

Major Project Report on

Growth & Innovation Strategies of IT MNCs, Media and Start-ups Operating in India in Covid Era

Submitted by
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23/UMBA/44

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CERTIFICATE

This is to certify that Jyotika Tuteja of Delhi Technological University has completed the project titled “Growth & Innovation Strategies of IT MNCs, Media and Start-ups Operating in India in Covid Era” under the guidance of Dr. Monika Khemani as a part of the academic curriculum for the degree of MBA during the academic year 2024-2025.

Dr. Monika Khemani

DECLARATION

I hereby declare that the project titled " Growth & Innovation Strategies of IT MNCs, Media and Start-ups Operating in India in Covid Era " is my original work and has not been submitted elsewhere. All sources of information have been acknowledged. This project has been completed under the guidance of Dr. Monika Khemani and is based on the primary and secondary data collected during the research. I have ensured that the information presented in this project is authentic and any references, citations, or external content used have been properly acknowledged in the references section of this report.

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ACKNOWLEDGEMENT

I, Jyotika Tuteja, would like to express my gratitude to the Head of Department (HOD), Prof. Saurabh Aggrawal, of Delhi School of Management, Delhi Technological University, for emphasizing the major research project and giving me the platform to conduct such research work.

I would also like to thank Dr. Monika Khemani, who, despite her busy schedule, has always been continuously available for any guidance needed, and indeed, her valuable contribution and guidance have certainly been indispensable for my project work. I am deeply grateful to all respected individuals who agreed to be a part of this research project and were instrumental in providing all the required data necessary to make this project a success. I am highly indebted to their valuable contribution to my research. I extend my warm gratitude and regards to everyone who helped me during my study.

EXECUTIVE SUMMARY

The COVID-19 pandemic has had a major impact on India's businesses, affecting various industries including healthcare, hospitality, tourism, and retail. Lockdowns and movement restrictions forced many businesses to shut down temporarily or permanently, leading to reduced demand, revenue, and job losses. Small and medium-sized enterprises (SMEs) and the informal sector have been hit hardest. The government has provided support through loan moratoriums, financial aid, and tax breaks, but many businesses still face challenges.

On the other hand, some sectors like e-commerce and technology have seen growth due to remote work and online shopping. The pandemic has accelerated digital technology adoption and increased the use of digital payments, online education, and telemedicine. Overall, the pandemic has had a profound impact on businesses in India with varying effects across sectors. Some businesses struggled, while others adapted and prospered in the new normal.

Keeping this in view, this study analyses the movement of MNCs, Domestic Businesses and Start-ups and Media Industry during, and post-pandemic usher. I have tried to touch-base on Growth and innovative strategies of that are undertaken by the above said types of organizations.

This research delves into the understanding of how MNCs, Domestic Companies and Start-ups, and Media are responding to COVID in terms of their business operations and growth strategy. Also this study looks at the tactics that multinational corporations utilize to acquire talent and bolster their growth in India operations as they are multi-process-product entities that seek global opportunities and invest in comprehending the business environment, culture, politics, economy, and legal systems of their target countries. They do so by evaluating the business climate of a prospective country through risk analysis. The hallmark of a true multinational corporation is their dedication to executing business functions such as manufacturing, marketing, R&D, and financing globally, and such is the case of domestic businesses and start-ups too.

Here, I have focused on understanding the drivers of growth, including the framework of strategies, vision, mission, and annual objectives taking into consideration the significance of innovation, sustainability, and wellness factors in business sustainability. media and IT - which

are known for their high work demands and stress levels that can negatively impact both personal and professional life. The research examines the reactions and responses of Domestic Businesses/Start-ups and MNCs

to the work-culture, employee engagement and so on. Mostly, talking about what worked best during and after pandemic.

To enable the study to be more efficient with clarity, I have used interviews, case studies and survey to know the trends, opinions and more.

The study identifies that although there are multiple challenges thrown by pandemic, yet it worked in favor of the industry in multifarious ways. For example, in case of IT industry that comprises of more than 50% of my survey respondents, AI, AR and Digital Platforms became more popular with high business prospects. In case of Media Industry, different platforms like social media platforms, apps, etc. have become more popular by virtue of pandemic.

This project will take you through what exactly happened with the said organizations and industries in the pandemic era, and how they responded to this and geared up with strategic moves in place.

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INTRODUCTION

This study aims to examine the strategies that multinational corporations (MNCs) use to acquire talent and support growth in their operations in India. MNCs are multi-process and multi-product enterprises that look for opportunities globally and invest in understanding the business climate, culture, politics, economy, and legal aspects of the countries they are entering. MNCs carry out risk analysis to understand the business climate of a new country they want to enter. The key factor that sets true multinational corporations apart from others is their commitment to conducting business activities such as manufacturing, marketing, R&D, and financing across the world.

The focus of this study will be on how to create an effective talent pool, considering the difficulty of finding the right combination of skills and mindset, especially in the era of COVID-19. Finding the right combination of skills and mindset is a challenge and that this study aims to analyze HR strategies for talent acquisition and the drivers of growth in organizations.

The study will analyze HR strategies for talent acquisition and the drivers of growth, including the structure of strategies, vision, mission, and annual goals. It will also examine innovation and sustainability and wellness factors, recognizing their importance in business sustainability. The importance of innovation, sustainability, and wellness in business sustenance and mentions that the study will focus on these factors. Finally, the author mentions that the study will focus on two industries (media and IT) as they are known to have high workloads and high-stress levels, which can affect both the personal and professional lives of employees.

The study will observe the reactions and responses of two industries, Domestic Businesses/ Start-ups and MNCs, which are known to face high work pressure, tight timelines, and employee retention concerns. The study will emphasize the need to balance workloads and acknowledge employee efforts to avoid high stress levels and health problems that can affect personal and family life.

The work culture and environment in the media industry is fast-paced, as they must cater to the expectations of a large audience. It is a dynamic and challenging task to constantly create new and satisfactory content, while keeping up with media strategies and meeting deadlines. The IT industry faces similar challenges, with high employee turnover rates due to a lack of work-life balance, career progression, and flexibility. An article in The Times of India, "Employees choosing employers who offer great work culture," stated that 87% of tech workers were considering a job change before the pandemic, and this trend has likely continued. McKinsey conducted a survey of over 200 organizations across industries to analyze the impact of COVID-19.

The majority of executives believed that the crisis would fundamentally change the way they do business over the next five years and have a lasting impact on customer expectations. Nearly three-quarters of respondents saw this as an opportunity for innovation and growth across industries. This study aims to identify the practices that support innovation, find and retain the right talent pool, and align the goals of media and IT organizations for growth in India's perspective.

OBJECTIVES

- To map differences between pre and post pandemic business strategies of MNCs operating in India
- Identifying factors that motivate people to be more productive and retained
- India specific approaches that have been implemented by MNCs ever since pandemic
- To map differences between pre & post pandemic business strategies of MNCs in India
- Factors that motivate employees to stay in an organization and the level of attrition will decrease
- To identify India-specific approaches by MNCs ever since pandemic

HYPOTHESIS

This research will focus on a comparative study between both before and after era of pandemic in terms of business approach for media and IT MNCs operating out of India. With the data and information in place, I will be able to identify the limitations and/or improvements areas of the existing practices that make their organizations strong in their strategic growth journey. This will further help in creating a potential way forward for the organizations.

METHODOLOGY

In order to gather data and make an analysis, I have referred the case studies available on the given topic. To dive deeper, I have also conducted exploratory research by interviewing domain experts from the intended industry. I have used a survey as a research tool in my study to gather perspectives from the allied stakeholders.

LIMITATIONS

- Almost next to zero, studies are available for renewables/ power industry with the above-mentioned aspects as this industry is mostly talked about from the environment perspective
- Identifying samples for the interview and surveys could be a bit challenging as the workforce existing in this industry is really less; hence, be-friending them and getting the answers/ perspectives out of them may become a humongous task
- The practices collated may not set the perfect examples overall across different industries; hence, the outlook on this has to be within the span of this sector only
- Identifying resources to complete the project can become an issue
- Time Limitation is another challenge.
- Getting responses from niche professionals, like in case of media, PR and advertisement professionals.

LITERATURE OVERVIEW

PANDEMIC INFLUENCES BUSINESSES & THEIR CONDUCT

First, multinationals in similar fields should adopt ethical practices for their business internationally. Not all governments quickly enact or amend laws to address legal issues arising from new technologies or business models. For example, although cryptocurrencies have been around since 2009, many countries have yet to establish or enact rules governing them. The focus should not only be on compliance, but on determining what is the right thing to do in a given situation (e.g., what practices should be used when implementing AI). This also creates a level playing field. An example of this is the experience in India, where crypto exchanges have adopted self-regulation in the absence of cryptocurrency regulations.

Second, global investors must act as agents of change. The international investment community needs to focus on supporting companies that solve real problems in the world. Investments have been made in areas such as electric vehicles, clean renewable energy, education technologies, microfinance, research and innovation, tourism, and delivery platforms that offer opportunities to improve the lives of people around the world. The Twitter spat between World Food Program (UN) Executive Director David Beasley and Tesla CEO Elon Musk over the role of billionaires in solving world hunger has generated many suggestions on how \$6 billion can help (Musk had cited the figure and asked how it would "solve world hunger") - from agricultural reforms (such as smart seeds, drought-resistant water supplies, and climate-resilient crops) to the WFP's detailed plan. This shows that there is a lot of room for change, and investors need to focus on these aspects as well.

Third, multinationals need to focus on sustainable development, especially on the aspects of overproduction and waste management. For example, the apparel industry reports 30 to 40 percent overproduction, and about 85 percent of textiles discarded by U.S. consumers are sent to landfills or incinerated, including unused textiles and unsold clothing. In the absence of strict laws regulating the materials used in manufacturing, materials that are not environmentally friendly are often used. These do not decompose in landfills. This problem needs to be addressed at all ends of the value chain, from the production of environmentally friendly products to effective waste management and requires widespread consumer awareness.

During the pandemic, global pollution rates declined significantly due to reduced industrial activity. While normal industrial activity resumes, multinational companies must accelerate the use of clean energy. The India-led International Solar Alliance has brought together 125 countries to harness solar energy. This spirit of cooperation provides opportunities for multinational companies to deploy capital, technology and management skills for the common good.

Investments have been made in areas such as electric vehicles, clean renewable energy, educational technologies, microfinance, research and innovation, tourism, and delivery platforms that offer opportunities to improve the lives of people around the world.

As companies realign their supply chain in new jurisdictions, they must consider environmental impact assessments, even if there is no mandatory legal requirement to do so. Supplier countries may not have stringent environmental standards, but multinationals themselves must contract for strict conditions down to the last point in the supply chain. Reports indicate that lower-tier suppliers are unable to meet sustainability requirements because they may not have the expertise, resources, or knowledge of social and environmental practices and regulations. Therefore, MNCs should not only contractually commit, but also strive to provide expertise and infrastructure so that lower-tier suppliers are able to comply with standards. To illustrate, although India is the

pharmacy of the world, the number of deaths due to antibiotic resistance is high, indicating irresponsible supply chain management.

Fourth, MNCs must pay attention to improving healthcare systems and solutions around the world, as demonstrated by the COVID -19 pandemic. MNCs in the healthcare industry should bring their expertise and work with governments to build and improve robust healthcare systems and develop telemedicine platforms to facilitate access. National governments need to revise their regulations to encourage such developments.

In addition to contractual obligations, MNCs should also strive to provide expertise and infrastructure to enable lower-tier suppliers to adhere to standards.

Fifth, large corporations need to focus on human capital management. "Great resignation"-a term coined by Anthony Klotz to refer to the surge in resignation rates among workers in the post-pandemic period-seems to be on the rise in the post-pandemic world, with workers prioritizing the non-work aspects of life and adopting approaches such as work-life integration, i.e., "an approach that aims to create more synergies between different areas of life, including work, family, friendships, well-being, community, health, etc." Multinational companies need to develop strategies that accommodate the diverse lifestyles of their global workforces in order to retain the most employees. At the same time, the pandemic provided a great opportunity to attract talent across the world, as location is irrelevant in the remote working environment. And with numerous start-ups emerging as a result of the pandemic situation, MNCs must provide investment and collaborative support.

The pandemic has accelerated the use of technology, leading to a higher possibility of human resource redundancy. At the same time, due to great resignations there would be several skilled people taking it easy. MNCs could tap this talent to further educate and upskill their workforce and keep them employable.

Finally, an important role of multinationals, especially media and publishing space, is to spread positive news in an effort to create a positive spiral.

Overall, MNCs have a great opportunity to effect global change-agents. Rather than waiting for governments to take the necessary steps for ethical and sustainable development, multinationals can take a proactive role. Social, political, and economic factors can prevent national governments from taking actions that are solely for the greater good. In such situations, multinational companies voluntarily take the lead on certain fronts, such as environmentally-friendly policies.

A Sanskrit proverb says: *Vasudhaiv Kutumbakam* (the world is one family). If multinational corporations and all other factors internalize stakeholders, absorb and implement this simple message, a new world could emerge.

PPA APPROACH: PERSPECTIVES, PURPOSE & ATTENTION OF BUSINESSES IN INDIA

Companies with global ambitions need to pay close attention to how innovation is achieved in India. Business leaders, in particular, still have much to learn about how this economic powerhouse will evolve in the coming decades and what strategies and innovation tactics are most likely to succeed.

Any company with global ambitions would be well advised now to put innovation in India at the center of its own ambitions so that it becomes the global disruptor of the future rather than the victim. Originality/value - While most of today's multinational CEOs consider the pursuit of significant market participation in China a "no-brainer," embracing the India challenge with at least as much urgency and commitment could prove to be their "defining" strategic legacy.

Legal HR: Recruitment strategies for multinationals in India

In this article, we look at the important recruitment considerations that a multinational establishing a foothold in India must keep in mind while formulating its recruitment strategy.

Legal HR: Hiring strategies for multinational companies in India

India has emerged as an attractive location for multinational companies over the past few decades. The Indian market offers numerous opportunities for talented employees, and it is important that MNCs well-prepared to attract the best talent at the very beginning of their operations. In this article, we look at the key recruitment considerations that a multinational establishing a foothold in India needs to keep in mind when formulating its recruitment strategy.

Setting up the subsidiary

For a multinational company, it is not only important to understand the various legal benefits available to employees in India and their applicability to the company in question, but also to be aware of and consider the various industry practices. Employees in India are entitled to various benefits such as provident funds, gratuity, injury compensation, statutory bonuses, etc. In addition, employers are required to comply with laws that mandate the development of a safe and employee-friendly workplace, such as the Sexual Harassment Prevention Act, the Factories Act, the Shops and Commercial Establishments Act, etc. Registrations and ongoing compliance with applicable laws are not only legal requirements, but also essential for talent retention.

Customized employment documentation

Most multinational companies coming to India already have their global employment agreements and policies in place, and we often hear from them as to whether they can apply them in India as well to maintain consistency in the standards applicable to their employees globally. While the short answer to their queries would be a 'yes', MNCs also need to make the necessary revisions to ensure that the policies not only comply with applicable laws in India, but also reflect industry practices.

One such aspect that requires closer review and consideration to meet Indian needs is non-compete agreements. Under Section 27 of the Indian Contract Act, 1872, post-employment non-compete agreements are not enforceable under Indian law. However, most employers may include such covenants in employment contracts as a moral deterrent to employees.

Typically, a 'non-compete clause applies to an employee during the tenure of his employment and between six - twenty-four months after cessation of employment. Coupled with attrition in some of the sectors like IT / ITeS), this may not fare well for organizations without careful consideration. The "garden leave" is also an offshoot of the "non-compete" and is a common addendum in the employment contracts of mid and senior-level employees of multinational

companies.

Jurisprudence, in these matters, reflects a nuanced approach that courts have taken in non-compete cases - while non-compete continues to remain unenforceable for individual employees, courts have successfully carved out cases where such negative agreements can still stand.

The other area that requires a sensitive approach is how confidential information is handled. Necessary attention needs to be given to fine-tuning confidentiality clauses.

Bringing Foreign Talent to India

Multinational companies planning to send foreign employees to India for special projects need to be aware of the legal implications of such talent import in India. Current law requires that foreign nationals employed in India (referred to as 'international workers') must register with the provident fund regulator and that a percentage of their entire salary shall be deducted as a contribution to the provident fund. It is advisable that this contribution is taken into account in upfront while computing the remuneration package of the 'international worker'.

Marrying global best practices with Indian employment trends

Multinationals may consider some aspects of employment practices to be routine in their home jurisdiction. However, implementing such practices locally may give them an edge over their Indian competitors. For example, India's Sexual Harassment Prevention at Work Act protects only female employees in case of a sexual harassment claim. MNCs with gender-neutral asexual harassment policies may come forth as progressive and inviting to potential new employees. Similarly, the addition of 'paternity leave' and 'bereavement leave' in MNCs' employment policies can also be a good addition to their package, as such leaves are not otherwise legally required in Indian laws.

MNCs need to leverage their global expertise to attract the best talent for their Indian operations. They need to take full advantage of their international reputation to maintain their competitive advantage in the talent market. We strongly believe that compliance with labor laws in letter and spirit, coupled with universal best practices, will benefit MNCs.

ROLE OF MNCS IN COUNTRY'S DEVELOPMENT

MNCs have been playing an important role in the country's economic growth and development of the country, leveraging on the increasing ease of doing business and the liberalized regulatory environment. For its part, the government has consistently focused on facilitating the policy and regulatory environment for MNCs in India. Recognizing the pivotal role played by the MNCs, it has eased and enhanced the scope for their participation in the Indian economy and will continue to do so. Among other things, the government has slashed the corporate tax rates, liberalized Foreign Direct Investment (FDI) policies and norms in a number of sectors, and rigorously rationalized regulatory compliances burden for them. In most sectors, FDI is now under the exception of a small negative list, making India one of the most open major economies in the world.

The reforms introduced by the government are already bearing fruit for multinationals, as the country's attractiveness as a global investment destination and as a location for multinationals has improved significantly. This is confirmed by UNCTAD's World Investment Report 2020, according to which India was the ninth largest recipient of foreign direct investment in 2019, with \$51 billion in inflows.

Numerous multinational companies have taken their business to the next level by positioning India as both a business hub for global customers and an export base, creating greater employment opportunities for the local population, sharing international best practices, and more importantly, supporting the local community through CSR initiatives. Today, our market has become a priority for foreign companies seeking a larger share of the international market and they are continuously pursuing strategies to expand their presence in India. This creates a strong foundation for the country, which is rapidly moving towards strengthening its systems through the Aatmanirbhar Bharat initiative.

India is increasingly viewed as a neutral destination in the global landscape. Between January 2019 and July 2020, India received USD 70 billion from institutional investors. Despite the pandemic, the country has received more than USD 20 billion in investments from around the world in the first half of this year.

It is important that we continue to be seen as a nation that bridges world powers and that we shape our foreign policy accordingly. It is encouraging to see the Administration working rigorously in this direction.

CII strongly believes that our Prime Minister's vision of Aatmanirbhar Bharat can be achieved through a Jugal Bandi between multinationals and the government, and we intend to further strengthen our partnership with the government in jointly achieving this vision. The CII has actively supported the government by providing feedback on reforms and suggestions to facilitate greater contribution from multinationals in India. The government has been sympathetic to our suggestions and has worked towards ensuring that all companies, including MNCs, face fewer regulatory and infrastructure bottlenecks when operating on Indian soil. The CII will continue to support the government in making India an even more attractive destination for foreign investors.

To broaden the contribution of MNCs to the Indian economy and support the government in this endeavor, the CII has established an active 'National Committee on MNCs' in recent years. The committee works diligently to raise awareness of reforms initiated by the government, assess policy and regulatory issues on the ground, share best practices from around the world in various areas, and identify ways to increase the contribution of MNCs to the Indian economy. These objectives are achieved through regular meetings, representations, reports and conferences.

Over the years, CII has produced several reports to raise awareness of the importance of MNCs and provide feedback to industry on what more can be done to create an enabling environment for foreign companies. Recently, CII, in collaboration with EY, published a report on 'FDI in India: Now, Next and Beyond.' The report concludes that India will be the next global investment hotspot in the next few years due to the size of the market, availability of skilled labour, and political stability. One of the key findings of the report is that India has the potential to attract \$120 billion to \$160 billion in FDI annually by 2025 if we maintain the momentum of reforms.

The CII National Committee on MNCs meets regularly to deliberate on policy reforms and provide feedback to the government. As part of its policy advocacy work, several meetings have been organized between industry and government to discuss issues related to MNCs. The committee also collects input from MNCs and submits the relevant opinions to the government as they arise. Key recommendations that have been made to policymakers include:

Introduce a tiered incentive based on the size of FDI

- FDI and mergers and acquisitions approval procedures should be time-limited
- Allowing FPIs to directly participate in IBC/distressed debt instead of going through asset reconstruction companies (ARCs)
- The Central Board of Direct Taxes (CBDT) should consider allowing "e-site visits" to be conducted electronically via video conferencing for Advance Pricing Agreement Program proceedings
- Extend benefits under the interest equalization scheme to domestic suppliers of manufacturer-exporters
- The government could consider decriminalizing other provisions of the Companies Act 2013
- Extending or allowing accelerated merger of companies in a group with the approval of the regional director instead of the NCLT procedure in selected cases
- In order to boost investment and promote domestic production, a dedicated task force could be formed for each sector, with representation from relevant high-level government policymakers.
- Continuous efforts to facilitate business, e.g.: Addressing problems with cumbersome and time-consuming procedures for land acquisition, property registration, and land conversion; ensuring that e-courts in all states can enforce contracts more effectively; making permits available in a single online system (expected early next year), etc. Economic globalization and investment are in a state of flux, and the CII believes that MNCs can play an even stronger role in helping the government achieve its Aatmanirbhar Bharat goal. To ensure an uptick in attracting foreign investment and effectively leveraging global geopolitical phenomena such as the 'Plus One' strategy, it is critical to consistently work toward improving the efficiency of business processes, further facilitating business transactions, promoting transparency, strengthening stakeholder engagement, creating consistency and predictability in policy developments, adopting international best practices, and technological innovation. With a number of reforms being implemented on a regular basis and attention also being paid to effectiveness in implementing the reforms, foreign companies are looking forward to a rapidly improving investment climate in India.

The CII remains committed to strengthening its partnership with the government to create more opportunities for multinational companies to contribute to India's growth and development agenda.

The year 2020 has tested human resilience, and the year 2021 our ability to revive and resurge -

with more confidence, more technology, and breakthrough innovation! Hybrid operating models, customer centricity, personalized employee engagement, digital skills development and sustainable business models will accelerate and drive strategic decisions by governments, businesses and community decisions in 2022.

With the ongoing pandemic in 2021, technology is the panacea for all - supporting public health management, driving business momentum, and ensuring productivity and engagement in the new hybrid work order. 2021 global technology spending (excluding hardware) was over \$1.7 Trillion in 2021, and global technology procurement grew a staggering 12-14% to over \$240 billion - the highest growth ever.

PANDEMIC ENABLED MAJOR GLOBAL TRENDS

The global economy was impacted by the COVID-19 pandemic in 2021. The IMF estimated the global GDP growth for 2021 at 5.9%. India's GDP for FY2022 was estimated at 9.2% according to the Government of India's Economic Survey.

Six major global megatrends emerged as a result of shifts forced by the pandemic. These trends will shape policies, strategies, and investments for the next 5-8 years and beyond.

The six trends are:

- Global Talent Pool Transformation
- Repurposed Global Supply Chain & Replanning
- Global Big Tech Regulation
- ESG-Led Business Models
- Formalization of Circular Economy
- Technology for Good at Pace and Scale

Global Talent Pool Transformation

The HR department played a crucial role in navigating the workplace through the pandemic. It was crucial in ensuring business continuity by equipping the organization and its employees to adapt to the new normal. The focus of the HR function underwent a transformation, with employee health, safety, and mental well-being becoming top priorities.

When organizations started to reopen their offices, the HR strategy shifted again. It will be important for the HR department to continue using data-driven decision-making to forecast workforce requirements and identify talent management strategies that address post-Covid challenges.

The pandemic resulted in layoffs and salary cuts, making upskilling and re-skilling crucial. The focus has shifted from specific roles to critical skills, and the Learning & Development department needs to focus on encouraging employees to develop skills that offer multiple career development opportunities.

Remote work is here to stay, even as offices reopen, and discussions centred around choosing a suitable work arrangement. Companies in mature stages of digitization rely on skilled talent pools to keep their operations running, but niche skills may not be on the company roster. As companies strive to become leaner and more efficient, constant shuffles can harm their brand value in the long run. The challenge for organizations is to tackle this issue while scaling up operations at a fast pace.

Mitigating The Rising Talent Crunch

I have noticed that the demand for skilled and experienced employees is growing rapidly in all industries, including the global IT sector. As companies navigate shifts in operations, it can be challenging to find the right talent. To overcome this, restructuring is necessary to create a collaborative environment where organizations can train and deploy talent globally based on skills and roles. By implementing end-to-end visibility and collaboration, organizations can optimize skill utilization and eliminate bureaucratic hurdles.

To make the most of a global talent pool, leaders must consider the following:

- **Re-engineering Workforce Management:** With travel restrictions and geopolitical issues, on-site talent sponsorship may not always be feasible, but leaders can still access talent from around the world by following a set of guidelines.
- **Case studies and on-the-job training:** These investments can lead to long-term benefits when deploying critical client projects.
- **Business partners as talent providers:** Organizations can turn to partner businesses for short-term talent needs.
- **Global hiring:** Companies can now hire full-time employees for core projects from anywhere in the world, working alongside talent from various industries.
- **Full-time equivalent (FTE) arrangements:** Sharing a single role between two resources can increase deliverables and reduce project lead time.
- **Talent pool categorization:** Talent pools should be managed based on experience, geographical location, and cost.
- **Recruitment without boundaries:** Leaders can access a broad talent base worldwide, especially in countries with abundant, affordable skilled resources.
- **Safety and security:** Organizations should assess potential security and safety issues to prevent any eventual crises.

Repurposing & Replanning Global Supply Chain

Supply chain trends such as artificial intelligence, machine learning, and blockchain technology are pushing various industries to digitize their operations, and advanced supply chain management software is significantly strengthening the pandemic supply chain network and improving the future of supply chain management.

The Covid-19 pandemic has disrupted global value chains, causing a decrease in production and consumer demand. Interdependency has increased, leading to established global value chains that provide businesses with high-quality products. The pandemic has caused businesses to rethink their financial models and supply chain strategies, focusing more on risk assessments, supplier diversification, and digitization. The Covid-19 crisis has brought changes in consumer behavior and supply chain imbalances, requiring businesses to adopt agile strategies and transform their supply networks.

A recent study on supply chain management outlines the need to review supply chain strategies and prepare for shifts in customer demands, operations, and technology.

The world post-Covid-19 will be different, with increased political and competitive pressures to increase domestic production, reduce dependence on perceived risky sources, and rethink lean manufacturing strategies. Companies need to make their supply chains more resilient without sacrificing competitiveness by understanding their vulnerabilities and taking necessary steps.

Uncover and Address Hidden Risks:

- Products often have critical components that require specialized skills to make.
- A single firm cannot possess all the capabilities to produce everything on its own.
- Example: Automakers need help with touchscreen displays and microprocessors in vehicles.
- Mapping the full supply chain is necessary to identify vulnerabilities, but it is time-consuming and expensive.

- Categorize suppliers as low, medium, or high-risk using metrics such as revenue impact, recovery time, and alternative sources.
- Add more sources in locations not vulnerable to the same risks or consider a regional strategy.

Shift of Customer Behavior and Values:

- Businesses need a robust collaboration network for seamless services.
- Focus on improving customer collaboration, building a robust IT infrastructure for e-commerce.

Establishing Trustworthy and Coherent Supply Networks:

- Supply chains are slowly incorporating digital technologies.
- Digital Supply Network (DSN) model involves end-to-end visibility, agility, responsiveness, collaboration, and optimization.
- Interconnect existing digital tools with data streams using IoT, cloud computing, 5G, AI, ML, and robotics.
- These technologies will improve logistics, goods tracking, and cost efficiency.

Building Resilient, Cost-Efficient Supply Chains:

- Supply chains are becoming more regional to satisfy local demand.
- Implement latest technologies to analyse and optimize supply chains.
- Focus on proximity to remote customers, building a robust infrastructure, and managing disruption risks.

Adapting Supply Chains to New Working Conditions:

- Workforce and workplaces are shifting to remote working.
- Adoption of digital tools will increase.
- Remote work extends beyond office work to heavy industries.

Global Big Tech Regulation

The COVID-19 pandemic has accelerated the trend towards digitalization and online activity, leading to an increased reliance on big tech companies for communication, commerce, and entertainment. This has brought increased scrutiny from governments and regulators around the world, who are concerned about the concentration of power and wealth in the hands of a few large technology firms.

As a result, there have been calls for stricter regulations on big tech companies, including privacy regulations, anti-trust measures, and data protection rules. For example, the European Union has implemented the General Data Protection Regulation (GDPR) to protect the privacy rights of its citizens, and has taken steps to regulate the online advertising and e-commerce sectors. In the United States, there have been calls for stricter anti-trust regulations, including breaking up large tech companies that are seen as monopolistic. Some lawmakers have also proposed new regulations to protect the privacy of users and limit the spread of misinformation on social media platforms.

In other countries such as India and Australia, there have been discussions around creating laws to regulate and control the use of big tech companies and their influence on society.

In conclusion, the COVID-19 pandemic has brought a change in the global regulation of big tech companies, as governments and regulators are seeking to address the challenges posed by their growing power and influence. The COVID-19 pandemic has led to a change in big tech regulation

in India, as the country has taken measures to address the challenges posed by the pandemic and to protect the health and well-being of its citizens.

This has resulted in the Indian government taking a closer look at the role of big tech companies in the country and the impact they have on various aspects of society, including privacy, security, and competition. One notable change in big tech regulation in India has been the increased focus on data privacy and security. The Indian government has introduced new data protection laws, such as the Personal Data Protection Bill, which aims to provide stronger protections for the personal data of citizens and ensure that companies are more accountable for how they collect, store, and use this data.

Additionally, there has been a growing concern about the power and influence of big tech companies in India, and the impact they have on competition and the wider economy. This has led to calls for greater regulation of these companies, including investigations into anti-competitive practices and the imposition of fines for non-compliance.

Overall, the COVID-19 pandemic has accelerated the pace of change in big tech regulation in India, and has led to a greater focus on the role of big tech companies in society and the need for more robust regulations to ensure that they operate in a responsible and sustainable manner.

ESG-Led Business Models

The COVID-19 pandemic has accelerated the shift towards Environmental, Social and Governance (ESG) led business models. The pandemic has heightened awareness and concern about health, environmental and social issues, leading companies to prioritize ESG considerations in their operations and decision-making processes. The pandemic has also led to increased demand for ESG investment options, with investors looking to align their investments with their values.

Additionally, governments around the world have taken steps to support and incentivize ESG-focused initiatives, as they seek to build more sustainable and resilient economies. This increased focus on ESG has in turn led to a greater scrutiny of corporate behaviour and a higher expectation for transparency and accountability in business operations. The COVID-19 pandemic has hastened the embrace of Environmental, Social, and Governance (ESG) focused business models (ESG-led) in India. In response to the difficulties posed by the pandemic and to build durability, firms have emphasized sustainability, social accountability, and governance.

The Indian government has also demonstrated a growing curiosity in ESG and several initiatives have been launched to advance environmentally friendly business practices and motivate companies to adopt ESG standards.

Investors are becoming more informed about the significance of ESG and are increasingly taking ESG factors into consideration when making investment choices. This has increased the demand for ESG compliant products and services, fostering growth in the ESG-led business sector in India.

Formalization of Circular Economy

The COVID-19 pandemic has brought increased attention to the importance of circular economy and the need and urgency to formalize its principles and concepts. The pandemic has highlighted the vulnerabilities in linear systems, such as over-reliance on single-use products and unsustainable supply chains and has made it clear that a transition to a more circular model is necessary.

In response, governments and businesses around the world have taken steps to promote circular economy practices and policies. For example, many countries have implemented measures to reduce waste and encourage reuse and recycling, and companies have focused on designing

products with circularity in mind and finding new ways to recover value from waste streams. The pandemic has also accelerated the development of digital technologies and platforms that support the circular economy, such as supply chain traceability and product tracking systems.

Technology for Good at Pace and Scale

The COVID-19 pandemic has accelerated the adoption of technology for good, enabling it to be implemented at pace and scale. The pandemic created an urgent need for solutions that could address its various challenges, such as remote work and remote learning, telemedicine, and supply chain management. This has led to increased investment in technology that could improve the lives of individuals and communities, such as cloud computing, artificial intelligence, and the Internet of Things.

Additionally, the pandemic has created a sense of urgency and increased collaboration among governments, businesses, and organizations to use technology for social good, leading to the creation of new initiatives and partnerships. The pandemic has also highlighted the importance of digital literacy and access to technology, which has led to efforts to bridge the digital divide and ensure that everyone has access to the benefits of technology.

RESEARCH METHADODOLOGY

BUSINESSES & THEIR CONDUCT POST-PANDEMICIC ERA

The COVID-19 pandemic has had a significant impact on businesses and their conduct. Many businesses have had to close temporarily or permanently due to government-mandated lockdowns and social distancing measures. Others have had to adapt to new ways of operating, such as shifting to remote work or implementing contactless payment systems. Additionally, the pandemic has led to changes in consumer behaviour, with an increase in online shopping and a decrease in spending on non-essential goods and services. Overall, the pandemic has forced businesses to be more flexible and adaptable in order to survive.

The COVID-19 pandemic has had a significant impact on businesses worldwide. Many businesses have been forced to shut down or significantly reduce their operations due to lockdowns and social distancing measures. This has resulted in a significant decrease in revenue for many businesses and has led to widespread job losses.

In addition, the pandemic has accelerated the shift towards online and digital forms of commerce, as many people have been forced to shop and conduct business remotely. This has led to an increase in e-commerce and digital services, and has also increased the demand for technology and IT services.

The pandemic has also led to changes in consumer behaviour, with people becoming more cautious about spending money and more focused on purchasing essential goods and services. This has led to a shift in the types of products and services that businesses are offering, and has also led to an increase in the use of contactless payments and other forms of digital transactions.

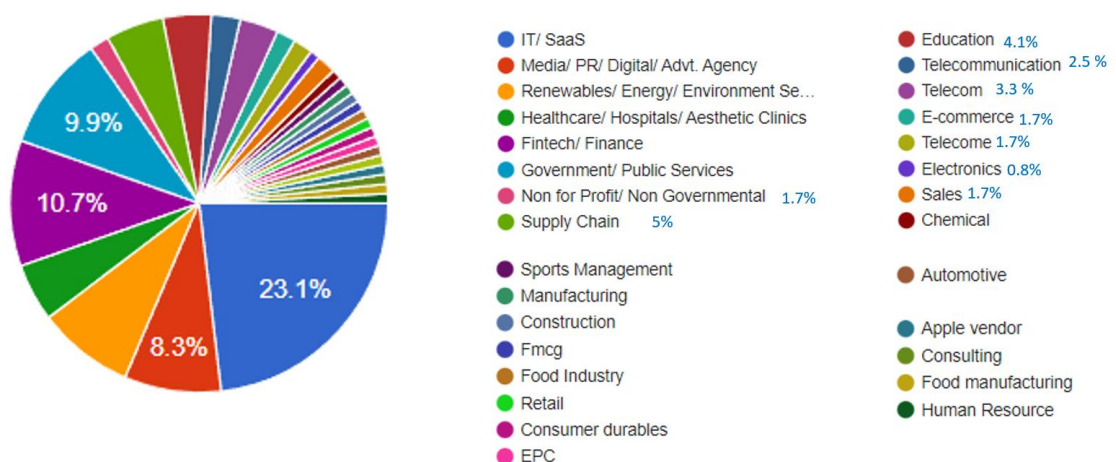
Overall, the pandemic has had a significant impact on businesses, leading to major changes in the way they operate and conduct their affairs.

Survey: I conducted a survey with a sample of working professionals from different field of work and industries. Here is an overview of the backgrounds of the survey participants.

Survey Profile

Industry:

Your Industry/ Sector

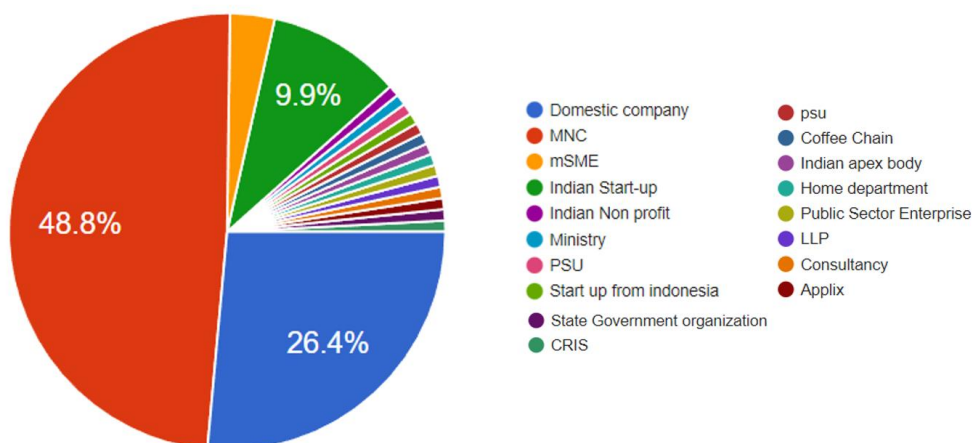


Observations: I conducted a survey with a sample of working professionals from different field of work and industry. Top three respondents of my survey respondents: 23.1% are from IT/

SaaS; 10.7% from Fintech and Finance background; and 9.9% Government & PSU backgrounds.

Type of Organization:

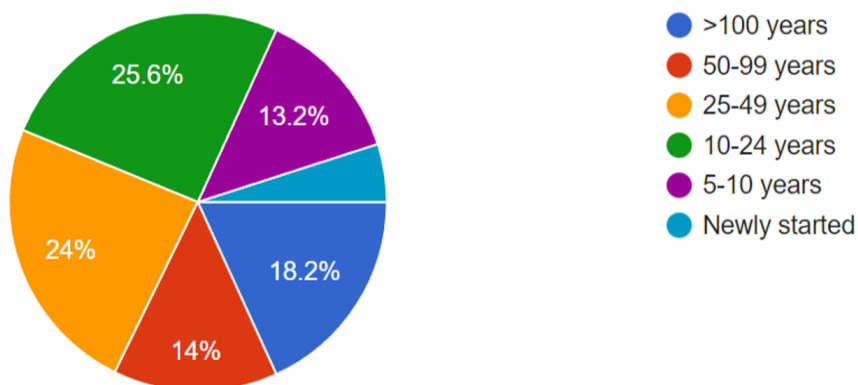
Is your organization:



Observations: Top Three Organization types - 48.8% respondents are from MNCs; 26.4% from Domestic Companies; and 9.9% from Start-ups.

Age of Organization:

How old is your organization?



Observations: 25.6% of the respondents' organizations are aged between 10-24 years. 24% of the respondents' organizations are 25-49 years old. 18.2% of the respondents' organizations are more than 100 years old.

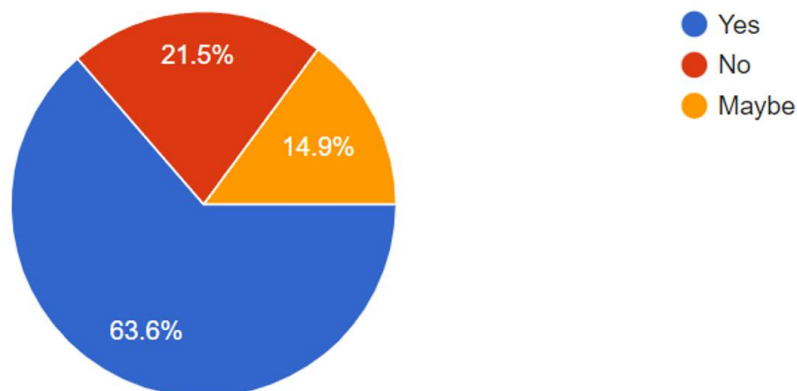
HOW BUSINESSES IN INDIA ADAPTED TO CHANGING CONDITIONS FOR CONTINUED OPERATIONS

During the COVID-19 pandemic, businesses in India have had to adapt to the changing conditions in order to continue operating. Some of the ways that businesses in India have changed their conduct during the pandemic include:

Adapting to changing consumer demand: The pandemic has led to changes in consumer behaviour, with people becoming more cautious about spending money and more focused on purchasing essential goods and services. As a result, businesses have had to adapt by offering products and services that are in high demand during the pandemic, such as food delivery and online education.

Survey: I conducted the survey to understand if the strategy of the businesses/ organizations where the respondents are from changed after the pandemic.

In your organization, did your strategy or business change after pandemic hit?



Observations: 63.6% of the respondents agreed that their businesses underwent a change in their overall business strategy after being hit by the pandemic for which they might have sensed and realized the impacts on their final goals.

However, 21.5% have disagreed that the strategy of their business remained unaffected by businesses. 14.9% are not sure whether there has been any change in the strategy or not.

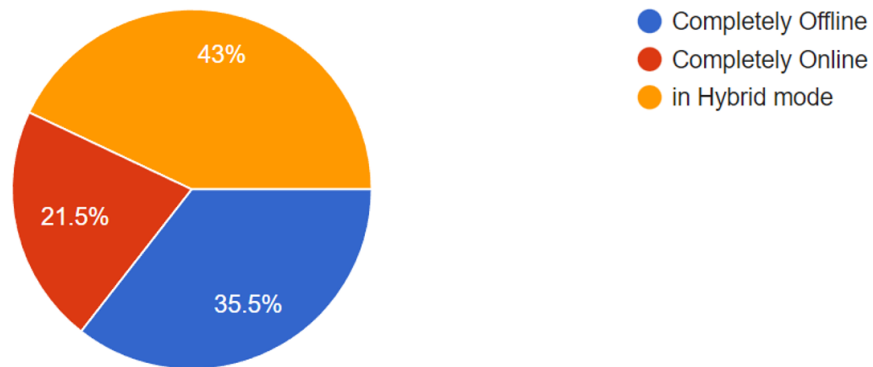
Strategies have indicated that the businesses have also led to changes in the target and segmentation. Consumer-base has changed and the strategy for targeting it has also changed. The below survey shows what respondents had to say about their consumers target.

Shift to online and digital platforms: Many businesses have shifted their operations online in order to continue serving customers during lockdowns and social distancing measures. This has led to an increase in e-commerce and digital services, as well as an increase in the use of

technology and IT services.

Survey: The below pie-chart shows how respondents' organization leveraged them with flexibility during pandemic era.

What best describes your working mode during pandemic?



Observation: 43% of respondents have mentioned that they worked in Hybrid Mode for their organization while a large chunk 35.5% of the pie-chart also indicates that some of the respondents worked completely offline, which indicates that some of the variables here could be domain of work and industry of the respondents. 21.5% are working completely in Online Mode.

Emphasizing on contactless delivery and payments: With the rise of concern over the spread of the virus, many businesses have emphasized on contactless delivery and payments, such as digital transactions, to protect both the employees and the customers.

Implementing new safety measures: Businesses have implemented new safety measures, such as increased sanitation, social distancing, and mask-wearing requirements to protect both customers and employees. TCS had implemented SWBS system for safety measures for the employees of the organization. NEC had run a toll-free counselling session for employees and had also provided medical insurance for covid-19.

Government support: Many businesses, particularly small and medium-sized enterprises, have received government support in the form of financial assistance and loan guarantees to help them survive the pandemic and continue operations.

Overall, businesses in India have had to adapt to the changing conditions brought on by the COVID-19 pandemic in order to continue operating and serving customers.

HOW MNCS OPERATING IN INDIA BROUGHT A CHANGE IN THEIR STRATEGIES POST COVID-19?

Multinational corporations (MNCs) operating in India have had to change their strategies in response to the economic impact of the COVID-19 pandemic. Some of the ways that MNCs operating in India have changed their strategies include:

Shift to digital and online platforms: Many MNCs have shifted their operations and sales to digital platforms in order to continue serving customers during lockdowns and social distancing measures. This has led to an increase in e-commerce and digital services and also increased the use of technology and IT services.

Emphasizing on contactless delivery and payments: With the rise of concern over the spread of the virus, many MNCs have emphasized contactless delivery and payments, such as digital transactions, to protect both the employees and the customers.

Adapting to changing consumer demand: The pandemic has led to changes in consumer behaviour, with people becoming more cautious about spending money and more focused on purchasing essential goods and services. As a result, many MNCs have had to adapt by offering products and services that are in high demand during the pandemic, such as food delivery and online education.

Implementing new safety measures: MNCs have implemented new safety measures, such as increased sanitation, social distancing, and mask-wearing requirements to protect both customers and employees.

Cost-cutting: pandemic has had a significant impact on the global economy, resulting in a decrease in demand and revenue for many businesses. As a result, MNCs operating in India have had to implement cost-cutting measures, such as reducing expenses, layoffs, and cutting down on investments in non-essential areas, in order to survive the pandemic.

Emphasis on local sourcing: The pandemic has highlighted the importance of local sourcing and reducing dependence on foreign suppliers. Many MNCs have started to focus on local sourcing and strengthening their supply chain in India to mitigate the risks of disruptions.

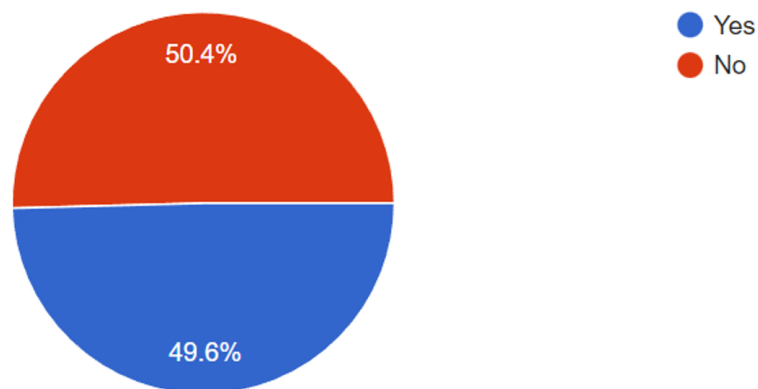
Focus on sustainability and ESG: With the pandemic highlighting the importance of being socially responsible, many MNCs have started to focus on sustainability and environmental, social, and governance (ESG) issues. This includes reducing their carbon footprint, investing in renewable energy, and promoting fair labour practices.

Emphasis on building resilience: MNCs are now focusing on building resilience to withstand future disruptions and uncertainty. This includes diversifying their operations, strengthening their supply chain, and investing in technology to increase operational efficiency.

Overall, MNCs operating in India have had to change their strategies in response to the economic impact of the COVID-19 pandemic, with a focus on digitalization, cost-cutting, local sourcing, sustainability and ESG, and building resilience.

Survey: The below pie-chart shows how respondents' organization behaved towards the dynamics of consumer target.

Did you consumer target change because of pandemic?



Observation: 49.6% of respondents have agreed that consumer target in their organization have changed because of pandemic.

CHANGES BROUGHT IN THE POLICIES MADE BY MNCS FOR INDIAN EMPLOYEES

Remote working: The COVID-19 pandemic has led to a significant shift in the way work is done, with many companies implementing remote working policies for their employees. This has been done to help reduce the spread of the virus and comply with social distancing measures. Remote working has allowed employees to work from home or any other location outside the office, which has been made possible by the advancements in technology such as video conferencing, instant messaging, and cloud computing.

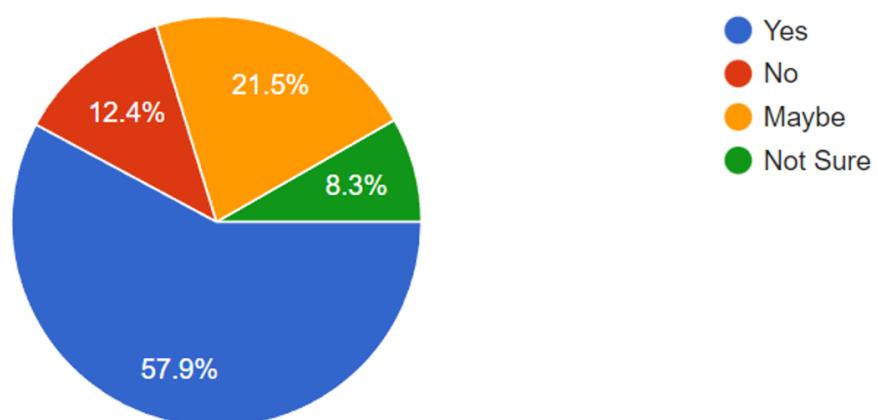
Flexible working hours: Many companies have implemented flexible working hours to accommodate employees who are also dealing with the challenges of taking care of their families during the pandemic. This allows employees to work during hours that suit their individual needs and schedule, while still ensuring that the work gets done.

Employee health and safety: Companies have implemented new safety measures to protect the health of their employees, such as increased sanitation, social distancing, and mask-wearing requirements. This includes regular cleaning and disinfection of the workplace, providing hand sanitizers and masks, and promoting good hygiene practices.

Employee welfare: Companies have implemented new policies to support the welfare of their employees, such as providing mental health support, financial assistance, and other forms of support to those who have been affected by the pandemic. This includes providing access to counselling services, financial assistance for those who have been impacted by the pandemic, and other forms of support such as time off for employees to take care of their families.

Survey: The below pie-chart throws light on the mental & physical pressure that was created on the respondents due to overlapping of limits of work and personal life during the pandemic era

Were you able to create a work-life balance during pandemic?



Observation: While 8.3% of respondents are not sure about the work-life balance if they could strike it during pandemic, but 12.4% have come forward to say “No”. And, 57.9% of

respondents have agreed that somehow they could strike the balance. 21.5% are still in 50-50% mode of “Maybe.”

This indicates that either my sample size for this question has to be bigger and broader OR that further questions on this can be put to examine the validity of answers – as I’m trying to keep in mind here that work-life balance was one of the major crises that the working professionals faced during pandemic.

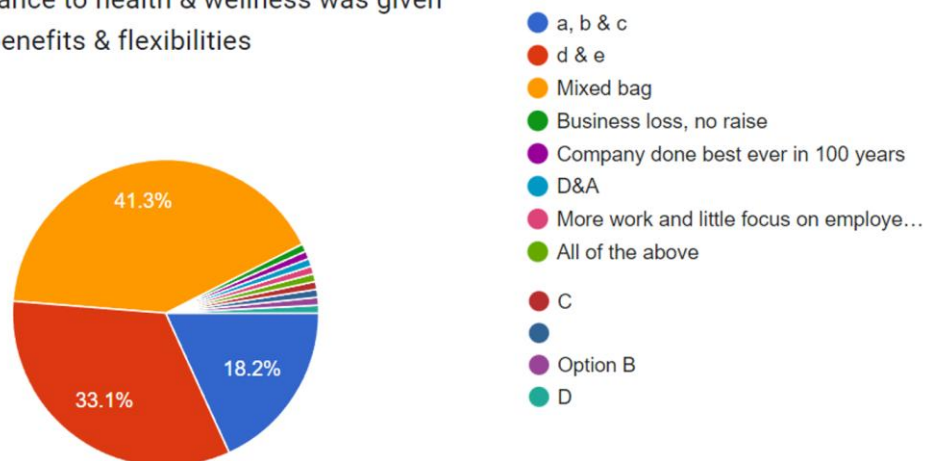
Job security: Companies have implemented measures to protect job security for their employees, such as not terminating or laying off employees or reducing their salaries. This has been done to provide job security and financial stability for employees during the pandemic.

Survey: The below pie-chart enlightens us about how pandemic affected the organization’s work more, and some of the options/ variables that were given to map the route to conclusion whether talent pool and capacity building was getting affected.

How did the pandemic affect the organization's work more?

- a) Layoffs b) Higher Attrition rate
- c) High pressure to create content & meet revenue goals
- d) Adequate importance to health & wellness was given
- e) More employee benefits & flexibilities

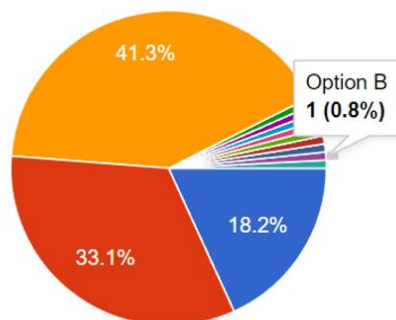
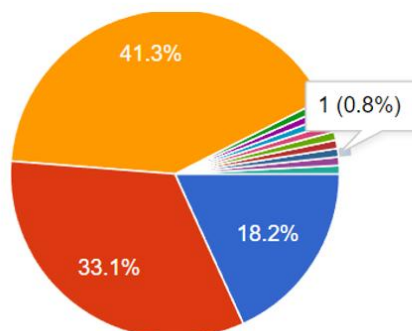
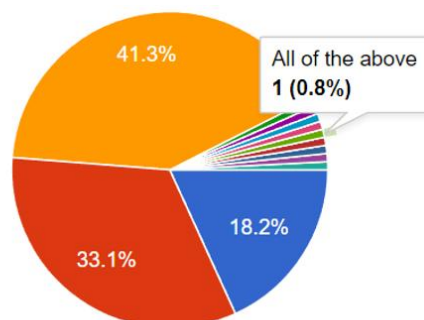
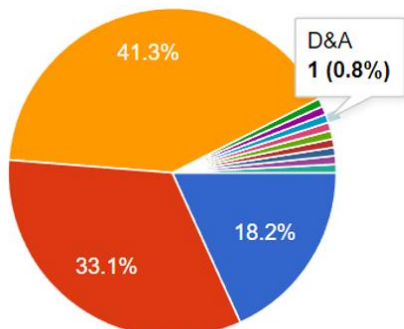
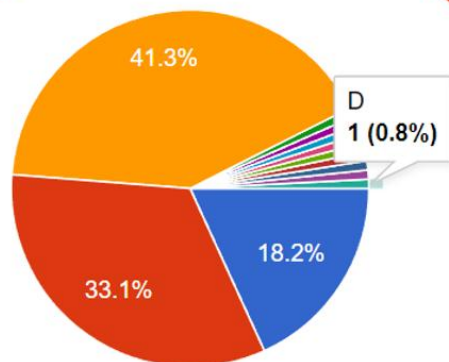
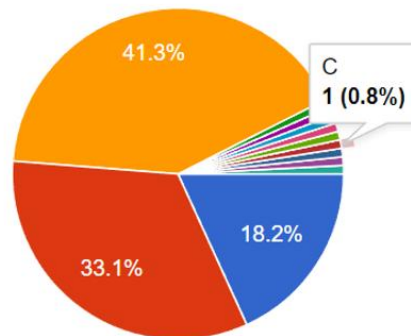
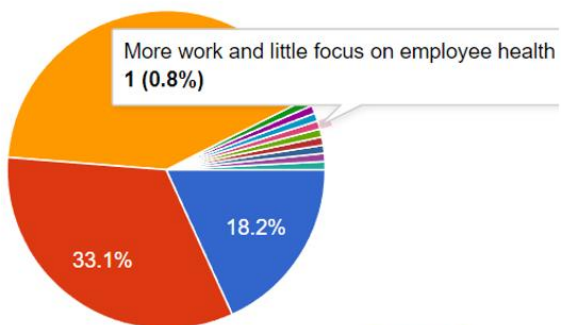
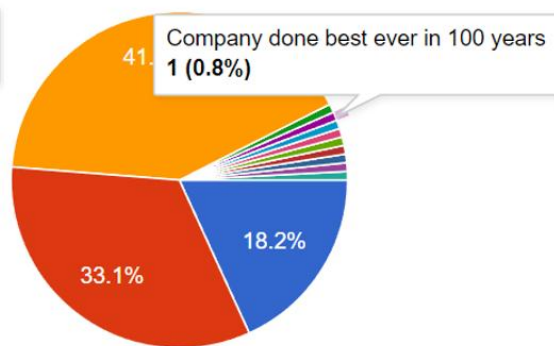
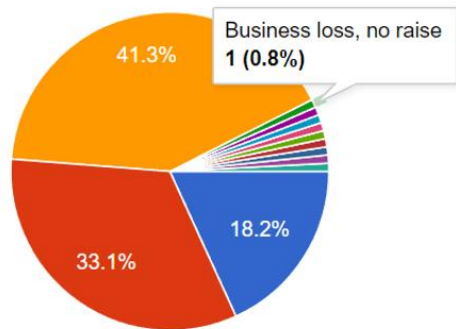
121 responses



Observations: Top Three categories of responses - 41.3% agreed with the mixed bag of variables, which means layoffs, attrition, pressure building was there along with the good side of the organizations like adequate importance to health and awareness and employee benefits were also given.

While 33.1% completely agreed with the good part of the pandemic work culture by agreeing to option “d” and “e” i.e. 18.2% agree with options a, b and c.

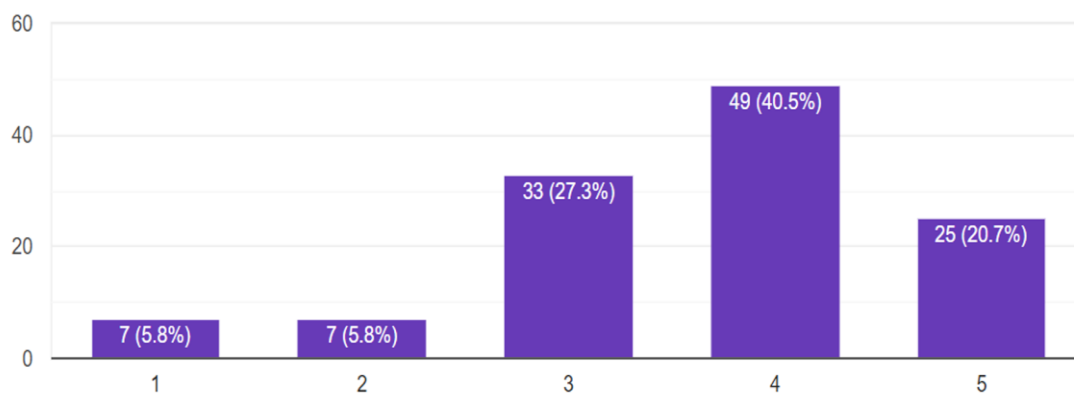
However, below are some more perspectives that people came forward to share through this survey.



Employee engagement: Companies have increased employee engagement activities to keep their employees informed and motivated during the crisis. This includes regular communication with employees, virtual team-building activities, and other forms of engagement.

Survey: The below bar graph enlighten us if more emphasis was given to Employee Engagement 2020 onwards as compared with before on a scale of 5 Strongly Agree to Disagree..

Was employee engagement given more emphasis 2020 Onwards, than before?



Observations: Top Three categories of responses - 27.3% have chosen to stay neutral, while 40.5% “Agree” that employee engagement was given more emphasis 2020 onwards than before. 20.7% respondents have “Strongly Agreed” with this.

Learning and Development: Companies have provided opportunities for employees to upskill and learn new skills during the pandemic, such as through online training programs and e-learning. This has been done to help employees stay up-to-date with the latest skills and knowledge, and to prepare them for the future of work.

Overall, MNCs operating in India have implemented specific changes in their policies for India employees in response to the COVID-19 pandemic with a focus on employee health and safety, welfare, job security, employee engagement, and learning and development.

Here are some of the MNCs that amended their policies to make working comfortable for Indian employees:

Tata Consultancy Services (TCS): TCS, one of the largest IT services companies in India, has implemented a remote working policy for its employees. The company has also provided its employees with laptops, internet allowances, and other equipment to enable them to work from home. TCS has also implemented flexible working hours to accommodate employees who are also dealing with the challenges of taking care of their families during the pandemic.

Microsoft India: Microsoft India has introduced a flexible work policy, which allows employees

to work from home or any other location outside the office, with some employees working on a rotational basis. The company has also provided its employees with laptops, internet allowances, and other equipment to enable them to work from home.

IBM India: IBM India has implemented a remote working policy for its employees and provided them with laptops, internet allowances, and other equipment to enable them to work from home. The company has also implemented flexible working hours to accommodate employees who are also dealing with the challenges of taking care of their families during the pandemic. IBM also has provided mental health support, financial assistance, and other forms of support to employees affected by the pandemic.

Google India: Google India has implemented a remote working policy for its employees and provided them with laptops, internet allowances, and other equipment to enable them to work from home. The company has also implemented flexible working hours to accommodate employees who are also dealing with the challenges of taking care of their families during the pandemic.

Amazon India: Amazon India has implemented a remote working policy for its employees and provided them with laptops, internet allowances, and other equipment to enable them to work from home. The company has also implemented flexible working hours to accommodate employees who are also dealing with the challenges of taking care of their families during the pandemic. Amazon India also has provided mental health support and financial assistance to employees affected by the pandemic.

Case Study 1: TATA Consultancy Services



Tata Consultancy Services (TCS) is a leading Indian multinational information technology (IT) services and consulting company. Founded in 1968 by J.R.D. Tata, TCS is headquartered in Mumbai, India, with its largest campus and workforce in Chennai. As of May 2021, TCS is the largest company in the IT sector in the world, with a market capitalization of \$169.2 billion.

On October 8, 2020, TCS surpassed Accenture in market capitalization to become the world's most valuable IT company, with a market cap of \$144.73 billion. On January 25, 2021, TCS again surpassed Accenture, briefly becoming the world's most-valuable IT company with a market cap of \$170 billion, and also becoming India's most valuable company, surpassing Reliance Industries. TCS is one of the largest private-sector employers in India and the fourth-largest employer among listed Indian companies.

TCS and its 67 subsidiaries offer a range of IT-related products and services, including application development, business process outsourcing, consulting, enterprise software, and IT infrastructure services. TCS' established software products are TCS BaNCS and TCS MasterCraft. The company's services are currently organized into several service lines, with the largest revenue generator being

- Assurance services (7.70%);
- Application development and maintenance (43.80%) value;
- Asset leverage solutions (2.70%).
- Automation and AI
- Business process outsourcing (12.50%);
- IT infrastructure services (11.50%).
- Cognitive Business Operations
- Consulting (2.00%);
- Cloud Infrastructure
- Enterprise solution (15.21%); and
- Engineering and Industrial services (4.60%);

Tata Consultancy Services (TCS) is one of the largest IT services companies in India, and it has implemented several changes to its policies for employees in response to the COVID-19 pandemic. Some of the changes made by TCS include:

Remote working: TCS has implemented a remote working policy for its employees to help reduce the spread of the virus and comply with social distancing measures. The company has provided its employees with laptops, internet allowances, and other equipment to enable them to work

from home.

Flexible working hours: TCS has implemented flexible working hours to accommodate employees who are also dealing with the challenges of taking care of their families during the pandemic. This allows employees to work during hours that suit their individual needs and schedule, while still ensuring that the work gets done.

Employee health and safety: TCS has implemented new safety measures to protect the health of its employees, such as increased sanitation, social distancing, and mask-wearing requirements. This includes regular cleaning and disinfection of the workplace, providing hand sanitizers and masks, and promoting good hygiene practices.

Employee welfare: TCS has implemented new policies to support the welfare of its employees, such as providing mental health support and financial assistance to those who have been affected by the pandemic.

Job security: TCS has implemented measures to protect job security for its employees, such as not terminating or laying off employees or reducing their salaries. This has been done to provide job security and financial stability for employees during the pandemic.

Employee engagement: TCS has increased employee engagement activities to keep its employees informed and motivated during the crisis. This includes regular communication with employees, virtual team-building activities, and other forms of engagement.

Learning and Development: TCS has provided opportunities for employees to upskill and learn new skills during the pandemic, such as through online training programs and e-learning. This has been done to help employees stay up-to-date with the latest skills and knowledge, and to prepare them for the future of work.

Growth Strategy of TCS from 2019-2021:

From 2019 to 2021, TCS likely had a growth strategy that focused on expanding its services and presence in new technologies, sectors, and geographies to drive growth and stay competitive in the market. Some examples of the growth strategy that TCS likely implemented during this period include:

Digital Services: TCS has been focusing on expanding its digital services, such as cloud computing, artificial intelligence, and analytics. The company has been investing in building capabilities in these areas to help clients drive their digital transformation initiatives.

Strategic acquisitions: TCS has been focusing on strategic acquisitions as a way to expand its services and presence in new technologies and sectors. The company has made several acquisitions in the areas of digital, engineering, and healthcare services to expand its capabilities and offerings to clients.



Alti

SAP system integrator and consulting services

· Paris (France) · 1995 · Acquired

Acquired By: Tata Consultancy Services · Apr 09, 2013 · \$97.5M

👤 Andre Bensimon [in](#) - President at Kelami, Ex- Cosi - SUPINFO International University

Alti provides consulting solutions for companies in identifying business opportunities using emerging new technologies. Offers consulting services in internet strategy, e-business, technical architecture, web design, web development, internet marketing, business intelligence, CRM and X-ERP. In addition, Alti also designs and develops so... [more](#)

📰 Most Recent News : TCS acquires French IT services firm Alti for Rs 530 Crore - Aug 09, 2022, [Indiatimes.Com](#)

8



BridgePoint

Provider of financial services

· 2010 · Acquired

Acquired By: Tata Consultancy Services · Nov 28, 2018

👤 Barbara March [in](#) - Tata Consultancy Services, ex-Fidelity Investments, ING, AMVESCAP, Put...

📰 Most Recent News : TCS acquires US-based BridgePoint Group - Nov 28, 2018, [Livemint.Com](#)

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2



Diligenta

Provider of business process and customer services to L&P and insurers

· Peterborough (United Kingdom) · 2005 · Acquired

👤 Daniel Praveen [in](#) - Ex-AXA Life, TCS. Karunya Institute of Technology 1993, Bharitidasan Ins...

📰 Most Recent News : TCS to turn around insurance business, names Daniel Praveen as Diligenta CEO - Jul 13, 2022, [Indiatimes.Com](#)

26



3



W12 Studios

Provider of marketing and branding services

· London (United Kingdom) · 2012 · Acquired

Acquired By: Tata Consultancy Services · Nov 01, 2018

👤 Fabian Birgfeld [in](#)

👤 Michael Albers

📰 Most Recent News : AZB acts on TCS buy in London design studio W12 - Jan 11, 2019, [Legallyindia.Com](#)

19



4



Pramerica

Provider of IT service suite solutions

· Letterkenny (Ireland) · 2000 · Acquired

Acquired By: Tata Consultancy Services · Nov 12, 2020

Part Of: [Prudential Command](#)

👤 Ciaran Harvey [in](#) - Prudential El Paso Business & Technology Solutions

📰 Most Recent News : TCS buys Pramerica Ireland, takes over 1,400 employees - Nov 12, 2020, [Thehindubusinessline.Com](#)

32



5

Tata Consultancy Services's Recent Acquisitions

Date	Company	Amount	Location
12 Nov 2020	Pramerica	Undisclosed	Letterkenny, Ireland
28 Nov 2018	BridgePoint	Undisclosed	
01 Nov 2018	W12 Studios	Undisclosed	London, United Kingdom

Above are images and information from Tracxn.com

From 2019 to 2021, TCS has made several strategic acquisitions to expand its services and presence in new technologies and sectors. Some examples of these acquisitions include:

- Agile Electric SubAssembly - TCS acquired Agile Electric SubAssembly, a German-based engineering services provider, in 2019 to expand its engineering services capabilities in Europe.
- AlgoMind - TCS acquired AlgoMind, a French-based artificial intelligence and analytics startup, in 2019 to expand its artificial intelligence and analytics capabilities.
- W12 Studios - TCS acquired W12 Studios, a UK-based blockchain development firm, in 2020 to expand its blockchain development capabilities.
- Postbank Systems - TCS acquired Postbank Systems, a German-based IT services provider, in 2020 to expand its presence in the German market.
- Pramerica Systems Ireland - TCS acquired Pramerica Systems Ireland, a provider of life and pension administration services, in 2020 to expand its presence in the life and pension administration services.

Geographical expansion: TCS has been focusing on expanding its presence in new geographies. The company has been expanding its operations in new markets like Europe, Americas, and Asia to tap into new growth opportunities and serve a diverse set of clients.

TCS has been expanding its operations in new markets like Europe, Americas, and Asia to tap into new growth opportunities and serve a diverse set of clients. Some examples of geographical expansion include:

- TCS opened a new delivery center in the Netherlands in 2019 to expand its presence in the Netherlands and serve clients in the Benelux region.
- TCS opened a new delivery center in Mexico in 2019 to expand its presence in Latin America and serve clients in the region.
- TCS opened a new delivery center in Poland in 2020 to expand its presence in Europe and serve clients in the region.
- TCS opened a new delivery center in the Philippines in 2020 to expand its presence in the Asia-Pacific region and serve clients in the region.

Industry Verticals & IPR: TCS has been expanding its services and presence in specific industry verticals, such as healthcare, retail, and banking, to tap into new growth opportunities and serve a diverse set of clients.

Healthcare: TCS has been expanding its services in the healthcare sector, helping healthcare

providers with the digital transformation of their operations. TCS has been investing in technologies like artificial intelligence, analytics and cloud to provide services like remote monitoring, telemedicine and EHR management.

Retail: TCS has been expanding its services in the retail sector, helping retailers with their digital transformation initiatives. TCS has been investing in technologies like analytics, cloud, and digital technologies to provide services like supply chain optimization, customer engagement and inventory management.

Banking: TCS has been expanding its services in the banking sector, helping banks with their digital transformation initiatives. TCS has been investing in technologies like artificial intelligence, analytics, and cloud to provide services like customer engagement, risk management, and fraud detection.

Manufacturing: TCS has been expanding its services in the manufacturing sector, helping manufacturers with their digital transformation initiatives. TCS has been investing in technologies like Internet of Things, analytics, and artificial intelligence to provide services like predictive maintenance, supply chain optimization and Industry 4.0.

Energy and Utilities: TCS has been expanding its services in the energy and utilities sector, helping them with their digital transformation initiatives. TCS has been investing in technologies like analytics, cloud, and digital technologies to provide services like customer engagement, smart grid and demand management.

These expansions allowed TCS to expand its services and presence in specific industry verticals such as healthcare, retail, banking, manufacturing and energy and utilities, in order to tap into new growth opportunities and serve a diverse set of clients.

TCS, like many other companies, is likely using artificial intelligence (AI) in a variety of ways to improve its operations and services. Some examples of how TCS may be using AI include:

Automation: TCS may be using AI-powered automation to improve efficiency and reduce costs. For example, TCS may be using AI-powered automation for tasks such as data entry, customer service, and scheduling.

Predictive analytics: TCS may be using AI-powered predictive analytics to analyse data and make predictions about future events. For example, TCS may be using predictive analytics to forecast demand for its services, identify potential risks and predict customer behaviour.

Machine Learning: TCS may be using machine learning to improve the accuracy of its predictions and to automate decision-making processes.

Natural Language Processing: TCS may be using natural language processing (NLP) to improve its customer service, by enabling its chatbots or virtual assistants to understand and respond to customer queries in a more human-like way.

Computer Vision: TCS may be using computer vision to automate image and video analysis, such as object recognition, facial recognition and image captioning.

Robotics: TCS may be using AI-powered robotics to automate repetitive or dangerous tasks, such as manufacturing, supply chain, and logistics.

AI-powered Cybersecurity: TCS may be using AI-powered cybersecurity solutions to identify and mitigate cyber threats, such as phishing, malware, and intrusion detection.

Below are some Intellectual Property Accomplishments of TCS:

- TCS' BaNCS Network Solution, powered by Quartz Blockchain, was named "Best Blockchain Breakthrough of the Year" at the 2019 FTF News Technology Innovation Awards.
- Digitate won the "Best Overall AI Company of the Year" award from AI Breakthrough, beating out 2,500 companies and start-ups in the AI sector from all over the world.
- Digitate and ignio™ won four silver Stevies® at the 2019 International Business Awards, in the categories of "Software Company of the Year," "Most Innovative Tech Company of the Year," and "Fastest Growing Software Company of the Year." ignio™ also won in the "Software Defined Infrastructure Product Category."
- TCS won the World Intellectual Property Organization's (WIPO) IP Enterprise Trophy in 2019.
- TCS Optumera™ was awarded "Best Application of AI in the Enterprise Category" award at The AIConics 2018, from amongst 300 candidates. It also won the "Best Machine Learning/Artificial Intelligence Implementation Award" at Cypher 2018.
- On September 30, 2019, TCS has applied for 4,874 patents; however, it has been granted 1,121 patents

Automation and Artificial Intelligence: TCS has been focusing on automating its services to improve efficiency and reduce costs. The company has been investing in developing its artificial intelligence capabilities to help clients automate their operations and drive their digital transformation initiatives.

Strategic Partnerships:

- Recognized as Oracle's HCM Cloud Partner of the Year for The Netherlands, 2019.
- Won 2019 Microsoft Partner of the Year for DevOps and Alliance Global SI in Colombia.
- Recognized for Excellence in Digital Transformation in the 2019 Pega Partner Awards for delivering DPA solutions for clients in the financial services industry.
- Named the Customer Success Partner of the Year at Adobe's India Symposium 2019.

Overall, TCS likely had a growth strategy that focused on expanding its services and presence in new technologies, sectors, and geographies, through acquisitions, automation, and AI, to drive growth and stay competitive in the market.

TCS Empowers has published on its website how it has responded to Covid-19

tcs Empowers

Stories

#TCSEmpowers

News

Recognition

About Us



How we are helping communities respond to COVID-19

Since the onset of the pandemic in 2020, TCS has been responding to the crisis globally, supporting needs of the local communities where we live and work.

In India, TCS has been a major contributor to the Tata Group's pledge of \$200M to COVID19 relief & response efforts.

To support healthcare needs, we setup isolation centers, hospitals, expanded health workers' capacity, provided PPE and other medical supplies, respiratory systems for treating increasing cases, testing kits to increase per capita testing, setting up modular treatment facilities for infected patients, training of health workers as well as the general public and helped at-risk population gain access to care. These are in addition to our research & innovation efforts on vaccine, drug molecule discovery, clinical trial systems, affordable devices and more.

Addressing underlying systemic inequities, we delivered food, grain & supplies to vulnerable population, empowered rural youth and women on a path to entrepreneurship and employment, helped students and educators traverse to virtual learning, and enable rural villagers to access government entitlements and more.

We run bespoke CSR programs throughout the country, working with a network of national and local partners and welcome your partnership in supporting current & emergent local needs. Learn more about our India relief efforts [HERE](#)

- **CARING FOR THE VULNERABLE:** TCS provided more than 100,000 PPE to police and front-line workers. 2.5 million meals were distributed to 250,000 doctors and medical professionals
- **LENDING A HELPING HAND:** TCS matched 100% of employee donations, resulting in over INR 12 crore donated to global community organizations such as the PM CARES fund, Feeding America, Canadian Red Cross, Caritas Manila, Singapore People's Association and many others.
- **BRIDGING EDUCATION GAPS:** A digital pivot for our strategic programs, Ignite My Future in School, goIT and Youth Employment, ensured that learning continued even if it could not take place in person. TCS created its Edu VirtualAssist (EVA) to support educators and parents struggling with common technical issues or just needing advice on how to get the most out of the virtual learning experience
- **EXTENDING OUR REACH:** Digital entrepreneurs of TCS' flagship BridgeIT program became the "bridge" to connect communities to virtual critical services. Entrepreneurs provided access to emergency ambulance services and food, distributed health materials, and protective equipment to more than 200,000 households. In the months of highest impact, their services supported more than 180,000 people across India.



SUPPORTING HEALTHCARE & WELLNESS
Healthcare institutions are the front-line in the battle against COVID-19-TCS



PROVIDING CONTINUED ACCESS TO EDUCATION
1.3 bn students are impacted by school and university closures -TCS is



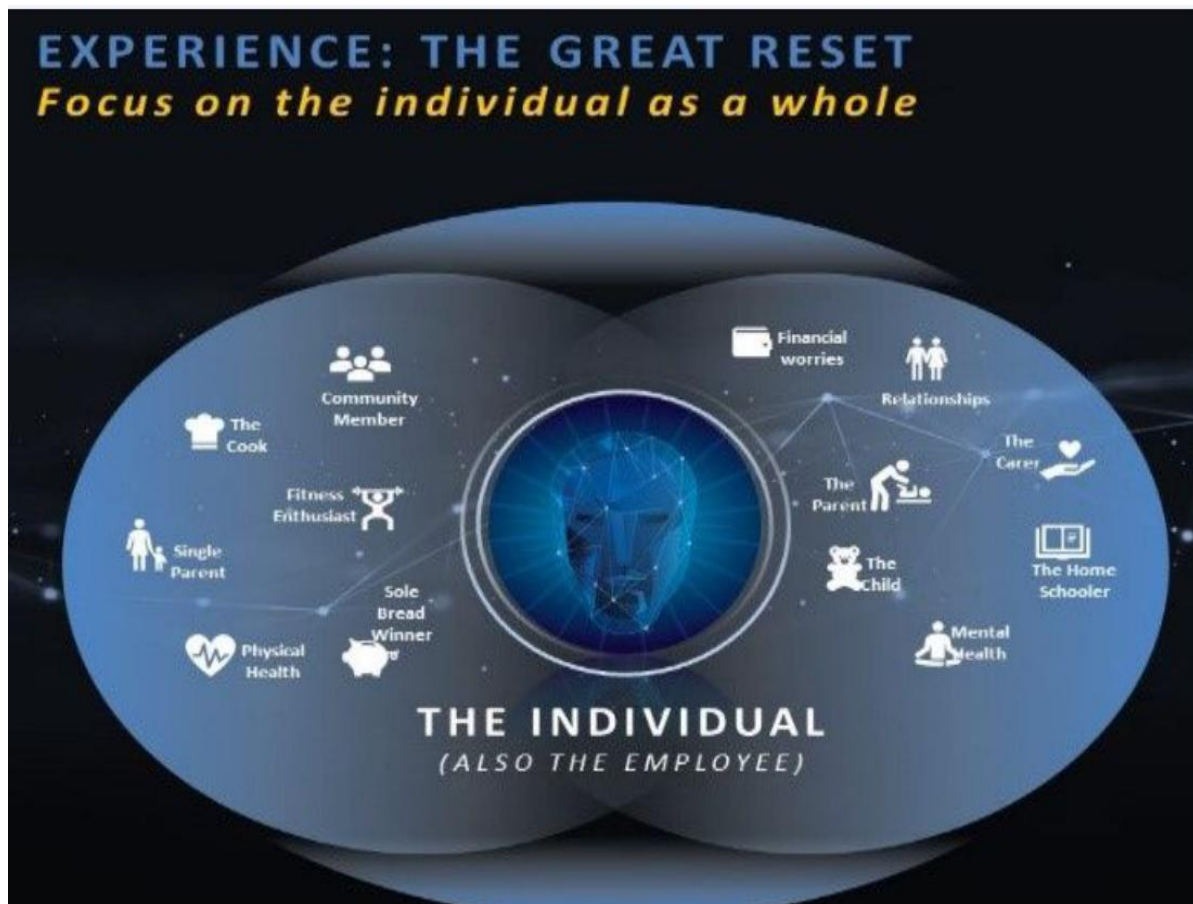
DEVELOPING INNOVATIVE NEW TECHNOLOGY SOLUTION
We're leveraging our core strengths to overcome challenges business and

Rashmi Bhaskar Mukherjee is the head of TCS' HR consulting practice and her role involves the intersection of human capital, technology, and innovation. In a co-authored article with Ashok Krish, Lead, Digital Workplace unit, TCS "Experience: Post-pandemic reset" (Published on TCS and Microsoft cloud [white paper](#)), she emphasized the shift towards a focus on intangible assets during the pandemic such as health, equity, relationships, and trust. The pandemic has also led to a more holistic and value-based view of the workplace and the workforce. While designing future digital experiences, it is important to consider the individual as a whole and not just their role as an employee.

She has highlighted the need for Leaders: Focusing on Holistic Experiences, wherein she has talked about certain dimensions like:

CHRO as a Sociologist: The CHRO should lead the way in creating a dynamic and fluid workplace that is democratic and agile, considering the employee, individual, and community. This involves incorporating a language of change and embracing sustainable development goals to address inequity.

The Individual as a Whole: Businesses that acknowledge their employees' lives outside of work, such as by offering art classes for children during the pandemic, have been successful in retaining employees. Leaders must prioritize creating meaningful experiences that alleviate stress.



Psychological Safety and Well-being: The pandemic has led to stress and burnout, so it's important for leaders to create a psychologically safe environment where employees can bring their whole selves to work.

Equitable Experiences: True equity requires creating similar outcomes for all individuals, regardless of their levels, personas, or social status. Addressing disparities during the pandemic, such as access to comfortable seating, privacy for meetings, and the impact on women, is crucial.

Insights Over Data: The focus must shift from measuring investments in initiatives such as mental health and wellness programs to measuring their effectiveness in helping employees maintain balance.

She emphasized that leadership must prioritize creating holistic experiences for employees. As they work on designing new organizational models and digital workspaces, a systems thinking approach is recommended.

The article also talks about “Future of Experience,” The pandemic has emphasized the importance of creating holistic and meaningful experiences for employees. Leaders must consider the employee as a whole and address disparities and well-being to create equitable and psychologically safe work environments.

FUTURE OF EXPERIENCE

21 Elements

 PERSONA LED	 CONTEXTUAL	 DIGITAL DEXTERITY	 SECURE BORDERLESS CONTACTLESS	 CONTINUOUS PARTIAL ATTENTION	 KNOWLEDGE EXCHANGE	 PURPOSE TRUST
 PSYCHOLOGICAL SAFETY VOICE	 AMBIENT AWARENESS	 WELLNESS CENTRIC	 NUDGE BASED EMPATHETIC	 ITERATIVE AGILE	 EQUITY DIVERSITY, INCLUSIVITY BIAS FREE	 ETHICS VALUES
 NETWORKED COLLABORATIVE COMMUNICATE	 HYBRID DISTRIBUTED WORKSPACES	 MASTERY CONTINUOUS LEARNING	 CURIOSITY INNOVATION	 AUTONOMY SELF DIRECTION	 INSIGHTS VS DATA	 SUSTAINABLE RESILIENT

INDIVIDUAL EXPERIENCE. WORKFORCE EXPERIENCE. SOCIETAL EXPERIENCE.

- **Individual experiences:** New digital experiences should be human-centric, persona-led and deeply contextual; tailored to all and especially for vulnerable groups needing greater flexibility. Empathetic design could include ergonomics, predictive tools, digitally tracked work-life balance measures, and flexible policies. All digital experiences should focus on the individual as a whole, building greater trust, wellness, and inclusivity.
- **Workforce and workplace experience:** The new hybrid workplace will be contactless, multi-sensory, designed for fluid knowledge exchanges, sustained curiosity, and easing cognitive overload. Friction-free experiences that 'cut out the noise' will be especially valuable. Immersive platforms will enhance collaboration and learning while autonomous experiences powered by AI and chatbots will empower agile problem solving.
- **Societal experience:** As organizations commit to ecological, social, and environmental issues such as equity and responsible consumption, these need to be reflected in everyday experiences. Companies must walk the talk by creating environmentally sustainable office spaces, hiring practices designed to reduce bias, and focusing on bridging inequities in gender and race.

The CEO and MD of TCS Mr Rajesh Gopinathan talked about the response of the company to the situation:

“Over the past weeks and months, the COVID-19 pandemic has emerged as a significant and very global challenge that is creating disruption across the world. We strongly believe that all global challenges need global solutions. We are engaged with our employees, clients, partners, public institutions, and community organizations to rise to the occasion. As the world comes together to fight this, human endeavour and ingenuity will surely prevail over this crisis. We must all be leaders.”

He continues with the speech, “I would like to thank our customers, partners, investors, industry colleagues, all my TCS colleagues, and their families for the tremendous cooperation and support. In the face of adversity, I look to the strength of human ingenuity that lies within each of us. As a global multinational company, by doing the right things, we are setting an example for all. In this crisis, we must all be leaders and followers. I am backing human ingenuity and resolve over any virulence any day!”

He also mentioned that The safety and well-being of its employees is the top priority for TCS. The company has taken measures to protect the health and well-being of its 446,000 associates worldwide, while still supporting critical IT systems. To minimize the impact of the situation, TCS implemented travel restrictions, cancelled events and large meetings, and ensured safe working environments.

TCS launched a program using its Secure Borderless Workspaces™ (SBWS™) model to maintain business continuity, allowing associates to work from home with support from a limited number of on-site associates. The safety of its employees remains a priority for TCS.

As TCS continues to support mission-critical technology backbones for leading global organizations, keeping them open for business, he also expressed that as a leading technology provider, TCS is working with over 1,000 organizations globally to ensure their seamless operations. The company powers the financial backbone of several countries, provides support to some of the largest healthcare and pharmacy companies in the world, manages integrated systems for retail companies, and runs technology for governments and public services organizations. During a time of lockdown and social distancing, the smooth functioning of these organizations is crucial.

TCS has been a pioneer in location-independent work practices for the past 50 years and has deployed collaboration platforms, cloud-enabled infrastructure, and robust security practices, making it well-equipped to handle unprecedented situations. The company's clients have trusted TCS to manage their technology and TCS strives to maintain that trust by collaborating with them to navigate these challenging times.

Innovation & Other Strategies Post Pandemic @TCS



Purposeful AI

Today's AI models can be made purposeful by infusing human ingenuity and contextual knowledge. Our inventions systematically integrate predictive intelligence, contextualized decision-making, and humanized semantic interactions in enterprise AI applications.

[Streamlining logistics and transportation using AI](#)

[Reimagining patient experience](#)

[Low-code no-code: A call to action for enterprises](#)

TCS has entered a new phase of its cloud computing journey with a focus on becoming a cloud-first service delivery organization. The IT services company is experimenting with public, private, and hybrid multi-cloud models, utilizing its partnerships with major hyperscalers.

The company has adopted a cloud-native architecture called Digital Core, providing resiliency, flexible and scalable computing capabilities, and allowing for anytime, anywhere access. The approach involves hosting applications on a multi-cloud setup, which has allowed TCS to transition quickly into a secure borderless operations model. Abhijit Mazumder, VP & CIO of TCS, stated that the company is working towards making physical data centers redundant by fully moving to the cloud. For the limited number of applications that may remain in its data centers, TCS will ensure 100% virtualization to serve as an orchestrator in a multi-cloud setup.

Before the outbreak of Covid-19, TCS had already put these measures in place, allowing it to effectively address the challenges caused by the pandemic. As a continuously evolving agile organization, the company regularly upgrades and rejuvenates its applications to meet changing business needs. This transition to cloud computing has allowed TCS to better manage its over 4.5 lakh employees and adapt to a more location-independent working environment. During the early stages of the pandemic, TCS implemented the Secure Borderless Workspaces (SBWS) delivery model and relied on data analytics to ensure the governance of service delivery and infrastructure availability.

Real-time dashboards were leveraged to track the enablement of TCS associates and their access to systems, and real-time data was collected to actively address customer challenges. To maintain business continuity for customers, the company continues to use AI-enabled platforms and dashboards to ensure the safety of its associates, even as the return to work from office gradually takes place. TCS depends extensively on its insights platform to track and analyze business processes and their interactions. The company has established global data platforms for critical business processes, which collect operational data from the entire organization securely and present it as pre-built dashboards customized to the requirements of various stakeholders.

Network of Talent Cloud @TCS

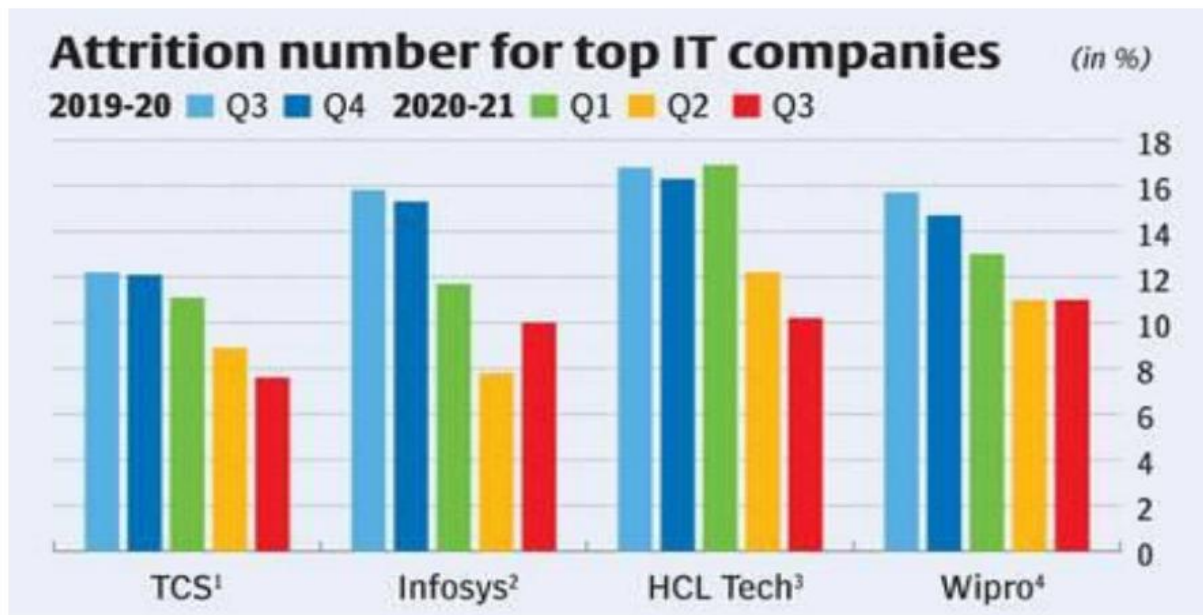


This model provides remote access for employees, establishes an appropriate cybersecurity framework, and implements necessary project management practices and systems to maintain work allocation, monitoring, and reporting.

Hiring & On-boarding

In the third quarter of 2020-21, Tata Consultancy Services (TCS) saw its attrition rate drop to a record low of 7.6 percent, according to a statement released by the company. TCS, a leading global IT services, consulting, and business solutions organization, added 15,721 new employees, bringing its consolidated headcount to 469,261 as of December 31, 2020. The company's workforce is diverse, comprising of 147 nationalities, with women making up 36.4 percent of the total.

Milind Lakkad, TCS's Chief Human Resources Officer, attributed the success of the company's initiatives in entry-level hiring, training, and onboarding to the use of technology to digitize processes, virtualize interactions, and enhance responsiveness. He also mentioned that the company plans to roll out similar models for mid-level hiring and incremental reskilling, leading to a superior employee experience and improved efficiency.



1) Last twelve months, IT services; 2) Voluntary Attrition % (Annualised - IT services);
 3) Attrition excludes involuntary attrition and digital process operations; 4) Voluntary trailing twelve months (IT services excluding digital, operations and platform)

TCS iON Digital Learning Hub Capabilities

tcs50
Sustained Energy

TATA
CONSULTANCY
SERVICES



Strong Technology Foundation – Backed By Tata Consultancy Services (TCS), one of the most trusted and valued brand

TCS iON

Workplace Wellness:



Employee Engagement and Wellness:

TCS employees have been successful in participating and winning marathons globally, showcasing the significance of fitness at both an individual and collective level within the organization. The Fit4Life initiative focuses on employee wellness programs centered around physical fitness and aims to engage TCS employees through shared fitness pursuits. This includes events like community marathons, group cycling challenges, yoga certifications, and more. The need for physical fitness activities became even more vital due to remote work and the closure of gyms and exercise groups during the lockdown in 2020.

Despite physical and social distancing, TCS employees were able to continue participating in Fit4Life, which was made available as an online app for recording exercise activities, including yoga, zumba, and others. This, along with the #OneTCS platform, allowed TCS employees to share their experiences of staying fit during the pandemic and lockdown.

- TCS saw an opportunity to engage associates across geographies through a commonly used collaboration tool and created #OneTCS.
- #OneTCS was represented by a weekly digital bulletin updating TCSers about the pandemic and how they were working together as a singular entity.
- Stories of TCS employees volunteering and showing kindness were shared regularly on the #OneTCS platform.
- An exclusive OneTCS infotainment channel was launched, featuring fireside chats with global celebrities from sports and entertainment, and discussions with well-being experts on how TCS employees could cope and draw from each other's strengths during the lockdown.

- Rewrite this, point wiseIn 2002, TCS Maitree was established with the objective of promoting corporate sustainability through employee and family member volunteering. In response to the pandemic, TCS launched "Radio Maitree," a live radio program in 2020. This platform was created to connect with TCS employees and their families and provide a source of entertainment and interaction during the lockdown period, as they listened to music and shared personal experiences.
- Additionally, TCS introduced "TCS Cares: Sometimes it is okay not to feel okay," acknowledging the importance of mental well-being.

PANDEMIC & DOMESTIC BUSINESSES & STARTUPS

The pandemic has had a devastating effect on businesses and industries all over the world. In India, the impact of the pandemic has been particularly hard on start-ups, which are often quite vulnerable to external economic shocks. This article provides a comprehensive analysis of how the pandemic has impacted start-ups in India, exploring the various challenges they have faced and the strategies they have adopted to survive and even thrive in this difficult environment. The article will examine the impact on different sectors, looking at the effects on investment, funding, and talent acquisition. Finally, it will explore the potential for growth for start-ups in India in the post-pandemic world.

According to reports, in 2020, India was home to over 50,000 start-up's, with around 8,900 new start-ups being founded that year. The Indian start-up ecosystem has seen a lot of growth and innovation in various sectors, including e-commerce, food delivery, healthcare, and online education, and It is expected that this trend will continue in 2022 as well.

The COVID-19 pandemic has had an unprecedented impact on the global economy, with countries all over the world being affected. India is no exception, and its start-up ecosystem has been severely impacted as well. This has led to a dramatic shift in the way start-ups operate, and the future of these businesses is uncertain. In this comprehensive analysis, we will look at how the pandemic has impacted start-ups in India, the challenges they face, and the potential opportunities that could arise from this situation. We will also analyse the government's approach to supporting these start-ups and the steps they have taken to help the sector survive the pandemic. With the right strategies in place, the future of India's start-up ecosystem may be brighter than expected.

The outbreak of the novel coronavirus has drastically changed the way of life for people all over the world. In India, the pandemic has had a severe impact on the economy and businesses, particularly start-ups. The sudden upheaval has forced start-up founders to face unprecedented challenges and has completely disrupted the start-up ecosystem. The lack of access to capital and resources, the restrictions on business activities, and the ever-changing government regulations have all had a profound effect on the operations of start-ups. This article aims to provide a comprehensive analysis of how the pandemic has impacted start-ups in India, exploring the various changes and challenges that have arisen during this time. It will also discuss the implications of these changes on the start-up landscape in India and offer insights into how start-ups can adapt to the new normal.

The COVID-19 pandemic has had a significant impact on domestic and local businesses in India. The country was forced to implement strict lockdowns, which resulted in a halt of economic activity and reduced consumer spending. Many small and medium-sized enterprises (SMEs) were unable to sustain operations due to the lack of revenue and had to shut down permanently. The lockdowns also disrupted supply chains, causing a shortage of raw materials and leading to higher costs for businesses.

Moreover, the pandemic has accelerated the shift towards digitalization and e-commerce, leading to increased competition for traditional brick-and-mortar businesses. The shortage of labour and reduced consumer demand have also affected the agriculture and tourism sectors.

However, some businesses were able to adapt to the new normal by pivoting their operations and shifting to online platforms, which allowed them to continue serving customers and generating revenue. Additionally, the Indian government introduced various economic relief measures to support SMEs and help them tide over the crisis.

The sudden nationwide lockdown in March 2020 to curb the spread of the virus resulted in the

closure of most businesses, leading to a sharp decline in sales and revenue. This was particularly damaging for small businesses and local enterprises that rely on daily operations and foot traffic, as they were unable to adapt to the new normal of social distancing and remote work. Many businesses were forced to shut down permanently due to the loss of income, and others struggled to stay afloat with limited resources and support.

Moreover, the pandemic has led to a shift in consumer behaviour and priorities, with people becoming more conscious of their spending and focusing on essential goods and services. This shift has put pressure on local businesses that cater to non-essential items, leading to decreased demand and sales. Additionally, the lack of access to credit and financial assistance from the government has made it difficult for small businesses to survive and recover from the pandemic's impact.

In conclusion, the COVID-19 pandemic has significantly impacted local and small businesses in India, causing widespread financial loss, business closures, and unemployment. It has highlighted the need for more support and assistance from the government to help these businesses navigate the crisis and recover in the long term.

Start-up Business Impacted as a Result:

Here are some of the start-ups that could not fare well in India since the outbreak of COVID-19:

- OYO: The hotel chain laid off thousands of employees and shut down operations in several countries, including India. The company attributed the failure to the ongoing COVID-19 pandemic and the resulting decline in travel and tourism.
- Zomato: The food delivery company laid off over 600 employees due to the financial impact of the COVID-19 pandemic.
- Grofers: The online grocery delivery platform laid off around 10% of its workforce in April 2020 due to the economic impact of the pandemic.
- Swiggy: The food delivery company laid off 1,100 employees in May 2020 due to the economic impact of the pandemic.
- Food delivery start-up Dazo was shut down, due to the COVID-19 pandemic, which resulted in the company running out of funds.

These are just a few examples of the many start-ups that have been affected by the COVID-19 pandemic in India. It is important to note that many other businesses, in a variety of sectors, have also been negatively impacted by the pandemic.

Case Study 2: OYO & Pandemic



Introduction

OYO, founded in 2013 by Ritesh Agarwal, began with the aim of organizing budget hotels in India. In just a few years, the hotel aggregator company achieved remarkable growth, expanding into co-living spaces with OYO Life, co-working spaces with OYO Workspaces, and even the wedding market through the acquisition of Weddingz.in. By 2019, OYO was operating in 800 cities in 80 countries around the world and was considered as the fastest-growing hotel chain, across the globe.

However, as losses increased, OYO shifted its strategy from aggressive growth to accretive growth. Despite this change, the company's business was severely impacted by the COVID-19 pandemic, with tourist visits in India dropping by more than 70% and OYO's revenue experiencing a 70% decrease in the

financial year ending March 2021. Despite these challenges, OYO remained resilient and continued to grow, although it has yet to turn a profit.

In light of these events, it's worth examining the sources of OYO's initial success and its ability to remain steadfast during the COVID-19 crisis. Can OYO, with its increasing number of properties and high valuations but persistent losses, be considered successful? And what strategic options does the company have to maintain its growth trajectory in the post-pandemic era? These are important questions that must be considered to fully understand OYO's journey and future prospects. OYO was founded in 2013 and had rapid growth in the initial years, operating in 800 cities in 80 countries by 2019. It was the "fastest growing" hotel chain in the world before COVID-19.

OYO, an 8-year-old start-up in the hospitality sector, had experienced challenges before, but the COVID-19 pandemic posed a new level of difficulty driven by external factors. The sudden onset of the pandemic resulted in declining occupancy rates in the hospitality industry, including a drastic drop to zero for OYO, causing a revenue decrease of 50-60% globally and even higher in India.

Since COVID-19 pandemic posed a new level of challenge, driven by external factors, with no time for preparation. OYO faced increasing losses and shifted from aggressive growth to accretive growth strategy. The COVID-19 pandemic greatly impacted OYO's business.

Despite financial losses, OYO displayed resilience and strived for resurgence. The sources of OYO's competitive advantage need to be analysed to understand its success. The Balanced Scorecard framework can be used to assess OYO's success.

The hospitality industry saw a decline in occupancy rates, including OYO's occupancy rate which fell to zero. The company saw a significant drop in revenue, with a global decline of 50-60% and even higher in India. The ease of lockdown restrictions and fear among people to avoid travel or hotel stays contributed to the low business.

The pandemic and falling revenue made it difficult to balance the need to cut expenses and care for employees. Hotel owners associated with OYO also had limited cash reserves, creating a responsibility for OYO to help. The company was valued at \$10 billion once upon a time (Clark, 2019) and had a client-base of 41 million globally, was suddenly facing an all-time low occupancy rate, along with a steep revenue drop of 50%–60% worldwide and even higher in India (Variyar, 2020).

The company was in the midst of restructuring, which involved cutting costs and laying off employees, but the pandemic and falling business income complicated the situation. OYO faced a dilemma of balancing the need to reduce expenses and the moral obligation to take care of employees and hotel owners during challenging times.

Despite being a foresighted individual, Ritesh and his leadership team were not prepared for such a low occupancy rate. To compound the challenges, OYO was undergoing an organizational restructuring in January 2020 to reduce costs and eliminate redundant positions. This restructuring was planned to result in the release of up to 5,000 employees. However, the pandemic and declining business income caused disruptions to these plans.

Table 3. A Framework with Leadership Tasks for Crisis Management.

Early Recognition	Sense-making	Critical Decision Making	Creating Coordination	Coupling & Decoupling
An organization that facilitates quick awareness of the crisis goes a long way in acting on it swiftly. Leaders need to create conditions for early recognition of a crisis.	A leader when faced with a crisis needs to be able to process the information & communicate it to the right stakeholders so that an informed plan of action can be undertaken.	In the face of a crisis, leaders need to use sound decision making to take decisions at a strategic level that reiterate the organizational values.	Crisis leaders need to monitor how coordinated different operations are when faced with a crisis. Whenever necessary, they need to induce cooperation.	When a crisis hits, several systems in the organization go haywire. Leaders need to actively monitor such systems and take appropriate steps.
Communication	Displaying Accountability	Enhancing Resilience	Instilling Hope	Learning
Crisis leaders need to actively engage with communication professionals to ensure the correct information is reaching the public as a lack of this could harm how the management is perceived.	During situations of crisis, leaders should take the onus of explaining the actions undertaken before and during the crisis. This helps build trust within stakeholders involved.	Preparing an organization to take on difficult situations is an important aspect of managing a crisis. Leaders also need to ensure employee resilience through varied HR policy interventions.	In times of distress, crisis leaders need to instill hope within other members by explaining the ways they plan on mitigating it. With hope comes the confidence that members need to hold on.	Crisis leaders should learn and adapt from stories of past crises to discover or bring out fresh solutions. Learning is an important aspect of developing organizational resilience in the long run.

Source: Boin et al. (2013).

The Indian hotel industry served the accommodation needs of both domestic and international travellers and was highly fragmented. The industry was composed of branded hotel chains, independent non-chain hotels, and alternative accommodations. The total room inventory in India was estimated at 2.64 million rooms, with hotel chains accounting for 11% of the supply and non-chain hotels, dominated by small players, especially in the unorganized sector, accounting for the majority of the supply.

Course's Correction & Rethinking Roadmap: Innovative Strategies to Gear Up

The Indian hotel industry, comprising of branded hotel chains, independent non-chain hotels, and alternate accommodations, caters to the accommodation needs of both domestic and international travellers. Despite the highly fragmented nature of the industry, the total room inventory in India was estimated to be 2.64 million rooms, with non-chain hotels accounting for the bulk of the supply and hotel chains accounting for only 11%.

OYO faced challenges where all stakeholders were not satisfied. The room rent issue was a major concern, as customers were happy with the reduced prices but partner hotels felt they could not survive with the drastic reduction. Additionally, there were complaints of arbitrary fines and non-payment of dues, issues with offering rooms from unlicensed hotels, and service, quality, and safety concerns. OYO addressed these issues by launching initiatives such as the

- OYO Partner Engagement Network (OPEN) and the Cash in Bank (CiB) facility to empower partner hotels, the 3C evaluation program to encourage improvement, and the Club Red Program to reward partner hotels.
- OYO also launched the customer membership program, OYO Wizard, which saw a growth in subscribers to 7.5 million by May 2020. To address safety concerns, OYO introduced the in-app SOS feature and the Online Relationship Management (ORM)

- initiative to prevent unwanted comments targeted at women. As a result of these efforts, OYO's partner NPS recorded an improvement of 35% in Q3 2020.
- OYO strengthened its booking platforms during the pandemic time by launching several initiatives to improve customer experience, reduce costs, and empower partner hotels. These initiatives include:
 - Yo! Help: A chatbot to facilitate customers with an end-to-end experience from asking directions to checkout timings. The chatbot recorded an average handling time of 1 minute compared to 8 minutes at OYO's call center, and improved customer experience while reducing cost of operations.
 - Project Hello: YOpreneurs spoke directly to customers to understand their travel-related apprehensions and expectations.
 - OYO Audit initiative: A crowd-sourced audit of OYO properties, which received 15,000 audits covering 60% of partner hotels and won the award for Best Customer Service Initiative at the Customer Fest Show 2021.
 - Travel-related Assistance Section: OYO added a travel-related assistance section on its app to facilitate consumers' decision-making process, and signed pacts with SRL Diagnostics, Indus Health Plus, and 1mg for COVID-19 testing and safe travel.
 - VaccinAID initiative: Displayed the vaccination status of staff at partner hotels, providing assurance to customers.
 - Pricing Algorithm Modification and Marketing Optimization: OYO modified its pricing algorithm, initiated a referral campaign, and optimized its marketing spends.
 - Data-backed Predictive Analysis: OYO used data-backed predictive analysis to identify tourist hotspots and extended its technological prowess.
 - Partner Support: OYO offered mid-term loans, fee waivers, new deals, and a prepaid wallet (OYO Secure) to asset partners. It also launched the Equal Partner Policy (EPP) with the objective of building a collaborative ecosystem and recorded higher partner satisfaction levels in 2020.
 - Co-OYO app: A app developed for partner hotels, which provided support material and real-time monitoring of query resolution status. OYO Sambandh, the partner outreach and engagement program, was also launched.
 - Employee Well-being & Assistance Program (EWAP): OYO initiated the EWAP, adopting a hybrid workplace model, offering wellness programs, and widening the scope of its parental leave policy. During the second wave of the coronavirus in India, the company offered bereavement support and declared four Wednesdays as company holidays.
 - OyoVersity: An online learning management system was launched to upskill employees, and virtual events like Virtual Family Day and CEO-Club were organized for employee connection and engagement.
 - Data Science Academy (DSA): OYO set up the DSA to upskill workers in the potential of data mining for business growth.
 - The OYO Wizard customer membership program was introduced in August 2018 and saw tremendous growth, reaching 7.5 million subscribers by May 2020 (Hashmi, 2020c). This success was reflected in the increase of the Net Promoter Score (NPS) to 51.4% in 2018, a rise of 4.4% compared to the December 2017 NPS score (Gupta, 2019). OYO's partner NPS also showed improvement, with a 35% increase in Q3 2020 thanks to various initiatives (Saxena, 2021).
 - To address safety concerns, OYO introduced an in-app SOS feature which, when activated, prompts the hotel staff and the round-the-clock OYO Safety Response Team (SRT) to take action. Additionally, the company launched an Online Relationship Management (ORM) initiative to counter unwanted comments targeted at women. OYO

actively educated the public to thwart trolls and prevent negative comments directed towards women.

INNOVATION STRATEGIES ADOPTED

Start-ups in India are rapidly driving innovation in the country and are leading the way for India to become an innovation hub. With the Government of India's initiatives such as 'Start-up India' and 'Make in India', start-ups have received a huge boost in the country. Start-ups in India are constantly innovating in order to survive and compete in the ever-changing, competitive environment. With various innovative strategies, these start-ups are transforming traditional methods of doing business, revolutionizing industry sectors, and creating new opportunities for job growth. This article will explore some of the strategies that start-ups in India are using to drive innovation and stay ahead of their competition.

The outbreak of the novel coronavirus has drastically changed the way of life for people all over the world. In India, the pandemic has had a severe impact on the economy and businesses, particularly start-ups. The sudden upheaval has forced start-up founders to face unprecedented challenges and has completely disrupted the start-up ecosystem. The lack of access to capital and resources, the restrictions on business activities, and the ever-changing government regulations have all had a profound effect on the operations of start-ups.

This article aims to provide a comprehensive analysis of how the pandemic has impacted start-ups in India, exploring the various changes and challenges that have arisen during this time. It will also discuss the implications of these changes on the start-up landscape in India, and offer insights into how start-ups can adapt to the new normal.

How Start-ups in India Survived the Pandemic and What We Can Learn From them Start-ups in India are at the forefront of innovation, driving growth and creating new opportunities in a wide range of industries. With a rapidly growing economy, India is home to some of the most innovative start-ups in the world.

These companies are utilizing creative strategies to bring their products and services to market in new and exciting ways. From leveraging technology to developing new business models, start-ups in India are constantly pushing the boundaries of innovation. Through careful strategic planning and the application of cutting-edge technologies, these start-ups have managed to carve out a unique niche in the market and have been able to achieve success in a short period of time.

This study will explore some of the innovation strategies employed by start-ups in India, and how they are driving growth in the economy.

Post pandemic era start-ups have implemented some strategies to navigate the economic challenges caused by the pandemic. Some of these strategies include:

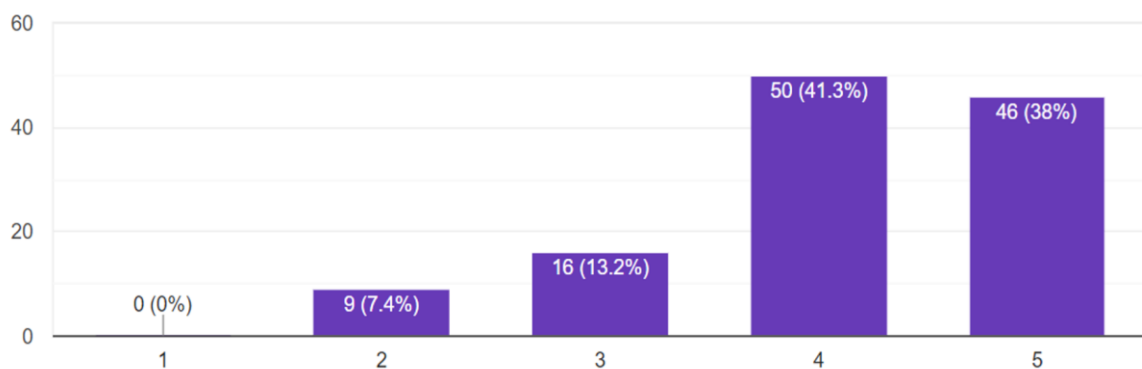
- Online and digital focus: Many start-ups have shifted their operations online to adapt to the changes in consumer behaviour caused by the pandemic. This includes companies in the e-commerce, food delivery, and online education sectors.
- Contactless and safe delivery: Start-ups in the food delivery and e-commerce sectors have implemented contactless and safe delivery options to ensure the safety of their customers and employees.
- Remote working: Some start-ups have adopted remote working policies to ensure the safety of their employees and to continue operations during lockdowns.
- Flexibility and Agility: Start-ups are focusing on being more flexible and agile in response to the rapidly changing business environment, in order to minimize the negative impact of the pandemic on their operations.
- Diversification: Many start-ups are diversifying their product offerings to reduce the impact of the pandemic on their revenue streams.

- Cost optimization: Start-ups are also looking at ways to optimize their costs, such as reducing their physical footprint, automating processes, and outsourcing non-core functions.
- Online Education: With lockdowns and physical distancing in place, Online education start-ups have seen a huge spike in demand. Many of these start-ups have expanded their offerings and curriculum to attract more customers.

These are just a few examples of the strategies that start-ups in India have adopted after the outbreak of COVID-19. It is important to note that the situation is constantly evolving, and start-ups will likely continue to adapt their strategies as the pandemic and its impact on the economy continue to evolve.

Survey: I surveyed and asked the respondents to rate about how much weightage their organizations gave to creativity and innovation while determining their business goals on a scale of 5, least to most important.

On a scale of 5, how important was creativity and Innovation for your organization's business goals?



Observations: 41.3% of respondents “Agreed” that creativity and innovative strategies lay the foundation of their business goals. 38% of the respondents “Strongly Agree” about it.

DIVERSIFICATION AS GROWTH STRATEGY

Diversification can help start-ups to mitigate risk and to tap into new market opportunities. Diversification is a growth strategy where a company expands its product and market portfolio by entering new and unrelated industries or markets. Diversification can help an organization to reduce dependence on a single product or market, manage risk and uncertainty, and create new opportunities for growth.

By diversifying, an organization can:

- Spread risk: Diversifying into different markets or industries can help spread the risk of failure and reduce the impact of fluctuations in any one area.
- Access new markets and customers: Diversification can help organizations access new markets and reach new customers, leading to increased sales and profits.
- Tap into new technology and knowledge: Entering new industries can bring exposure to new technologies and knowledge, leading to improved products and services.
- Increase competitiveness: Diversification can increase an organization's competitiveness by providing a more comprehensive range of products and services.

However, diversification is not without challenges. It requires a significant investment of resources and can lead to increased complexity and operational challenges. An organization must carefully evaluate the potential benefits and risks associated with diversification and ensure that it has the capabilities and resources needed to succeed in the new ventures.

Here are some organizations that have undertaken diversification as their growth strategy:

- Flipkart: Flipkart, one of India's largest e-commerce companies, has diversified its product offerings to include a range of categories, such as fashion, electronics, home appliances, and groceries. This has helped the company to reduce its dependence on a single product category and to minimize the impact of the COVID-19 pandemic on its revenue streams.
- Ola : Ola, India's leading ride-hailing platform, has diversified its business by launching a range of new products and services, such as Ola Electric, Ola Food, and Ola Outstation. This has helped the company to reduce its dependence on the ride-hailing business and to minimize the impact of the pandemic on its revenue streams. Additionally, Ola has also diversified in the areas of E-scooter rental and self-drive car rental.

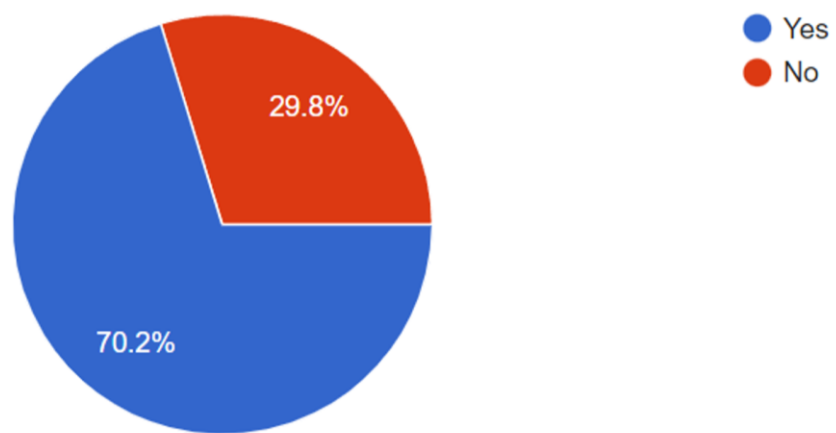
Here are some more examples of start-ups in India that have diversified their product offerings as a growth strategy:

- Zomato: Zomato, a popular food delivery platform, diversified its business by expanding into the online ordering and delivery of groceries and other essentials during the pandemic. This helped the company to tap into new market opportunities and to minimize the impact of the pandemic on its revenue streams.
- Swiggy: Swiggy, another popular food delivery platform, diversified its business by launching Swiggy Stores in early 2021. The company started delivering groceries and other essentials to the consumer's doorstep. This helped the company to tap into new market opportunities and to minimize the impact of the pandemic on its revenue streams.
- BigBasket: BigBasket, an online grocery delivery platform, diversified its business by launching BigBasket Fresh, which delivers fresh fruits and vegetables to customers. This helped the company to tap into new market opportunities and to minimize the impact of the pandemic on its revenue streams.

- Rapido: Rapido, a bike-taxi company, diversified its business by launching Rapido Stores, which is a hyperlocal delivery service for essential goods in order to tap into new market opportunities and to minimize the impact of the pandemic on its revenue streams.
- Practo: Practo, an online healthcare platform, diversified its business by launching Practo Consult, which enables patients to consult with doctors remotely through video calls. This helped the company to tap into new market opportunities and to minimize the impact of the pandemic on its revenue streams.

Survey: I surveyed and asked the respondents to share with us if their organization came up with new products and services

Did your organization come up with new products and services?



Observation: 70.2% respondents mentioned that the organizations have come up with new products and services.

PANDEMIC AFFECTED DOMESTIC / SMALL BUSINESSES IN INDIA

After the COVID-19 pandemic hit India, several problems were faced by domestic businesses. Some of the challenges faced by these businesses include:

Downturn in demand: The lockdown measures imposed by the government caused a sudden and sharp decline in consumer demand for goods and services. This led to a decrease in sales and revenues for many businesses.

Supply chain disruptions: The pandemic created disruptions in the supply chain, making it difficult for businesses to obtain raw materials, goods, and services they needed to operate. Businesses struggled to access raw materials, components, and finished products, leading to shortages and increased costs.

Cash flow problems: The pandemic caused many businesses to suffer a sudden and severe loss of revenue, making it difficult for them to meet their financial obligations, including paying their employees and suppliers. The pandemic caused a sharp decline in demand and a sharp increase in the cost of production. This resulted in cash flow constraints for businesses, making it challenging for them to meet their financial obligations and continue their operations.

Remote working challenges: Businesses had to quickly shift to remote working arrangements, which came with its own set of challenges, including poor connectivity and lack of access to essential resources and equipment. The transition to remote work required businesses to invest in new technologies and infrastructure, which added to their financial burdens.

Uncertainty and unpredictability: The rapidly changing situation created by the pandemic made it difficult for businesses to plan ahead, leading to a high level of uncertainty and unpredictability.

Government policies and regulations: The government implemented various policies and regulations in response to the pandemic, some of which may have had a negative impact on businesses, such as restrictions on movement and gathering, and the closing of non-essential businesses.

Mental and emotional toll on entrepreneurs and employees: The pandemic also took a mental and emotional toll on business owners, entrepreneurs, and employees, who were faced with personal and financial stress, uncertainty, and fear.

Reduced Consumer Spending: The pandemic led to a slowdown in the economy, job losses, and pay cuts, causing a decline in consumer spending. This has led to a decrease in demand for products and services, making it difficult for businesses to maintain their revenue streams.

Competition from E-commerce: The pandemic accelerated the shift to e-commerce, making it easier for consumers to purchase products and services online. This has led to increased competition for traditional brick and mortar businesses, who now have to compete with e-commerce players to win over consumers.

The COVID-19 pandemic has had a significant impact on small businesses in India, with more than 82% of them being negatively affected, particularly in the manufacturing sector. According

to a survey of 250 companies, 70% of businesses believe it will take at least a year to recover from the pandemic's impact and return to pre-pandemic demand levels.

The pandemic has caused several challenges for small businesses in India, including:

Shrinking revenues: Small businesses typically have thin profit margins and the pandemic's lockdowns have further reduced their revenues, putting them at risk of closure. A credit rating agency has predicted that small businesses' margins will decrease by 200-300 basis points, particularly for the micro-segment.

Low creditworthiness: The reduction in margins will also impact the creditworthiness of small businesses, exacerbating their existing liquidity issues. This will make it difficult for them to meet day-to-day needs and fulfil existing and new orders.

However, the pandemic has also led to some positive outcomes. The digitization of daily operations has increased, with 82% of surveyed businesses now digitizing their processes, helping them reduce costs and increase competitiveness.

The Indian government has provided relief measures for Small and Medium Enterprises (SMEs), but more support is needed for businesses to fully recover. Getting a customisable business loan can help SMEs access better finance and expand operations.



INTERVIEW WITH INDUSTRY EXPERTS – I

Name: Pawan

Designation: Director

Website: www.semiconic.com

Tell us about your start-up organization.

We Semiconic Devices Pvt Ltd, originated in 2011. Serving Electronics and Semiconductor segment mainly in Lighting, Industrial, Automotive, Medical, EV and renewable energy with a turnover of 26KK USD. We have offices in Noida and Mumbai. Head office is in Noida and warehouse is in New Delhi. Have channel office in Hongkong and Shenzhen.

What are its USPs?

Timely revision and continuous improvement. Hard to Find component in Market. One step ahead in market than other brands

Who are usually your targeted consumers?

Segment: Lighting, Automotive, Energy meter, Industrial, Medical and EV majorly.

How pandemic affected your organization's operations?

Pandemic, somehow helped to move business in good terms. Major Chinese factories were closed during that time, so it helped to get in approved vendor list of major Indian brands during that duration and able to sustain same business revenue as last year.

How did you manage it? In your organization, did your strategy or business change after pandemic hit?

- Pandemic helped us to understand new ways to do business, as earlier it was limited to visit customers regularly, which has now changed opposite.
- Fixed working hours to flexible working hours.
- Regular office to work from home and mix working method like alternate days.

How did you manage your workforce and work-life balance for them?

Life is more important so for my team as well. Where whole industry opened their offices 2.5 months, we kept our office closed for 6 months and went with work from home method. Which helped to build a strong base to put more strength in existing pillar.

Any innovative strategies that you implemented during pandemic? Please tell us about it.

Our segment was not much affected by Pandemic, although putting up new design activity and opening up new market segment came after Covid. Focusses on technical sales and marketing rather than general sales.

What were the outcomes?

Customer understood and managed delays during and after pandemic, even appreciated our steps which we took for our Semiconic family.

Overall has COVID-19 been a boon or bane for your business, or a mixed bag? Tell us why.

Somehow it has been a boon for us, as helped to get entry at major brands of industry in terms of technical approvals and their vendor lists. Business grownup by 35% for next two consecutive years.

Is your organization whether it is aligned with media/ PR/ advertisement related activities? If yes, how did it help you manage the setbacks given by pandemic?

For PR and advertisement – relied on magazines and online training and customer alignment programs for new product developments. Earlier which was happening at individual customer end, which later we understand that it can be done at all at once.

INTERVIEW WITH INDUSTRY EXPERTS – II



Name: Dr. Vasavvi Acharjya

Designation: Managing Director, Tender Petals and Inner I foundation Pvt. Ltd.

Childhood Education Expert | Edupreneur | Social Activist | Mentor | Child Rights Enthusiast | Author | Multi-Awardee

Website: www.tenderpetals.com

Tell us about your start-up organization.

Dr. Vasavvi has been working in the domain of Early Childhood Education for more than the past two decades. She hails from Guwahati, Assam the gateway to the scenic North East of India, and is an alumnus of Miranda House, Delhi University. Dr. Vasavvi is an early starter, after coming back to her hometown to do something meaningful for her people, she set up a standalone preschool by the name of **Sishubon**. She was 24 years young then and a complete layperson when it came to her edupreneurial venture as she is a first-gen entrepreneur and had no mentor nor a support system. She faced many challenges in her journey but these hurdles only gave her an impetus to go on. In 2013, after two years of dedicated research and planning, Dr. Vasavvi launched **Inner I Foundation Pvt. Ltd.** and simultaneously **Tender Petals** preschool chain. In the consecutive years, IIFPL launched other verticles-the **Tender Day Cares, Early Childhood Educators Training Program, Dream Catchers ~a skill development initiative for adolescents, ReevEd Solutions** an education consultancy for aspiring edupreneurs, and **My Preschool at home (home-schooling)**.

Tender Petals Preschool Chain has its presence in different parts of the country with successfully running centres. IIFPL's Early Childhood Educators Training Program has empowered a multitude of educators to teach children in their early years. Tender Daycare, is a second home for children of working parents and Dream Catchers workshops and seminars have trained adolescents in different skill sets (21st century) needed to be 'Future Ready.'

My Preschool at Home, is a home-schooling solution for preschoolers. Her edupreneurial journey is an inspiring story for many, enabling a lot of men and women alike, to start their own edupreneurial ventures and plunge into their entrepreneurial journey. Dr. Vasavvi has made it possible for them to make their dreams come true. Every year a number of people get associated with IIFPL and have grown into a strong vibrant group of motivated edupreneurs and education leaders.

What are its USPs?

The USP'S of tender Petals includes -the wonderful age-specific curriculum designed by experts called NURTURE, experiential learning for children, PT in the form of Story Yoga, a story-led

curriculum for interdisciplinary education for children, STEAM framework, play way methodology with Thematic Curriculum. We have a group of psychologists to assist children with special needs and also parents who need advice regarding the same.

Who are usually your targeted consumers?

We cater to children aged 2-6 years and now with the NEP 2020 we will extend the age group to 8 years (class 2). Our target group includes children from middle-income families as the brand is not positioned in a very high-end slab. We believe in delivering quality education to all.

How pandemic affected your organization's operations?

The Pandemic definitely affected the new admission which almost came to nil. But as we were very quick to shift to the online learning platform the retention of students was not affected. But again there was a hitch in the recovery of school fees as parents were not so convinced about the distance mode of learning and were skeptical about how much their children were learning. Some children's parents were not tech-savvy and so they were not competent enough for the online transition in the beginning, but later managed. Teachers had to be trained to deliver online classes which were real-time challenges for them. No one was prepared for this and so there were many hitches that we had to overcome to sustain ourselves in the market.

How did you manage it? In your organization, did your strategy or business change after pandemic hit?

We managed with the help of those from the IT sector and worked day and night to align it to the needs of the situation.

Yes, we had gone hybrid at that time and we still retain a bit of the hybrid approach to learning. The other aspects have almost come to normal but during the pandemic, we could upgrade, better and ready ourselves for the years to come. This was a huge learning experience not only for us but also for the children and parents.

How did you manage your workforce and work-life balance for them?

My workforce is always very cooperative and positive. We followed a work-from-home schedule with daily follow-up meetings over ZOOM on the progress of work. Goals were set but very realistic ones, and we all managed pretty well. I would often keep them motivated with short videos and others so that they do not experience burnout.

Any innovative strategies that you implemented during pandemic? Please tell us about it.

1. Hybrid learning and distance mode of learning with proper training to the teachers
2. Online engagement with children through different interactive sessions that held their interest
3. Offline activities at home were assigned to them which the later presented Online and shared with their batch mates
4. Regular meetings with parents to keep them updated on what their child is doing
5. Regularisation of screen time for children by assigning more offline activities for them to -learn by doing and not staying glued to the screen

What were the outcomes?

1. Student retention
2. Parent's satisfaction
3. No loss of learning due to regular interactive classes
4. Developing resilience of children and
5. Learning to adapt to a new situation, -socio-emotional skills.

Overall has COVID-19 been a boon or bane for your business or a mixed bag? Tell us why.

Well, it was a mixed bag. Definitely, it affected the business in a negative manner and we lost a few centres to the pandemic as well. No new franchisees were signed and admission of new students to school almost came to a halt. If I look at the positive side, we had immense learning during this period and the challenges to survive made us move out of our comfort zone and come up with innovative ideas. The biggest learning was that one needs to stay alert and prepared for any unexpected situation.

Is your organization whether it is aligned with media/ PR/advertisement-related activities? If yes, how did it help you manage the setbacks given by the pandemic?

Yes, we do a lot of activities that are covered by the media, and also do events like parenting sessions, carnivals, annual day etc.

During the pandemic, we did a lot of social media activities and online events that helped us stay in focus.

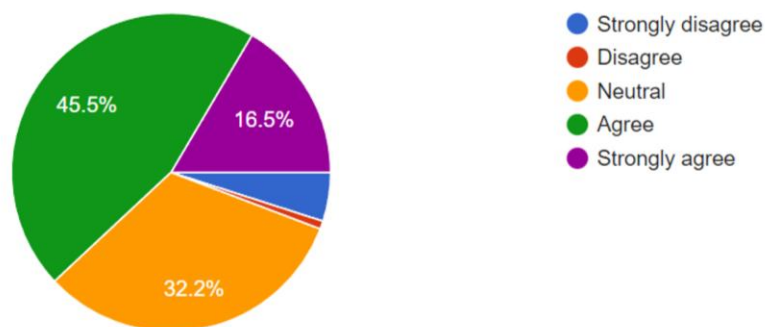
PANDEMIC & MEDIA

The COVID-19 pandemic had a significant impact on the media and entertainment industry in India. The pandemic led to the closure of cinemas, the postponement of film releases, and a slowdown in TV and film production. This resulted in a significant loss of revenue for the industry. On the other hand, the pandemic led to a surge in online content consumption, with people relying more on streaming platforms and digital media for entertainment.

The demand for digital content created new opportunities for content creators, with an increase in digital content production and investment. The pandemic also accelerated the adoption of new technologies and distribution models, such as online events, virtual concerts, and hybrid events, among others. Overall, the pandemic has brought about a significant shift in the way media and entertainment is consumed in India.

Survey: I surveyed and asked the respondents to share their views with us that despite the bottlenecks that covid -19 posed on the media industry, the industry saw a lot of growth and business opportunities too.

Do you agree that although COvid-19 has posed challenges to the media industry, yet there have been a lot of advantages/ opportunities that the media organizations could bag?



Observations: 45.5% have “Agreed” and 16.5% “Strongly Agree” that the media and entertainment industry has seen a lot of advantages and opportunities despite the pandemic hit. However, 32.2% chose to stay neutral about it.

According to an article, *“How the pandemic emerged as a blessing for India’s OTT industry”* (Published on *EconomicTimes* on July 16, 2021), The entertainment industry was severely impacted during the first lockdown of the pandemic, as all ongoing production projects, including new shows and films, came to a halt, leading to a shortage of fresh content on television and in theaters. With theaters closed, television channels were forced to air reruns of old shows. This led consumers to seek alternative forms of entertainment, and they began to explore OTT platforms.

These platforms offered a vast library of movies and original shows, accessible through affordable subscriptions, and easier internet access, making binge-watching a new trend. The amount of time spent on OTT platforms reportedly increased to 2-3 hours during the pandemic, particularly among millennials and Gen Z. The overall subscription numbers for OTT platforms

increased from 32 million at the end of 2019 to 62 million at the end of 2020, and were consumed both individually and collectively.

The popularity of OTT platforms, previously seen as a metro trend, soon spread nationwide, attracting new users from beyond metropolitan areas. According to a report released at the CII Big Picture Summit 2020, the growth rate of new users in tier 2/3/4 regions was 1.5 times higher than the growth rate in metro and tier 1 regions during the pandemic. The number of OTT platforms catering to subscribers in India has grown from two in 2012 to approximately 40 today.

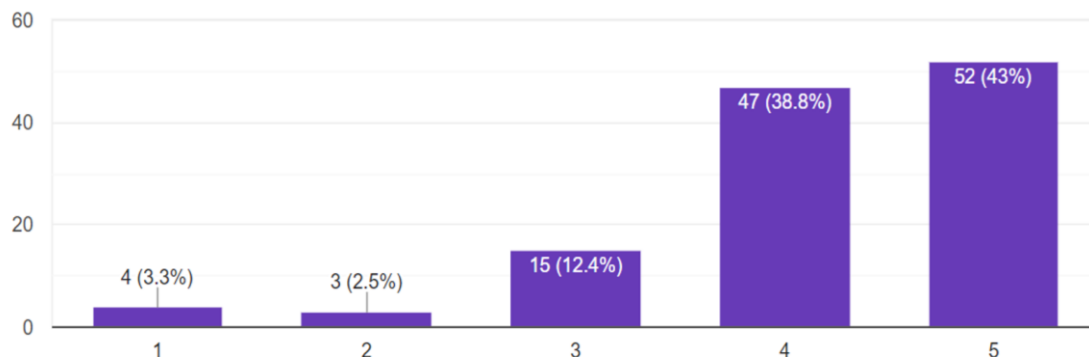
One example is AltBalaji, which saw a surge in numbers from Hindi-speaking markets, including cities like Lucknow, Indore, and Bhopal, as well as from metropolitan areas like Delhi. It reported a 42% year-on-year growth in subscriptions, and sold 4.7 million subscriptions in FY21, compared to 3.4 million in FY20.

Similarly, Zee reported that from November 2018, its active subscribers grew 26 times, engagement grew 13 times, and its average subscribers grew three times in 2020.

This also indicates that the content consumption also saw a lot of trends and that creativity and innovation were used to modify content in a way to trigger their marketability so that more viewers watch the content.

Survey: I surveyed and asked the respondents to share their views about how much important it was for the media industry to use creativity and innovation during pandemic for their growth.

On a scale of 5, how important was creativity and Innovation for the media industry during pandemic?



Observation: 43% of respondents “Strongly Agree” with this while 38.8% respondents “Agree” with this.

Keeping in mind that the pandemic leveraged people with time to consume more content while staying at and working from home due to pandemic and at the same time the demand for a variety and versatile content also gradually rises. This necessitates the play of innovation and creativity.

Challenges journalism faced in India after the pandemic hit.

The journalism industry in India faced several challenges after the pandemic hit, including:

Financial Losses: With the pandemic, advertisers reduced their budgets and readership declined. This resulted in a decline in revenue for the journalism industry and made it difficult for journalists to earn a living.

Logistical Challenges: The pandemic resulted in lockdowns, travel restrictions, and curfews, making it difficult for journalists to report on-ground and carry out their duties effectively.

Misinformation: With the rise of misinformation and fake news, journalism faced the challenge of ensuring the accuracy of their reporting and maintaining the trust of their audiences.

Digital Transformation: The pandemic accelerated the shift towards digital media, and journalists had to adapt to new technologies and platforms to reach their audiences.

Ethical Concerns: The pandemic brought up ethical concerns around privacy and safety, as journalists reported on sensitive and personal information.

Mental Health: The pandemic also had a significant impact on the mental health of journalists, who were under constant stress and pressure to produce high-quality content while dealing with their own personal struggles.

Loss of Ad Revenue: With the economic slowdown, many businesses and industries faced a downturn, leading to a decrease in advertising revenue. This affected the ability of media companies to generate income and support their operations.

Remote Workforce: With lockdowns and social distancing measures in place, journalists were forced to work from home. This led to a lack of access to physical sources, difficulty in conducting interviews, and limitations in newsgathering operations.

Misinformation: The pandemic saw an increase in false information and conspiracy theories, leading to the spread of misinformation. This created challenges for journalists in verifying and authenticating sources, and separating fact from fiction.

Digitalization: With more people consuming news online, there was an increased demand for digital journalism. This led to a need for media companies to invest in technology and digital infrastructure to support their operations.

Access to Information: In some instances, the government and health authorities limited the flow of information to the media, making it difficult for journalists to report on the pandemic. This created challenges in keeping the public informed and accurately reporting on the situation.

Health Risks: Journalists covering the pandemic were at increased risk of exposure to the virus, leading to concerns about their safety and well-being. This put pressure on media organizations to provide protective gear and support to their staff.

Talent Pool: Hiring & Firing

Lay-offs were reported in the media and journalism industry in India after the COVID-19 pandemic hit. The pandemic had a severe impact on the advertising and revenue models of media companies, leading to job losses and pay cuts for many journalists and media workers. Some media companies shifted their focus to digital content and OTT platforms, which also resulted in restructuring and lay-offs. The pandemic has brought to light the importance of financial sustainability for media organizations and the need for them to adapt to the changing media landscape.

Organization's Alignment with Media, PR & Advertisement:

It is very important for organizations to align their media and PR efforts because having consistent messaging helps to build and maintain the organization's reputation, credibility, and trust among stakeholders.

Consistent and Coherent Messaging: Aligned media and PR strategies ensure that an organization's messages are consistent and coherent, both internally and externally. This leads to a stronger brand image and increased credibility.

Clear Message Communication: Aligned media and PR efforts clarify the organization's key messages and ensure effective communication with the target audience.

Improved Public Relations: Aligned media and PR strategies help to develop positive relationships with stakeholders, including customers, partners, investors, and the general public.

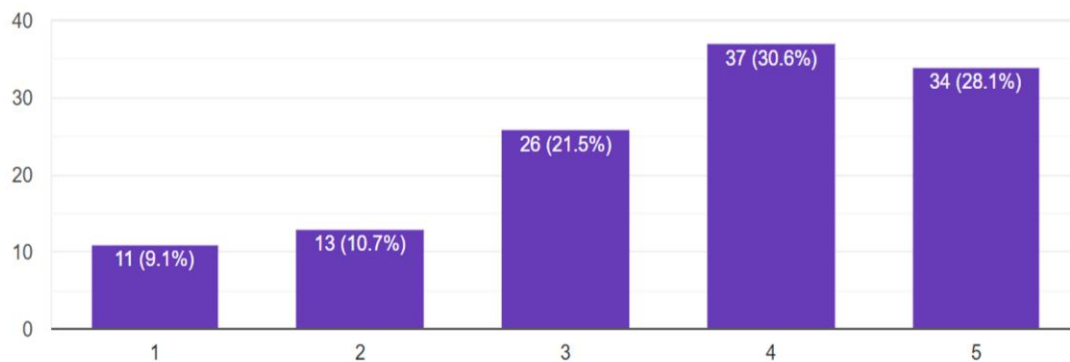
Enhanced Reputation Management: Aligned media and PR efforts enable proactive management of an organization's reputation and effective response to negative publicity.

Efficient Resource Allocation: Aligned media and PR efforts ensure efficient and effective use of resources, such as time and budget, avoiding duplication and overlap.

In summary, aligning media and PR efforts is crucial for organizations to communicate their messages effectively, build strong relationships with stakeholders, maintain a positive reputation, and increase credibility.

Survey: I surveyed and asked the respondents to share whether their organizations are aligned with the media and PR related activities, on a scale of 5.

On a scale of 5, how would you rate your organization whether it is aligned with media/ PR/ advertisement related activities?

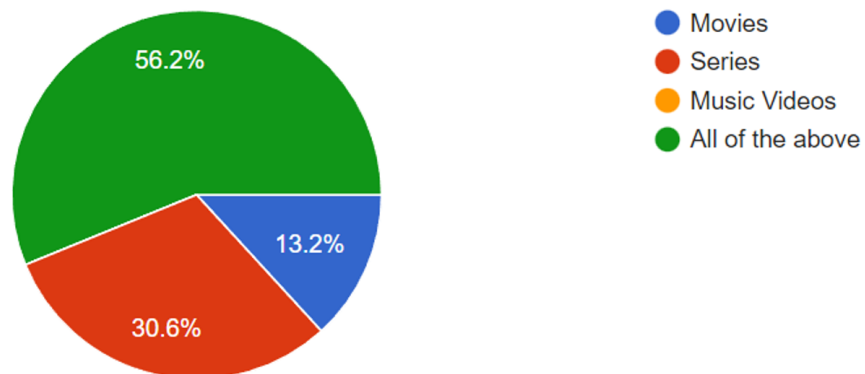


Observations: 30.6% respondents have “Agreed” that their organizations have alignments with media and PR work and 28.1% have “Strongly Agreed.” 24% of organization don’t yet have the alignments. This indicates that the messaging, crisis communication, leadership presence and other such critical factors that are important for an organization’s growth journey are unstructured with bleak outcomes.

Moving ahead, we also analysed the content consumption behaviour.

Survey: I asked the respondent about their choice of content that they watched during the pandemic. Here are the results.

What did you binge-watch on during pandemic the most:



Observation: 56.2% of respondents can be classified here as “Hight Content Consumers” for choosing “All of the Above” as they have a broad spectrum of choices of content. 30.6% of respondents answered that they binge-watched series. And consumers for movies are the least ones with 13.2% votes. This indicates that content with large duration are preferred less and also the scenario of Bollywood getting into bad light during pandemic has somehow affected the consumers’ behaviour and the resulting business of film industry.

Media Platforms that have found the route to Golden Gate:

The COVID-19 pandemic led to widespread changes in the media and entertainment industry, as people around the world spent more time at home due to lockdowns and social distancing measures. As a result, media platforms such as over-the-top (OTT) streaming services, FM radio, music apps, and others saw a significant increase in popularity and usage.

OTT streaming services like Netflix, Amazon Prime Video, and Disney+ saw a surge in subscribers as people sought out new content to watch while they were stuck at home. These platforms offered a convenient way to access a wide range of movies and TV shows without having to leave the house.

FM radio and music apps like Spotify and Apple Music also gained in popularity, as people sought out new music to listen to while they were stuck at home. These platforms offered a convenient way to discover new music and listen to their favourite songs and podcasts.

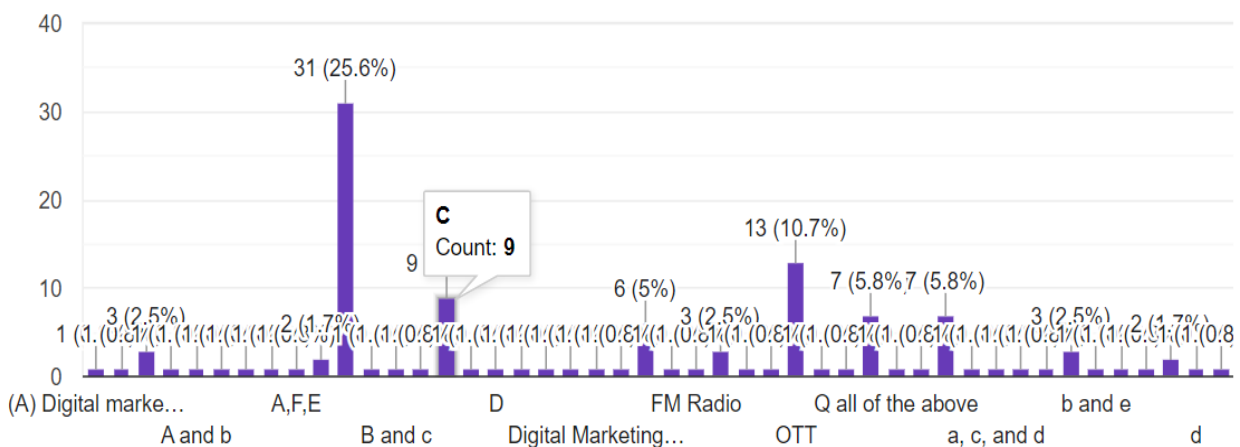
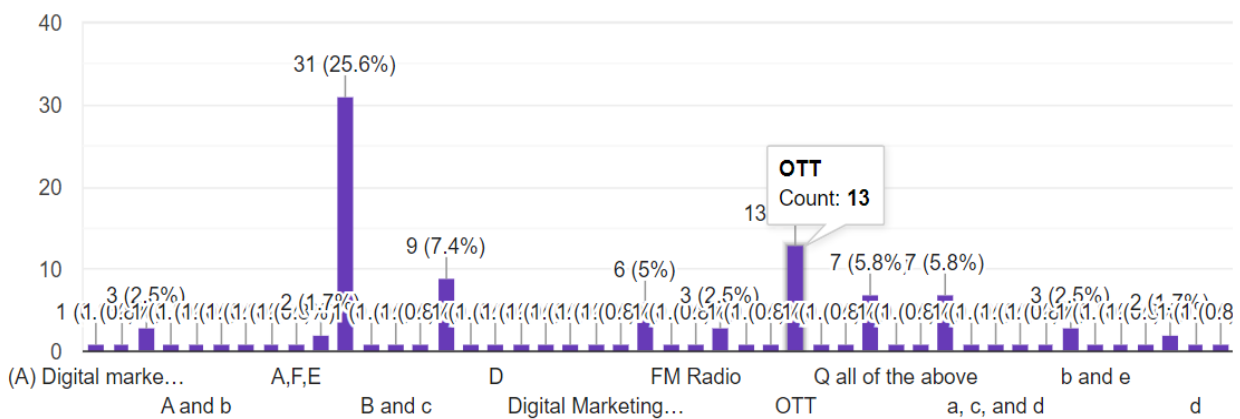
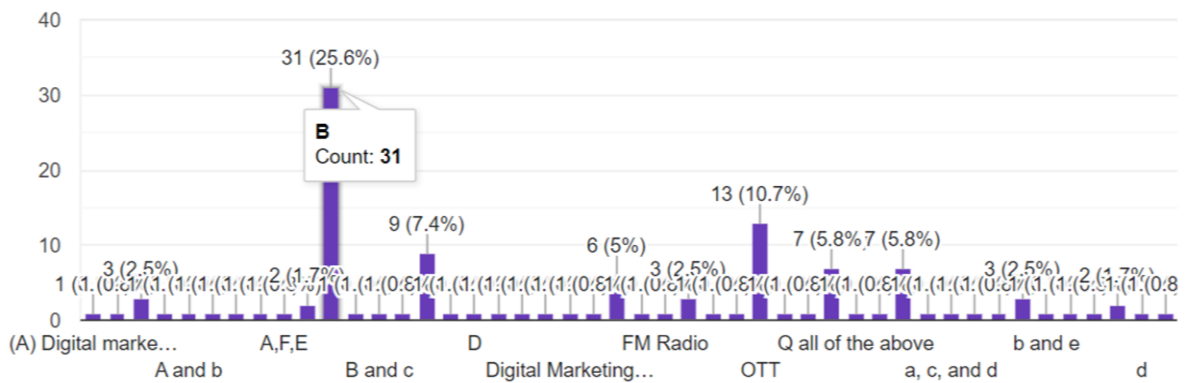
In addition, video conferencing and collaboration tools such as Zoom and Microsoft Teams gained widespread usage as people shifted to remote work and remote learning. These platforms allowed people to stay connected with their colleagues, classmates, and friends even when they were not in the same physical location.

Overall, the COVID-19 pandemic had a profound impact on the media and entertainment industry, leading to a significant increase in the popularity of certain media platforms and changing the way people consume and interact with media.

Survey: I surveyed to know which is the most preferred and popular platform of Media when lockdowns were in place

Which of these platforms you used when LOCKDOWNS WERE IN PLACE:

- a) Digital Marketing
- b) OTT (Netflix, Disney Hotstar, Amazon Prime, etc)
- c) TV shows
- d) FM radio
- e) Online Events & Exhibitions

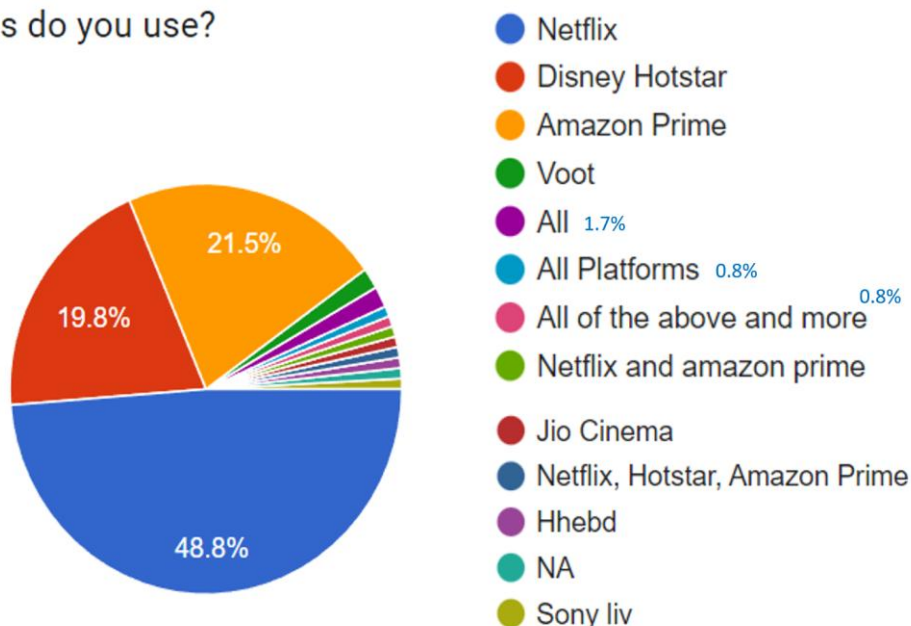


Observations: Its seems that people preferred OTT platforms over others. The second most popular platform is TV series.

Survey on Preference of OTTs within OTTs

When I asked the respondents about which OTT platforms they use the most, here's what they responded.

Which OTT platforms do you use?



Observations: Its seems that people preferred OTT platforms over others. 48.8% respondents watch Netflix while 19.8% watch Disney Hotstar. 21.5% respondents watch Amazon Prime. These are the three popular OTT platforms.

A RISE IN POPULARITY OF SOFTWARE, APPS & SOCIAL MEDIA:

The use of photo and video editing apps grew in India from 2019 to 2021, partly due to the COVID-19 pandemic. With people spending more time at home due to lockdowns and social distancing measures, there was a significant increase in the amount of time people spent on their phones and online. This led to a greater demand for photo and video editing apps that allow people to easily edit and enhance their photos and videos.

In addition, the rise of social media and the increasing popularity of platforms like TikTok and Instagram, which place a strong emphasis on visually appealing content, also contributed to the growth in popularity of photo and video editing apps. People wanted to create and share visually appealing content on these platforms, and photo and video editing apps provided them with the tools to do so.

Furthermore, the advancement in smartphone camera technology and the availability of high-quality camera phones also led to an increase in the number of photos and videos being taken, further driving the demand for photo and video editing apps.

During the period of 2019 to 2021, there was a significant increase in the popularity of photo and video editing apps in India. Some of the most popular apps include:

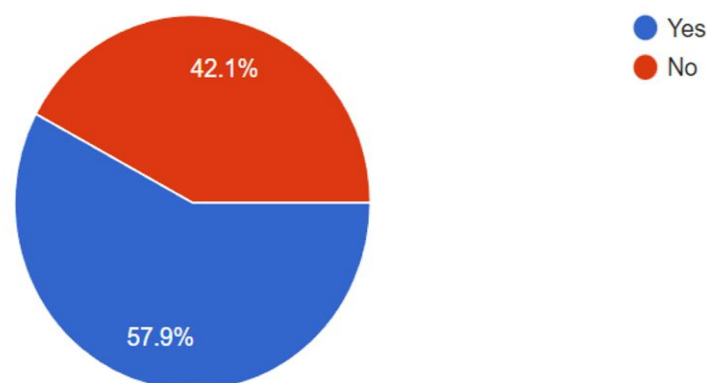
- TikTok: It allows users to create and share short videos with editing tools like filters, music, and special effects.
- Instagram: A popular photo-sharing app with editing tools like filters, crop and resize, text and stickers.
- Snapseed: A professional photo editing app with tools for selective adjustments, blurring, and sharpening.
- Lightroom: A photo editing app with tools for selective adjustments, cropping and straightening, and presets and filters.
- PicsArt: A photo and video editing app with filters, crop and resize, and text and stickers options.

The market size for video editing software was valued at \$1,952 million in 2021 and is expected to reach \$3,245 million by 2030, with an estimated CAGR of 5.6% during the forecast period from 2022 to 2030.

The photo editing software market is expected to grow to \$372.5 million by 2025, with a CAGR of 3.7% during 2020-2025. The growth of this industry is attributed to advancements in technology, such as smartphones, social media, facial recognition, artificial intelligence, and virtual reality.

Survey: when inquired about the growing usage of photo and video editing software or apps that most of smartphone users usually use. I got the below results.

Do you use any photo / video editing software or mobile Apps (even as a hobby or for projects)?



Observations: Its seems that a majority of people are using photo/ video editing software or mobile apps

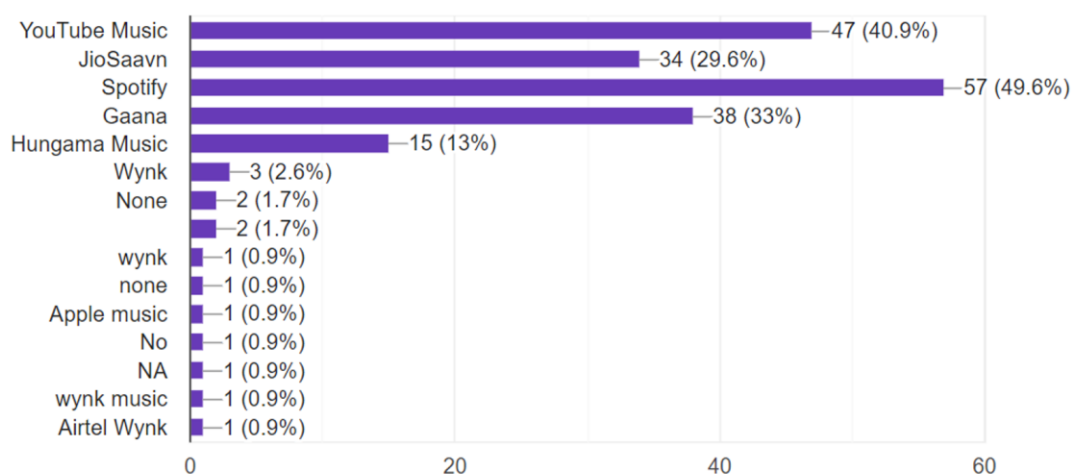
The above survey results indicate that there is a high growth possibility in the domain of Augmented Reality, Graphic Designing, Animation, and other technologies.

Music Apps became quite popular during pandemic. The popularity of music apps rose during the pandemic in India due to various factors such as:

- Increased screen time: With people spending more time indoors, they resorted to music apps for entertainment and as a means of escape.
- Social connection: Music has always been a means of connecting people, and music apps provided a way for people to connect with others despite physical distancing.
- Convenience: With music apps, users had access to a vast library of music at their fingertips, making it easy to find their favourite music and discover new artists and genres.
- Personalization: Many music apps offer personalized recommendations based on users' listening patterns, making it easier to find music they will enjoy.
- Affordability: Many music apps offer free or low-cost subscriptions, making them accessible to a wide audience.
- The rise of music apps during the pandemic in India was driven by the need for entertainment, social connection, convenience, personalization, and affordability.

Survey: I carried forward a survey to understand, which Music Apps are popular with my sample size.

Any of these Music Apps you are using / subscribed yourself to?



Observations: The survey results say that Spotify has the maximum favouritism and votes with 49.6% weightage followed by YouTube Music at 40.9% and Gaana at 33%. This indicates that Music App industry is an emerging industry in itself with high possibilities of employment and promotions.

According to some reports, the Music Streaming segment is projected to have 104.1 million users by 2027. User penetration is estimated to reach 5.9% in 2023 and increase to 7.1% by 2027. In 2021, 41.4% of users in this segment belonged to the high-income group.

The COVID-19 pandemic, the rise of social media, the emphasis on visually appealing content, and the advancement in smartphone camera technology are all factors that contributed to the growth in popularity of photo and video editing apps in India from 2019 to 2021.

Note: The popularity of apps can change over time and may vary across different countries and regions.

The COVID-19 pandemic led to a significant increase in social media usage as people were spending more time at home and seeking ways to connect with others. Some of the most notable trends on social media during this period were:

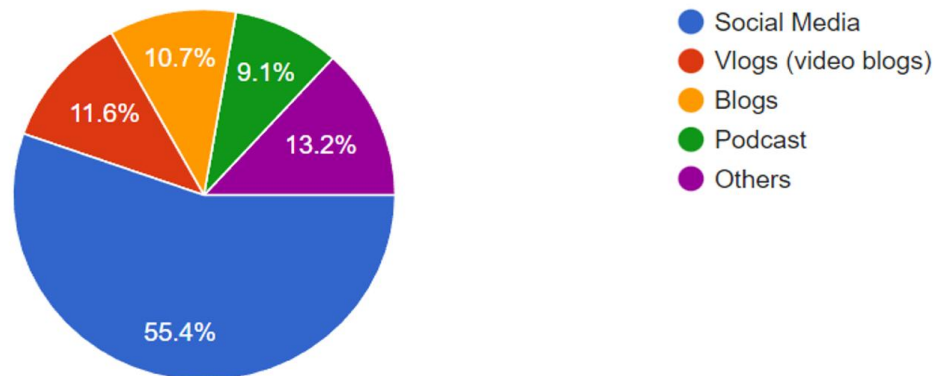
- Growing use of video-based/ video-led platforms: TikTok, Instagram, and Facebook witnessed a surge in usage as people resorted to short videos for entertainment and connection with others.
- Live streaming popularity: Live streaming saw a rise in popularity as people sought new ways to connect with others in real-time, whether for entertainment or work and learning.
- Remote work and learning: The shift to remote work and learning also contributed to increased social media usage during the pandemic.
- Mental health support: social media saw an increase in discussions about mental health as people grappled with the stress and isolation brought about by the pandemic.
- Raising awareness and activism: The pandemic also led to a rise in social media activism as people used these platforms to raise awareness about important social and political issues and to mobilize support for causes they care about.

There was a significant impact on social media usage leveraged by pandemic, leading to increased usage and a shift in the types of content being shared and consumed on these platforms.

Therefore, I went on to check about the reasons behind its popularity and which mediums the users would actually prefer – for validation.

Survey: I asked the respondents about which platform would they actually rely on to communicate their thoughts, online. Here are the answers.

According to you, which is the best medium to communicate your thoughts?



Observations: Its seems that most of the people (55.4%) prefer Social Media to communicate their thoughts and pour their hearts and minds out. Validated!!

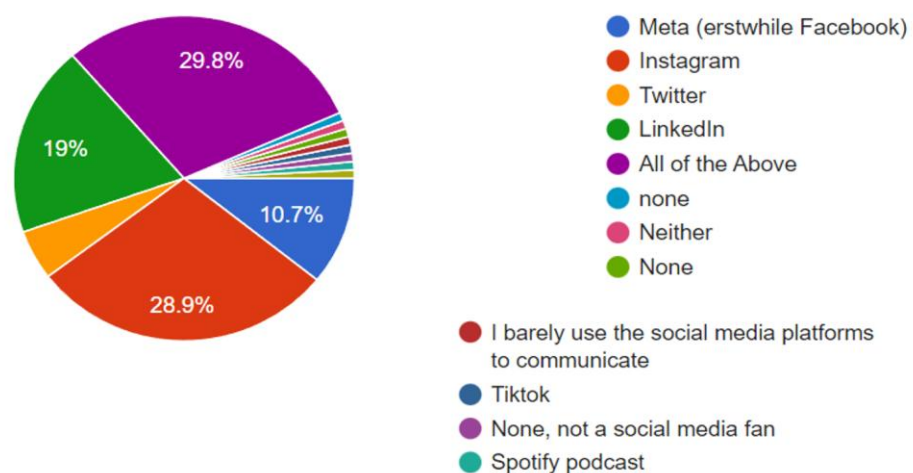
While 11.6% would go by Video-blogs (Vlogs), while 9.1% would go by Podcast and 10.7% would choose blogs.

13.2% would choose other options or explore more platforms for communicating their thoughts.

I further inquired about which specific social media platforms people would prefer to communicate.

Survey: I asked the respondents to specify their choice of social media. Here are the answers.

Which social media platform would to prefer the most to communicate your thoughts?



Observations: A majority of votes go to "All of the Above," indicating favouritism of an integrated communication eco-system. 28.9% of the respondents have opted for Instagram. 19.7% have opted for LinkedIn. It seems that from individual/ sole usage point of view Meta/

Facebook has become the less preferred with 10.7% votes for it.

13.2% would choose other options or explore more platforms for communicating their thoughts.

INTERVIEW WITH INDUSTRY EXPERTS - III



Name – Pranav Gautam

Designation – Creative Director, The Visual House

Q1: Tell us a bit about yourself.

I am a salesman who sells stories and being a Creative Director, my job is to make every story worth buying. But to sell a story, I need to stitch it first. Thus, I become a tailor, responsible for constructing, altering, repairing, or modifying stories for brands, people, products, and organizations, based on their specifications, needs, and preferences.

So, every story that I stitch is tailor-made for my clients that not just makes them feel comfortable carrying it but also helps them flaunt their best shape and become the center of attraction for all.

Q2: How long have you been in the Media & Entertainment industry?

With over 11+ years of experience, I envision a world where digital and real-life observations combine to provide immersive brand-building services.

Q3: In your opinion, how did the pandemic affect the media and entertainment industry in India? Q4: In your opinion, Did the pandemic affect the pay structure or remunerations in the media and entertainment industry?

**Combined answer for questions 3 & 4*

With 63 million MSMEs and nearly 1200+ large enterprises responsible for 70% of total GDP, the Indian advertising market is set to reach \$12.6 Billion in 2023, thanks to double-digit growth in this industry since last year. But come March 2020, it was all bleak.

With my experience, I can tell you that Media & Entertainment is one of the most vulnerable industries across the globe, and to prove that, I would like to present a logic.

First, you need to understand why Industries (Except Entertainment Industry), small or large, invest in advertising or marketing because they want to scale up. They allocate some budget to it to highlight their products or services. And whenever a shade of slow-down comes into the picture due to war, inflation, or a debilitating virus the idea of scaling up a business becomes the idea of survival. With that, the first decision generally comes to the fore is annexing the marketing budget. That is exactly what happened at the time of lockdown and times after that. So, there were times, our colleagues ended up having no work and no wage at all.

It was March 2020, When I first witnessed that there was a crack in my cup. Streets rested on the armchair of distant dreams, shoes out of leather, tongue dried out. The fuel's all gone, and the engines stopped. And we, the people of the creative fraternity, were forced to sit idle inside walls.

Yes, there were layoffs, salary cuts, delayed payments, and if not all that, there was no growth or hike amidst rising inflation. So, the industry voicing the voice of brands, celebrities, influencers,

and people didn't have the courage, forums or institutions to voice for its own people. The industry is still unorganized and has no cushioning for the workforce when preparing for the brace. With all that experience, we the media people learning it the hard way and aren't making any preparations if there's another impact.

Q5: Do you agree that although Covid-19 has posed challenges to the media industry, yet there have been a lot of advantages/ opportunities that the media organizations could bag? Elaborate a bit.

Though the impact of COVID-19 on the Media & Entertainment Industry was a bit too harsh however it wasn't all pale. There were still a few who mastered the art of navigating through the new normal. Who found the much-needed space to reset their thinking, ideas, and business by leveraging digital mediums and technology to reach beyond reach.

It is very clear that brands want more content, more quality, more reach at less cost, less resources and with better turnaround time. Thus, people like us are counting upon technology to navigate further.

Q6: In your opinion, which of the platforms of the media industry more benefitted when LOCKDOWNS WERE IN PLACE? and why?

Almost all of them got benefitted, except theatres and movie halls, but OTTs (like Netflix, Amazon, Hotstar etc.) is one such pied piper that has garnered the most of the moolah. I'll support my answer with a simple logic, the logic of the available market. All these platforms contrary to their modes and mediums had performed well during the pandemic because they had a plethora of people and consumers sitting idle at home.

I myself ended up binge-watching movies, and series just to keep myself positive and entertained in the times of dismay. And I must say nothing more than a beautifully captured and crafted story can bewitch you and people were all there, available 24x7, to get bewitched.

Q7: In general, in your opinion has creativity and innovation been critical for the media, entertainment, and PR industry during the pandemic? Support your statement with a bit of an example.

More than creativity, it was innovation that helped us navigate through the tough times. In the pre-pandemic era, even for a testimonial shoot, we used to carry the whole unit of high-end cameras, lens kit, lights, and many required tools devices along with the crew of directors, cinematographers, Lightman, attendants, etc. It is bulky and mostly clumsy and a costly venture. The pandemic taught us to travel light and disrupted us to make a much-required course correction to make the process more economical with a better turnaround time. Now with available technologies and camera integrations, we can execute the same at a more economical budget.

Quality is still a matter of concern for me when I am using these technologies. But when it comes to survival and sustainability, something is always better than nothing.

Q8: Mention 2 innovative campaigns/strategies that you/ your organization has implemented in the pandemic era.

1. 2D Tube Scandinavian Design OOH Campaign in partnership with India's OOH-Advertising giant Signpost to help Mumbai's Dabbawallas get back to their business.
2. Navigating The New Normal to help SAP's client (many Enterprises and MSMEs) best run their business during the tough times.

Q9: Which content consumption has increased, in your opinion?

a) Short films b) Documentaries c) Series d) Movies e) Advertisements f) Music

Series and Short films for sure

Q10: Has the hiring strategy of your organization changed recently/ or keeping in view the pandemic?

Every uncanny experience brings some knowledge and wisdom to you.

Every agency, big or small, is here to do business. No one wants to hire a resource and fire them unnecessarily when things go bleak. It hurts the employees but also dents the agency's name among the talent pool and clients.

So, companies are extra cautious when it comes to the assessment of talent and their skillsets. On top of that they are also started chasing more multitasking people rather than people with single-core competencies. Thus, finding a job in the right environment had become difficult and simultaneously finding the right talent also became a herculean task for HR Managers.

Tech-savvy people like me are looking towards technology to solve that problem for us.

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