

# THE GATEWAY

Rotary  
Club of Bombay



Bulletin of the Rotary Club of Bombay | For private circulation only | [www.rotaryclubofbombay.org](http://www.rotaryclubofbombay.org)  
Volume No. 61 Issue No. 38, May 12, 2020

## PRESIDENT'S MESSAGE



**Fellow Rotarians,**  
Very warm greetings!  
Street food: probably, few countries

can match the extent, variety, flavour and taste of Indian street food.

This is ready-to-eat food sold in streets or public places by vendors usually from portable outlets. But, in India, it covers both vegetarian and non-vegetarian dishes across roadside carts, holes in the wall, small stalls, 'Khau Gallis', small to medium eateries, single outlets, multiple outlets and even food chains. Mumbai's Khau Gallis are located all over the city, the more famous ones at Zaveri Bazar, Girgaum Chowpatty, Ghatkopar, Malad, Chembur, Dadar and Mahim.

The diversity of India's manifold multicultural, multiregional cuisines is also expressed in its street food. Aloo Tikkis, popular almost throughout India, Puchkas, Jhal Muri and Ghugni Chaat from Bengal, Momos, Aloo Chaat and Bhalla Papdi, Ram Ladoo, Nagori Halwa and Bedmi Poori, stuffed Kulchas and Parathas from Delhi, Akki Rotti from Karnataka, Mirchi Bajji from Hyderabad, Chhole Bhature from Punjab, Kathi Rolls from Calcutta, Poha, Jalebi from Madhya Pradesh, Bikaneri Kachori and Kanji Vada from Rajasthan, Dosas, Idli Sambhar from Chennai and many more.

Coming to aamchi Mumbai, its famous street foods: Vada Pav, Pav Bhaji, Dabelis, Kanda Bhajjis, Moong dal Bhajjias, Misal Pav, Sabudana Vada, Kothambir Vadi, Zunka Bhakar, Bhutta, Bhelpuri, Sev Puri, Dahi Batata Puri, Pani Puri, Ragda Pattice, Samosas, Bombay sandwich, Dosas, Medu Wadas, Idlis, Rolls, Frankies, Kheema Pav, Kheema Ghotala Pav, Anda Pav, Kebabs, Shawarmas, Momos, Chinese Bhel, Chinjabi Chinese, Faloodas, fruit juices, hand churned

ice-creams, kulfis, Ice Golas, etc. For each of these, everyone has that one special place which he or she will swear by and vouch for.

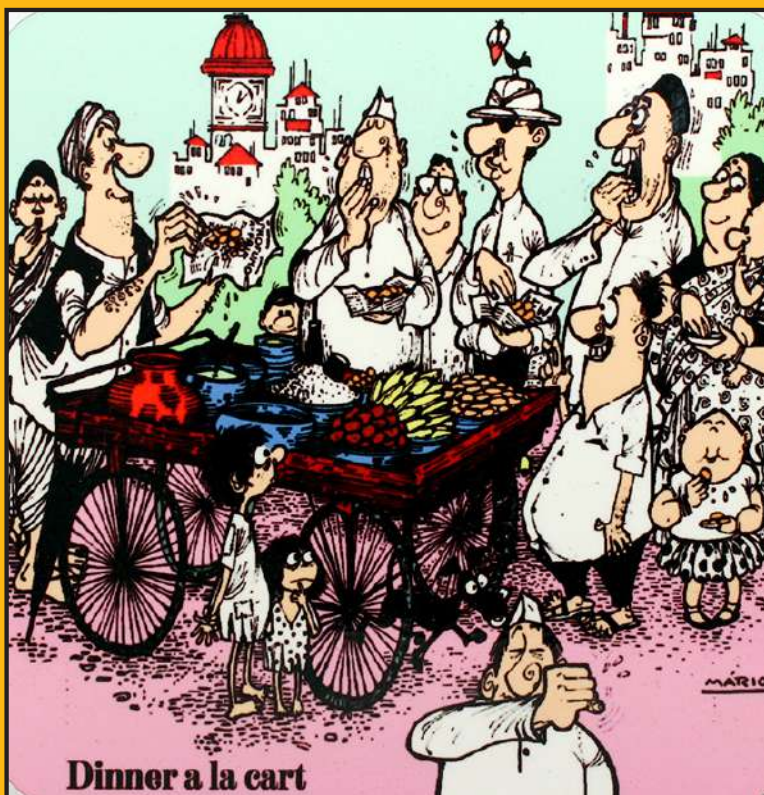
Every Mumbaiker's quick bite is 'Vada Pav' served with coriander and red thecha chutneys and sometimes also fried green chillies. It is common to see Vada Pav stalls surrounded by crowds of everyone from school students to businessmen. One Ashok Vaidya of Dadar (near Kirti College) is credited with innovating the combination of Vada with Pav.

The mouth-watering 'Pav Bhaji', which has its origins attributed to demand for a night odd-hour meal from hungry textile workers of Mumbai, tastes best with butter oozing pavs served with lemon and onions. This dish, though it originated in Maharashtra, is now popular throughout India. From roadside vendors to five-star hotels, you can find it everywhere. Variants are 'khada' pav bhaji where the vegetables are not mashed and 'green' pav bhaji with green spices replacing the red chillies.

'Bhelpuri', 'Sev Puri', 'Dahi Batata Puri', theories of their origins abound, from 'created by Vithal restaurant near Victoria Terminus' to 'created by the city's Gujaratis', who made it by adding complex flavours to the simple North Indian chaat. There are yet other staple street foods with thousands of Bhelpuriwalas in streets and on beaches. Being low in calories, they are considered a healthy option amongst street foods and can be made more healthy by adding cucumber and tomatoes.

Another delicious snack is Mumbai's 'Misal Pav', whether it be Puneri, Kolhapuri, Nagpur or Nashik styles.

Mumbai also caters to street foods from other parts of the country, two of which have always interested me are 'Pani Puri' (or gol gappa or puchka), said to have originated in Uttar Pradesh. When the liquid-filled puri explodes in one's mouth releasing the minty and savoury contents, one craves for more. Another one is 'Dabeli',



Mario Miranda prints used for representational purposes only

a snack food of Kutch, said to be created by a Keshavji Gabha Chudasama alias Kesha Malam and Mohan Bavaji of Kutch Mandvi in the 1960s, and prepared as a mixture of special dabeli masala and boiled potatoes put into a 'ladi pav' with different chutneys like garlic, tamarind, date, chilli, etc. and garnished with roasted peanuts and pomegranate.

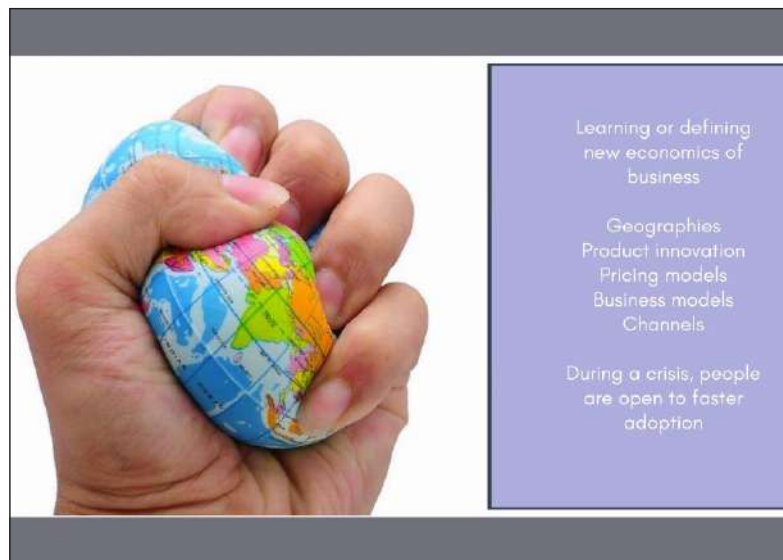
Once upon a time, and probably even now, when one thinks of 'Frankie', with its origins in

Mumbai, one imagines a roll with a variety of fillings, a unique taste and masalas.

Our metropolis is very much a food city and, in my view, one of the best in the world when it comes to the variety of dynamic flavours, especially street food. Hope Mumbai's street food is not lost.

*Preeti Mehta*

President Preeti Mehta



# FUTURE-PROOFING BUSINESSES

**RICHARD REKHY** talks about business continuity and how to reinvent the future

**Planet Earth is closed.** The global economic impact has been tremendous. There are four to five impacts of Covid-19. First, is Covid itself. Second is the oil crisis that hit us immediately on the back of Covid-19. Third is the health impact due to the lockdown both mental and physical. Then there is the economic impact: more people should not die out of economic issues rather than Covid-19 itself. That is a big dilemma that governments are facing. Lastly is the social impact. There are enough people – migrants in India – who have been moving around.

A study carried out by Oxford says that in the Asia-Pacific region, India's GDP has been hit harder than China. On the positive side, while we have a dual impact of Covid-19, India is probably among the few countries which is still in the green zone. From that

point of view and with the feeling developing against China, we be ready to take on companies which want to move out. And we should be agile quick to get them to invest here.

However, **business continuity is not about crisis management.** Some of you might have a crisis management team coordinating matters daily but crisis management deals with the issue now. Business continuity is a strategy and it is not a quick fix that we can put together.

A lot of experts are saying that the coronavirus will come back in winter. It will be anytime from between 18 months to two years till we find a vaccine. Once we find the vaccine, it will become like any other virus. But issues of this kind will impact

the world, going forward. So, the strategy for business continuity must be well documented by companies who are putting their teams in place.

Everything must be documented so that when it comes back, you do not need to recreate it. This happened suddenly – people did not get time to react and everyone did what they could in the circumstances. Going forward, you may not need to know what kind of crisis is going to hit you, but you can deal with the outcomes and for that you need to be prepared. The very fundamentals of your business are challenged: what are you going to do? People are unavailable, you are unable to manufacture in your current factories, your product or service suddenly becomes outdated, there is a liquidity crunch, there are no vendors available, you are not right up there as far as technology is concerned. And,

also, companies which are more technologically savvy are dealing with the situation better.

What is our response going to be? The first thing is impact assessment; **how is Covid-19 impacting your business?** This is like a 360° view of the situation. The second is business continuity. Normally, we have a rigid way of reacting to situations. We need to throw rigidity out and look at new ways to react. Communication will be important; innovation is going to be prime and you will need to reinvent yourself to grow. How will you take advantage of it? There is going to be loss: at least one quarter is gone, it may be more. The entire sales business is choked.

Re-imagine cost. It is just not about kicking your budget but to reimagine cost with



the white paper; do I really need this? Smart groups and companies have looked at every single cost line, renegotiated every single contract however minor.

**Never have alliances been as important as today.** New alliances are going to come in with partners you never thought about. Leadership is being challenged like never before. It is a test of character and empathy is going to play a big part. Clarity of thinking and working collaboratively with teams because there could be latent talent which could be upgraded and upskilled to do something different.

**Health and safety of employees.** We will have to ensure that we create because there is a lot of consciousness developed in the people about health and safety, so we need to think about how we deal with it. Also, how will you ensure employee engagement? The world is moving towards forced entrepreneurship so we need to keep our employees engaged.

Finally, what should we be doing now?

First, **be human.** **Reach out** to customers and employees and listen with empathy. Take time to connect with peers, get down with employees. It is time to take a deep breath and not be reactive. Look at the big budgeted expenses, especially advertising and marketing. Are they really needed in today's time and how much are they needed? It is not that



you must cut everything but see what is needed. Relook at all the contracts, there could be short-term suspensions, rents – do you need to pay if you do not occupy the space, can they give you remissions? In Dubai, for example, a lot of businesses have given remission. They are not charging rents for a quarter.

Then you need to have two teams: one looking at your current business and second looking at new businesses and opportunities. As soon as Covid-19 is over, people are going to come back to work in some meaningful way. You cannot be struggling at that time and you need to be ready for opportunities because it is going to be the first move advantage.

Next, look at your corporate plan and strategy. Scenario planning is going to be important. How do you plan different scenarios, because

anything can happen, and you need to be ready. These are uncertain times and there are too many variables. Look at that as a leader or promoter of your company. Rework your cash position, working capital, do you have enough limits available? How much cash will you need to survive? **Conserve cash**, that is why you need to reimagine cost. Start with zero base budgeting.

Many of us would have heard it but nobody has done it. We need to build our budget from ground up and not look at the last few years because the last few years will not be representative of what the next few years will look like. It will have to be a new look where the business people will have to be involved in the budget and not just finance people. So, it may have to be led by business more than finance this time. There

are going to be changes in business models. It is not just about online, it is about the entire delivery system.

Your brand. **Your personal brand, your company's brand, trust**, have never been challenged before. So there is a trust upon your company, on the products you sell – can you leverage on to other products? Can you take this trust where people trust you and they trust your brand and do brand extension?

The next is how will you leverage the strengths of employees. Your network and resilience are going to be the most important. Never has change management been more important than today because you will have to change the way we work. Many of the people have started liking work from home because they are more productive. But has it been productive for the organisation? One will have to review all of this and see how many people will have to work from home and how many people will have to come to office. **Do we cut down on height rent cost or real estate cost and do something different?**

The next point is critical and non-critical management activities. These are going to change every day and you will see what is critical, today, is not going to be critical tomorrow. So, the team working on it will need to keep being innovative.

## It is also a good time to sit and think:

who are your energy givers and how do we take them forward? Innovation is going to be important. We have heard the term frugal innovation which is jugaad. There is no better time than this where you take one step at a time and do it. We have to look at the new economics of the business in which we operate, or the entire business environment in which you are operating, the geographies are going to change, product innovation is going to be very important, pricing is going to be so important because it is not about 'on what basis are we going to sell our products'. Models are going to be changed and channel partners are going to be changed.

Communication has become so important because you are communicating with people you are not seeing or meeting. Communication needs to have an agenda, but it should be unscripted, people should feel that you have come there to give them an honest assessment of the situation. They should be able to respond to you because there is no worse time than this, the leader needs to be available 24/7 because this is a crisis.

The industries which are depreciating industries: travel, restaurant, etc, these are depreciating industries in the sense that once you do not sell a hotel room or airline ticket, it is gone. They will have to find a completely new way of doing business. Every adversity has an opportunity. We must get rid of our rigid way of thinking and reinvent ourselves. This is an opportunity to clean up. The other is de-averaging your portfolio by breaking it down, having different strategies and priorities, new emerging growth pillars, how do you take advantage of them and move forward on those. The most important of this is adopting a new way of working.

## Healthcare is going to be a big opportunity.

Can we leverage some of our new bank



opportunities? Reduced travel, work life balance, listening to our customers, shifting patterns... do we understand our customers, and use things like machine learning and artificial intelligence in the real sense of the word. This is going to be survival of the fittest where everything is going to be automated or a lot of things are going to be automated. Quick learning, quick action and quick decision making. **Agility will be the key today.**

There will be new industries and one will have to smell those opportunities. Like packaging, telemedicine, etc. Cyber security is a big area of concern because IT systems have never been opened as much as today. So, fraud and hacking are on the list. Cyber security is important. The last is transformation: I am sure all of you are already on a transformation journey. You will need to reset your transformation journey agenda. What is your long term versus short term, because short term has to be met. There are going to be new trading partners. Everything is going to be done digitally so digital platforms, internet usage are going to be important.

## ROTARIANS ASK

**Can the government think like an entrepreneur?**

There is a lot of guidance being given to the government, hopefully they will respond. They need to respond faster but we will have to wait and watch how they respond to some of them.

## Can anything become more powerful than Facebook, Google, Zoom?

Before Covid-19, China introduced cryptocurrency backed by the Central Bank of China. That was going to be the new norm because China saw that everyone would move to an e-platform and if you had cryptocurrency backed by the Central Bank, that could become the main currency. This would have a huge impact on the dollar. China is ready and I heard that a few other countries have also been working on that. Anything related to technology is going to help. But we need to get our cybersecurity right.



## What will be the impact on the luxury industry?

The luxury industry will not be much impacted because it is dealing with a small section of people. But, because consumerism is hit, the mindset that what do I do with five watches, or similar luxury items, may be there but it will be with just two or three per cent of people impacted.

## An article said that when Emirates airlines resumes, they will take a blood test of the passenger before letting them board. Do you think this may be replicated in other industries?

They are saying that they will get the reports in 10 minutes, and you will be able to know if you are good to fly. It is going to be valid for some period of time so you don't need get a blood test every time you fly. But, security may not want to touch your I-card... So flying is not going to be a great experience.





We are active on social media with over 9000 followers. Find us on facebook, twitter and instagram with the handle @rcb1929. Find us on linkedin and youtube with the handle rotary club of bombay. Please follow us and like/share the posts.

## COVID AND THE ROTARY WAY



*10,00,000 Meals Served*

# 1 MILLION

We took the first step, we walked many a mile

We started with just one, We made one million smile

Rotary Club of Mumbai Versova, (RCMV) with Rotary Club of Bombay (RCB), humbly take pride for their successful effort to serve ONE MILLION MEALS, to the various needy sections of our Society. The path wasn't easy, but we kept moving ahead.

This is just a Milestone....

Our Journey Continues even in Lockdown 3.0

We heartily thank every Rotary Club, Institution, Individual and Our Volunteers, who have contributed in their own ways to help feed the needy during this period of uncertain calamity.

**A MILLION THANKS TO ALL**

## FEEDING THOSE IN NEED

OUR COOKED AND PACKED MEAL INITIATIVE  
BY

Rotary  
Club of Bombay



Rotary  
Club of Mumbai Versova

**One Million**  
Meals Completed!



It's 9th May, 2020 and we are happy to announce that The Rotary Club of Bombay and Rotary Club of Mumbai Versova have distributed **1 Million MILLION FREE MEALS** to migrant labour, daily wage earners and the homeless of Mumbai city.

We are grateful to the staff at our kitchens and supporting kitchens across Mumbai and to all our Partners in Feeding Those in Need, Our Cooked and Packed Meal Initiative.

### THANKING OUR PARTNERS

BMC | NGOs | YMCA | BJYM | Corporators |  
KVN 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 Bombay 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, TB Desai Family Trust, Bajaj Electricals, Reliance Foundation, EY Foundation, Life Foundation, Crompton Greaves, RC of Bombay Kandivli

## AY @ COVID-19 LOCKDOWN



The situation at the Ananda Yaan's Dr. E. Moses Road centre was getting precarious day by day as the lockdown continued. Our coordinator was getting calls that many senior citizens were running out of ration and had no help. There were many cases where the earning member

of the house was not getting a salary or was stuck in their village. This left the senior citizens alone.

Some borrowed from neighbours but that option too was not sustainable. On May 7th, Rotary Club of Bombay and Dignity Foundation got together and supplied a month's



ration to 80 senior citizens. At the time of the distribution the senior citizens diligently followed social distancing norms. They made a proper line, there was no crowding or talking and very peacefully, in less than 30 minutes, all the ration bags were distributed.

Many senior citizens called the next day and were emotional and full of appreciation and gratitude for the timely help. So many of them were stressed out; relief came just in time. All the senior citizens gave their blessings to Rotary Club of Bombay and Dignity Foundation.

## REDEDICATION OF GYMNASIUM



The rededication ceremony of the YMCA Andheri Branch gymnasium which was refurbished with the support of the Rotary Club of Bombay was held on Saturday, February 7th, 2020. The programme started with the unveiling of the inaugural plaque (made in the memory of Mr. Arvind Somchand Parikh and Ms. Kirti Somchand Parikh)

by President Preeti Mehta followed by a cutting of the ribbon by PP Rtn. Nalin Parikh and unveiling of the other plaques by the donors Ms. Pallavi Parikh, Ms. Kalpana Parikh, who also inaugurated all the new equipments along with PP Rtn. Paul George (General Secretary, Bombay YMCA), Mr. Noel Amanna (President, Bombay YMCA, Mr. Jason



Samuel (Board Member), Thomas Kuncheria, Chairman, Bombay YMCA, Andheri Branch.

The programme was witnessed by committee members, regular members and secretaries from other branches. The newly refurbished gymnasium will cater to the need of the community around Andheri,

D.N Nagar. The programme commenced with encouraging words and speech by President Preeti Mehta, PP Rtn. Nalin Parikh, Anita Parikh, PP Rtn. Paul George, Mr. Noel Amanna and closed with words by Mr. Ashish Thorat, Senior Executive Secretary, Bombay YMCA, Andheri Branch.



MAY 12, 2020

## NEXT WEEK'S SPEAKER: P. SAINATH, FOUNDER, PARI



**VENUE: ONLINE AT ZOOM.  
US (MEMBERS ONLY)**

**TIME: 12 NOON**

P. Sainath is Founder Editor of the People's Archive of Rural India (PARI). He has been a rural reporter for decades and is the author of 'Everybody Loves a Good Drought'.

PARI is both a living journal and an archive. It generates and hosts reporting on the countryside that is current and contemporary, while also creating a database of already published stories, reports, videos and audios from as many sources as we can. All of PARI's own content comes under the Creative Commons and the site is free to access. It's mandate: the everyday lives of everyday people.

PARI is also building a Resources section to put up (in full text and not just via links), all official (and unofficial but credible) reports related to rural India.

### ROTARIAN BIRTHDAYS



MAY 12  
RTN. SIDDHARTH  
BHIMRAJKA



MAY 14  
RTN. HANS  
KHIJJI



MAY 15  
RTN. CHRISTOPHER  
BLUEMEL



MAY 16  
RTN. SOLI  
COOPER



MAY 16  
PP RTN. MAHENDRA  
SANGHI



MAY 17  
RTN. JAMSHED  
BANAJI



MAY 17  
RTN. PARTHA  
GHOSH



MAY 18  
RTN. BIMAL  
MEHTA

### ROTARIAN PARTNERS

MAY 12  
RTN. PTN. RESHMA VAZIRANI  
MAY 14  
RTN. PTN. VASUDHA SHAH  
MAY 16  
RTN. PTN. LOVEY PARIYARAM  
MAY 17  
RTN. PTN. DAMINI KAMDAR  
RTN. PTN. SHAMA THUKRAL  
MAY 18  
RTN. PTN. KIRAN BAJAJ  
RTN. PTN. MRIDULA MALUSTE

### ANNIVERSARIES

MAY 15  
RTN. PTN. MEHROO & RTN. (DR.) RAJESHWAR  
BALI  
MAY 16  
RTN. PTN. AMITA & RTN. JAGDISH MALKANI  
RTN. PTN. GAUTAM & PRESIDENT PREETI  
MEHTA  
MAY 17  
RTN. PTN. NEERAJA & RTN. KUMARMANGALAM  
BIRLA

### ROTARY CLUB OF BOMBAY 2019-2020

#### TRUSTEES 2019-2020

PP Rtn. (Dr.) Rahim Muljani	PP Rtn. Arvind Jolly
PP Rtn. (Dr.) Adi Dastur	PP Rtn. Arun Sanghi

#### OFFICE BEARERS 2019-2020

President	Rtn. Preeti Mehta
Immediate Past President	Rtn. Vijay Kumar Jatia
President-Elect	Rtn. Framroze Mehta
President-Nominee	Rtn. Shernaz Vakil
Honorary Secretary	Rtn. Manish Reshamwala
Hon. Jt. Secretary	Rtn. Satyan Israni
Hon. Treasurer	Rtn. Jagdish Malkani

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Fellowship & Assimilation	Rtn. Ashok Jatia
Animal Welfare	Rtn. Priyasri Patodia

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Sergeant-at-Arms	Rtn. Hoshang Nazir
Interact	Rtn. Jaymin Jhaveri
Rotaract	Rtn. Zeenia Master

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Public Awards	Rtn. Suresh Kotak
Young At Heart	Rtn. Ramesh Mehta

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Water Resources & Sanitation	Rtn. Abhinav Aggarwal
Urban Heritage	Rtn. Natasha Treasurywala
Environment	Rtn. Madhusudan Daga

#### DIRECTOR-IN-CHARGE RTN. HIRANMAY BISWAS

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Yoga	Rtn. Manoj Patodia
Vocational Training	Rtn. Varsha Daiya
Night Study Centre	Rtn. Jamshyd Vazifdar

#### DIRECTOR-IN-CHARGE RTN. PRADEEP GUPTA

Attendance	Rtn. Bipin Kapadia
In-Camera	Rtn. Zinia Lawyer

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

Talwada Projects	PP Rtn. (Dr.) Rahim Muljani
Phiroze R. Vakil Eye Centre (PRVEC)	Rtn. Homi Katgara
Ajit Deshpande Medical Centre (ADMC)	Rtn. Tara Deshpande
Cancer Aid	Rtn. (Dr.) Ian Pinto
RCB – Medical Centre	Rtn. Manoj Patodia

#### DIRECTOR-IN-CHARGE RTN. VINEET BHATNAGAR

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The Rotary Foundation & Global Grant	PP Rtn. Pradeep Saxena
Gender Equality	Rtn. Arin Master
Skill Development	Rtn. S. V. Prasad

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Child Welfare	Rtn. Rajesh Shah
Anand Yaan / Elder Care	Rtn. Alok Sekhsaria
Scholarships	Rtn. Roda Billimoria