper of an institution thinks, behaves and acts differently from the CEO of a good company" was indeed interesting and thought-provoking.

These days, with the 'lock down', just as web meetings are our new Rotary meetings, for most people "off to work" means rolling out of bed, ambling over to a kitchen table and starting up the laptop – no commuting and no dressing up in formal work clothes. This may probably be the emerging face of work in the 21st century, and most certainly is in the present COVID-19 situation.

One must not forget that from the beginning of human history, until the late 19th century, before the age of mass travel and electronic communications, most work was done at home – or at least within a fair walking distance from home. With the present pandemic we see a revival of this practice of home-based work.

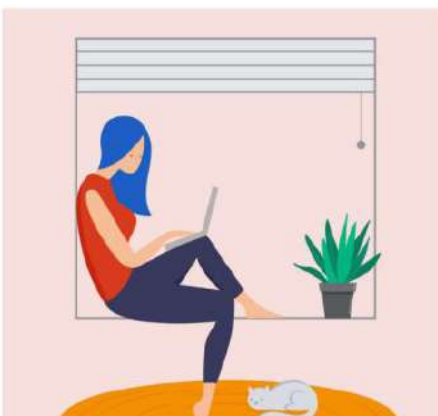
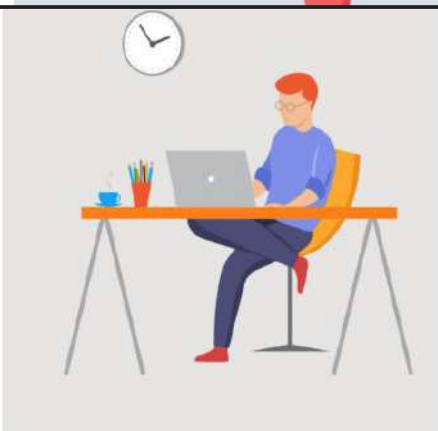
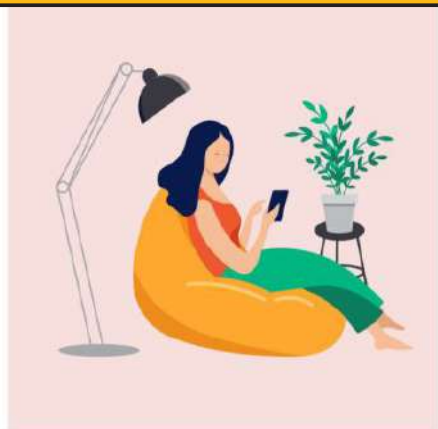
Having a couch replacing the office chair, or the study at home as the office, commuting just the length of the hallway (hop, skip and jump) and having home-cooked meals at home may have been improbable, as most were used to office/work place routine. In the current scenario, this no longer is a dream and we all are learning how to cope with, and adapt to, this reality.

Is this an inevitable future of work and change in work culture?

With the spread of the virus, the expected gradual rise of 'remote work' has suddenly spurted. Though institutions and organisations have shut down, the need for economic activity and productivity continues.

Let's consider the positives and a few cautions.

Some recent studies have supported the idea that working from home for the right profession (and sectors) can increase productivity and decrease stress. A few studies also indicate that one's success in working from home might depend on the type of work



one does.

When it comes to a company's 'work from home' policy, everyone is different. One's productivity and overall success as someone who works remotely depends entirely on his/her preferred work style.

Working from home has its own benefits for employees, as well as, for the employers e.g. telecommuting can limit absences, increase productivity, and save expense and money. It also allows employers to hire the best without limiting themselves by geographical restrictions. Other incidental benefits for the employer are saving costs on electricity and other utilities and for some companies, this can be a matter of increased hours in the day, may result in less fatigue and stress, which in turn would add to productivity. For the employee, the system will help in saving money on transport and fuel, as also, give more free time, quality 'me time', which can be utilised to build healthier lifestyles and exercise habits, eating healthy and striking a manageable work-life balance, family bonding, pursuing hobbies, etc.

From an economic or social angle, it can help attract new residents to struggling existing rural communities where living costs are low and can make an organisation's personnel more inclusive by enabling people with certain disabilities or chronic illness to participate. Additionally, it helps the environment by decreasing pollution with lesser transport used and lesser concentration of people on the streets.

Working from home affords flexibility but it also demands a lot in return. It requires self-motivation, self-discipline, focus, concentration and organisation.

One can get more work done and be more productive when working from home if one does not succumb to the temptations of laziness, social media, casual and prolonged conversations, Netflix and the like. It also makes one quite tech-savvy, since there is greater reliance on texting, Skyping, emailing and web meetings.

Certain essentials for a successful work from home policy are – stay focused and eliminate distractions (such as text messages, phone calls, social media by silencing phones, create a suitable workspace (similar to the office rather than a bed or couch); manage time and follow a schedule (preferably similar as that at



office); manage work relationships and take charge of communication (ensure regular communication with colleagues and staff by setting daily or weekly e-meetings); take breaks (get up often during the workday, particularly when drained or distracted, to grab a healthy snack, walk around the home, call a friend, meditate, etc.), maintain a to-do list (so there is no jumping from assignment to assignment); have the required technology (such as internet service and speeds with ethernet, dongle, etc. that meet one's needs keeping in mind the consumption by other family members, and for long distance and/or international calls, Google Hangouts, WhatsApp, and Skype); schedule some connect-with-the-outside-world time, (a lunch date, a video chat with a friend, or an exercise class helps in killing the monotony or a claustrophobic feeling).

Working from home can be thrilling and even profitable, provided one is aware of the pros and cons and one understands oneself. Whether one is self-employed, a freelancer, a part-timer, or a full-time employee, it's a way to escape the daily grind of physically going to an office/work place.


President Preeti Mehta



THE SHAPE OF THINGS

Shapers Of Business Institutions is a book series that explores the shaping of Indian businesses that have withstood the test of time to become institutions in their own right. Co-author **R GOPALAKRISHNAN** shares his key findings.

1. People relations
HR is the least celebrated function in many companies but it comes right on top of the shapers agenda. People relations refer to not only relations with employees, increasing the engagement but also relates to vendors, suppliers and others – the kind of bonhomie that, for example, Rotary tries to create. Companies have to increase engagement levels with employees.

2. Short term vs long term focus
Young people often argue that there is so much to do with the advance in technology that they don't have the time to think about long term. They are trying to deal with the short term. But shapers deal with both. The best example is a person who, without any training,

combines both short term and long term focus: a mother. When the mother is attending to a crying baby, changing nappies and all that stuff, she does not stop dreaming about whether her daughter will become a painter or a poet or an engineer.

3. Critical thinking
It is the ability of a person not to think of an obvious alternative but to think out-of-the-box alternatives. Again, a great example can be what happened at the Maharashtra Government elections when NDA came to power. When you see how Sharad Pawar behaved, he showed the mindset, behaviour and action of a politician. When people thought of doing A or B, he came up with options C or D and kept everybody guessing. Shapers are very good at

critical thinking to create alternatives. For example Kiran Muzumdar Shaw, who set up Biocon, was solidly entrenched with something called solid state fermentation. Solid state fermentation keeps to an industry which is small and be a big fish in a small pond. Kiran asked herself what is it that I need to do to have a better quality of fermentation technology so that I could enter a bigger pond. And she actually sold her solid state fermentation business which many people dream of and got into Bio Pharma or large molecules and developed molecules that have entered the US markets.

I am going to just mention the next four and spend my time on these three because every shaper can

be interviewed: Anil Naik in Larsen and Toubro, FC Kohli and Ramadorai in TCS, Ms Kiran Mozumdar in Biocon and now we are doing a few more: Deepak Parekh in HDFC, Harsh Mariwala in Marico and Uday Kotak in Kotak bank. All of them, without using the jargons, came up with people's relation, short term and long term focus and critical thinking. The other five are:

4. Orbit shifting thinking
5. Breaking barriers
6. Manipulating the levers of change
7. Cyclical learning
8. Having a stakeholder view rather than a shareholder view.

We focus on the three as we consider them essential for research. Let me take an example of each briefly. Tata Consultancy Service is a start-up started in 1968, it happened under our noses. It was started in a country which did not have electricity or infrastructure, all of us of same age can remember how life was in those days and Fakirchand Kohli, the effective founder of TCS, brought in the shapers' expertise but also saw the gaps in the market. In a milieu where a public sector company like LIC could not import a computer, they could not even open the box because the union refused to let them touch the boxes, TCS diverted by saying that we will get the customers from outside India in 1968 given where India's infrastructure was, it was a critical exercise. In 1986, when he handed TCS over to Ramadorai, Ramadorai was faced with the tremendous challenge of Y2K and he automated software development. While all these



unknown viruses if I may call it that, infrastructure was an unknown that the computer industry had to deal with and Mr Ramadorai had to deal with Y2K. He found alternatives to get over this and manage the show. And TCS which had an IPO of US\$2 billion in 2003 which, today, is US\$100-110 billion.

Biocon is interesting because it has a woman entrepreneur. It began in 1988 and she is the daughter of a person who was in the brewing industry. She went to Australia to study biological sciences, came back. She wanted approval in the male dominated industry where brewing was kept for men, there was no way she would be approved. By coincidence, her name was suggested as an entrepreneur to an Irish businessman. He had a company Biocon and wanted a business partner in India to enter a fermentation business. That's how it began and Kiran has broken many barriers that women face in shaping an institution. She created a company that is now worth US\$6 million. That is a remarkable example. When we talk to Kiran, we realise the emphasis she puts on critical thinking. The

ability to give up the past and move on, shapers show this very well.

Finally, Larsen and Toubro. It was born in 1939 of two Danish engineers. But to 1939 to 89, it was more of an engineering projects company doing all sorts of things that common people don't understand until Anil Naik came and took over as a Managing Director. He breathes not oxygen but L&T and he doesn't exhale it, it's 24 by 7 for him. In 20 years from 1991 and till he retired recently, he is still the Chairman. He made Larsen and Toubro from a Rs 5000 Crore company to Rs 250,000 Crore. That is remarkable. He made two important changes: operation blue chip. He actually sat down and said, how do stock markets value our company? Why does a soap company get so much valuation and why doesn't my company get it? He used consultants and challenged his top leadership team to sit and disaggregate and he found what he believed were levers that he could operate. Nonetheless he cracked this lockbox of valuation by mounting a project called

Blue Chip. He told us, in an interview, that he personally sits with young people, 30-35 years old, who are up and coming and records them with video cameras. He poses business questions that they reply to and then the cameras are played back to them. It's almost like training or coaching a cricketer. To show them how they can improve themselves. Anil Naik says he spends about 35 per cent of his time on them. It doesn't mean HR department, it means thinking about people. You get a similar sort of percentage from Ramadorai and Kiran.

We enjoyed interviewing these people and it has taken a lot of effort to write these books. India needs more institutions and we are not thinking much about it. Those of us who work in a company are working in the company trying to make it better and making our contributions. But if you focus on people's relations, critical thinking, short term and long term focus simultaneously we could do so much for the companies to create institutions. We studied these six companies and found that their market capitalisation accounts for 30 per cent of the Bombay Stock Exchange and I am leaving out Bajaj and Tata and others. Imagine what would happen if we could convert more companies into institutions by following some of the principles that we have outlined. Our stock market is so narrow because there are few institutions, operating institutions. India really needs our stock market participation to expand enormously.

RCB LEADS THE WAY IN THE FIGHT AGAINST NOVEL CORONAVIRUS

At the time of writing this report, India has 11,201 active cases of the Novel Coronavirus which have resulted in 437 deaths. The silver lining is that 1,748 people have been cured and the death rate in India is amongst the lowest in the world.

Being a highly infectious virus and seeing the global carnage due to its effect, the WHO declared the situation as a Pandemic. Consequently, the Government of India initially announced a 21-day lockdown till April 14th, 2020 and which has now been extended to

May 3rd, 2020 in the whole of India. This is a unique situation and most of the population has never witnessed anything like this ever before in their lifetimes. A lockdown brings with it several challenges for people across all spectrums.

Some of them being that:
- Daily wage earners suddenly face a crisis of being jobless, unable to earn and, as a result, struggling for their daily survival.
- Healthcare sector struggles to cope with the onslaught and its people as well as infrastructure

come under serious strain.
- People are forced to stay indoors and accessibility to daily essentials becomes a challenge.
- The entire supply chain gets disrupted and industry and consumers are left high and dry.

- The need for hygiene and sanitation to curb the spread of this virus.
- Not to forget the mental health that needs to be taken care of as well.
- Huge loss of business for most people and a huge dent in the economy.

Realising the enormity of the challenge, the Rotary Club of Bombay decided to step up to the forefront as it always has done throughout its glorious 91-year-old history. To tackle the menace of the Novel Coronavirus, RCB focused on five areas as below.

A team of sincere and committed Rotarians comprising of President Preeti Mehta, Past President Sandip Agarwalla, Immediate Past President Vijay Jatia, and President Elect Framroze Mehta has been carrying out the task at hand.

PROJECT #1: Mental Wellbeing

We have started a free wellbeing helpline with the assistance of our member Rtn. Prakriti Poddar to look after the mental health of the people. Over 600 volunteers have been enrolled and trained and more than 50 professional counsellors are onboard providing services in English, Hindi, Gujarati and Marathi daily 8 am to 8 pm to look after the mental health of people amidst this crisis. This is an area which is often overlooked and leads to all kinds of personal disasters and we believe that this is a very important intervention required in these highly stressful times.



Setting up a Counselling and Mental Wellbeing Helpline on a toll free number - WWU Collective



PROJECT #3: Donation of Medical Equipment

One of the other important areas of intervention identified by us has been healthcare infrastructure and more particularly the medical equipment needed by the healthcare professionals on the frontline. So we zeroed down on Ventilators, Bipap, Personal Protective Equipments (PPEs), N95 masks and Contactless Infra-Red Thermometers as the three most important needs. We have so far provided more than 41 Ventilators, 10 Bipaps, 1050 PPEs, 1150 N95 masks and 10 Contactless Infra-Red Thermometers to various hospitals across Mumbai City at an approximate cost of Rs. 1.5 crore.



- 30 PPEs and 1150 N95 masks delivered by RCB to Nair Dental Hospital. A further 2500 PPE sets are under order.
- 10 Contactless infra-red thermometers handed over to the Deputy Dean of Sion Hospital by Rotary Club of Bombay (courtesy Capgemini)
- Delivery and installation of 11 out of 41 Ventilators and delivery of another two ventilators, total of 13, have already been supplied to GoM
- Supply of 10 Bipap machines to GoM.
- And, one dialysis machine provided to Manor hospital upon request of RC Palghar.

PROJECT #4: Installation of handwash stations

As is already known, hand washing is a very important part of the battle against the Novel Coronavirus. However, there are several areas in and around Mumbai, where even access to a proper handwashing station is an enormous challenge. Therefore, as a first step we have installed three handwashing stations (HWS) in areas where a large footfall is recorded like vegetable markets etc in the Palghar District. The first HWS was installed by the Rotary Clubs of Bombay and Palghar on April 4th at Kelvaroad Gram Panchayat near vegetable market. We are happy to report that the handwashing stations are performing very well and the people of the area are extremely happy. A further seven handwash stations with the modified design ensuring social distancing and a foot pedal operation to conserve water and to maintain hygiene will be installed shortly.



Handwash Stations installed in Palghar District partnership with RC of Palghar

PROJECT #5: Distribution of Free Ration



In conjunction with YMCA and Helping Hands, the Rotary Club of Bombay has already distributed free ration bags to more than 850 families and smaller packages to 550 families. The ration bags contain a supply of daily staples such as wheat, rice, flour, cooking oil, etc.

Till date, we have spent approximately Rs.1.75 crore; however, a lot more work needs to be done and a lot more funds are required. We request each and every one of you to monetarily contribute to this gargantuan effort and also to encourage your friends, clients, customers and other contacts to step forward and contribute in this time of crisis! All contributions are eligible for 80G and CSR. We leave you with the following profound words of the great father of our nation, Mahatma Gandhi: "The best way to find yourself, is to lose yourself in the service of others."

PROJECT #2: Distribution of Free Meals

This is a joint project with the Rotary Club of Mumbai Versova by which we are providing free cooked and packaged meals to migrant labourers, daily wage earners and homeless of Mumbai city. At the time of writing this report, we have provided nearly 3,50,000 meals since we started this project. From serving 10,000 meals a day we have ramped it up to 25,000 meals a day.

Our areas of intervention are all the 24 Wards of the Municipality of Greater Mumbai. We have established food kitchens through the length and breadth of Mumbai – some of the key areas being Andheri (East), Marine Drive, Lower Parel and Chembur. We plan to continue this project right till the end of the lockdown period. The cost of each meal is approximately



FEEDING THOSE IN NEED

A COOKED MEAL DISTRIBUTION INITIATIVE
BY



UPDATE: 17TH APRIL, 2020

The Rotary Club of Bombay & Rotary Club of Mumbai Versova have been providing individually packaged meals to the migrant labour, daily wage earners and homeless of Mumbai City.

TOTAL MEALS: 3,00,000+
DAILY MEALS: 20,000+*

DONATE NOW!

Rotary Club Bombay Charities Trust No. 3

Bank Details:

HDFC Bank Ltd., 101-104 Tulsiani Chambers, Free Press Journal Marg,

Nariman Point, Mumbai 400 021

Branch: Nariman Point

Branch Code: 0001

Account Type: Savings Account

Account Number: 00011000043340

IFSC Code: HDFC 0000001

For remittance in INR from a foreign country, the Swift Code is HDFCINBS

AREAS OF INTERVENTION

Saffron Hospitality Services
Marel Naka, Andheri (E)
HYB Global Academy, Marine Drive
Yashwanth Bhavan, Lower Panel
Tilak Nagar, Chembur

All 24 Municipal Wards in Greater Mumbai.

FIND OUR KITCHENS

SUPPORTING KITCHENS



PARTNERS

BMC | NGOs | YMCA | BJYM | Corporators |
KVM Foundation, RC of Bombay Bandra, RC of Mumbai Downtown Sealand,
RC of Bombay Chembur West, RC of Mumbai Western Elite, RC of Bombay West,
RC of Mumbai Peninsula, RC of Mumbai Queen's Necklace, RC of Mumbai GenX,
RC of Mumbai Kalakar, RC of Mumbai Divas, RC of Bombay East, RC of JVPD Mumbai,
RC of Mumbai Ghatkopar, RC of Deonar, RC of Bombay Film City, RC of Bombay Powai

CONTACT FOR MORE DETAILS: **SANDIP AGARWALLA** +91 98210 10417 | **VIJAY JATIA** +91 98200 95782

NEXT WEEK'S SPEAKER:
RTN. (DR.) AASHISH
CONTRACTOR ON A COVID
19 UPDATE - STAYING
HEALTHY AND SAFE



ROTARIAN BIRTHDAYS



APRIL 23
RTN. ASHWIN
MANSHARAMANI



APRIL 23
RTN. ANAND
PARIKH



APRIL 25
RTN. (DR.) AMEET
PISPATI



APRIL 27
RTN. RENU
BASU



APRIL 27
RTN. DARIUS
PANDOLE

ROTARIAN PARTNER BIRTHDAYS

APRIL 22
RTN. PTN. BIJAL KARA
APRIL 23
RTN. PTN. PREETI TANKHA
APRIL 24
RTN. PTN. ANURADHA AGARWAL

APRIL 26
RTN. PTN. SEENA
SANGHI
RTN. PTN. PURVI SHAH
APRIL 27
RTN. PTN. SHARMILA LELE
RTN. PTN. NILOUVER VAZIFDAR

ANNIVERSARIES

APRIL 22
RTN. PTN. SUNIL & RTN. TANYA SOOD
APRIL 23
RTN. PTN. NOSHIR & RTN. RITU PRAKASH
DESAI

APRIL 24
RTN. PTN. BERRY & RTN. AKIL HIRANI
APRIL 25
RTN. PTN. KIRAN & RTN. SHEKHAR BAJAJ
RTN. PTN. PRERNA & RTN. VIKAS JAIN

ROTARY CLUB OF BOMBAY 2019-2020

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PP Rtn. (Dr.) Adi Dastur	PP Rtn. Arun Sanghi

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Environment	Rtn. Madhusudan Daga

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Yoga	Rtn. Manoj Patodia
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Attendance	Rtn. Bipin Kapadia
In-Camera	Rtn. Zinia Lawyer

DIRECTOR-IN-CHARGE RTN. (DR.) ASHOK KIRPALANI

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Phiroze R. Vakil Eye Centre (PRVEC)	Rtn. Homi Katgara
Ajit Deshpande Medical Centre (ADMC)	Rtn. Tara Deshpande
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RCB – Medical Centre	Rtn. Manoj Patodia

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